
MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Erin Reinders, City Manager
Date: September 14, 2021
Re: Mission and Goals/Focus Areas

SUMMARY: Department Directors, the Mayor and Council Members participated in Strategic Planning Sessions the week of August 9, 2021 with facilitator Karen Kirk. The session for Directors was August 9-11; and the session for Mayor and Council was August 12-13. Council now needs to identify how to roll out the Mission Statement and to refine the identified goals. Tonight, we will begin the discussion.

PREVIOUS COUNCIL ACTION: The Mayor and Council performed a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats); developed an organizational mission statement; and identified areas of focus and goals. No formal action was taken at that time. The facilitator provided a final report summarizing the process, outcomes and next steps.

BACKGROUND: Below is an overview of the agreed upon mission statement and goals/focus areas.

Mission Statement

Mayor and Council agreed to the following mission statement: **“To provide a sustainable quality of life through excellent stewardship of government.”**

Goals and Focus Areas

The following is a list of the goals and focus areas identified by Mayor and Council, as listed in the final report. The number included indicates how many individuals identified the item as a priority (four or five members were present at any given time). The Facilitator also noted that Mayor and Council prioritized goals with the observation that some goals may not need higher prioritization because they could be addressed relatively easily.

- (4) **Capitalize on Tri-lateral Agreement** - Look for partnering opportunities (i.e.: Tri and City and Clinic work together for Imaging Center); Potential key to unlocking housing challenge
- (3) **Develop an Artic Port** - Improve / promote standing as a Port town
- (3) **Identify what City currently does for Housing in City** - and identify what can be done (i.e.: Cost for utilities; Identify land that could be developed; Identify what we can do to promote more housing)
- (2) **Identify EMS deficiencies** - and develop a plan/process to address/correct (i.e.: Communication and coordination on King Air crash/ Life Med; Tsunami warnings – ensure all residents know where to go; Review capabilities of Fire Dept)

- (1) **Establish orientation/training workshop for new council members** - (i.e.: Explain Roles and Responsibilities of a council member; and what's going on within the City - major projects discussion) or (at least) an S.O.P for new council members
- (1) **Air transportation** - (i.e.: Need more carriers into Dutch Harbor; Expansion of airport)
- (1) **Financial security** - ensure we maintain principal base and invest ... use interest for: special projects; general fund; endowment (?)
- Establish annual or biannual **workshop for city management and council to focus on citywide needs assessment**
- **Housing** - Evaluate (within) city owned housing and develop solutions
- **Natural Resources** - Geothermal focus (alternate economic driver)

Other Identified Goals for Consideration

Mayor and Council identified the following goals during the City Manager performance evaluation that are appropriate to be discussed in this context. Some overlap with what was discussed and identified in the Strategic Planning session, but one in particular seems to be in addition to what was discussed more recently. Given the complexity of this one item, it should be folded into this discussion as well.

- ✓ **Seek power use agreement with industry** (this is related to the “Natural Resources – Geothermal Focus” topic identified above)
- ✓ **Continue Tri-lateral committee involvement** (this is related to the “Capitalize on Tri-lateral Agreement” topic identified above)
- ✓ **Provide city with calendar for rainy day fund use to complete fiscal sustainability plan** (this is related to the “Financial security” topic identified above)
- **Study on City Wide inefficiency to get corrective actions** (this is in addition to what is identified in the Strategic Planning Session and requires additional discussion at this time)

DISCUSSION: The Facilitator’s report outlines the next steps, which is what brings us here today. Now is the time for Council to work with each other and the City Manager to identify how to roll-out the mission statement and to refine the identified goals.

Mission Statement

Council has decided on the mission statement itself. Ideas on how to rollout the mission statement include both internal and external representation, specifically:

- Council Resolution adopting the following mission statement, **“To provide a sustainable quality of life through excellent stewardship of government.”**
- Displaying the statement on buildings; on walls; on city vehicles; on mouse pads; on magnetic strips for computers or desk tops; on business cards; on email signature lines, on website; etc.
- Including the statement on agendas; in meetings; in hiring process; in training process; in performance reviews; in goal setting and planning sessions; etc.

Based on the Council direction, the next step would be for the Directors and I to meet, discuss Council's direction, and develop the action plan for this rollout.

Goals and Focus Areas

Council has now identified numerous goals and focus areas. It is unclear how much consensus there is for every single one of these, so it would be helpful to work together and gauge that at this time. Additionally, many of the items listed need additional specifics. I have listed Council's goals and focus areas below, along with some notes and questions. Council discussion tonight, and the feedback received will help us refine these goals and focus areas. Continued discussion in a future meeting will be necessary for several items.

1. **Capitalize on Tri-lateral Agreement - Continue Tri-lateral Committee involvement -**
Look for partnering opportunities (i.e.: Tri and City and Clinic work together for Imaging Center); Potential key to unlocking housing challenge

Initial CM Notes:

- a. Received 4 stickers at the Strategic Planning Session
 - b. Combined with a Goal identified in CM Evaluation
 - c. Is there a specific goal related to this, or is the aim to continue efforts on strengthening this relationship and collaboration?
 - d. Is Council seeking direct action by City Staff? What might that look like?
2. **Develop an Artic Port -** Improve / promote standing as a Port town

Initial CM Notes:

- a. Received 3 stickers at the Strategic Planning Session
 - b. Is there a specific goal related to this, or is this a focus area?
 - c. Is Council seeking direct action by City Staff? What might that look like?
3. **Identify what City currently does for Housing in City -** and identify what can be done (i.e.: Cost for utilities; Identify land that could be developed; Identify what we can do to promote more housing)

Initial CM Notes:

- a. Received 3 stickers at the Strategic Planning Session
 - b. This related to another goal/focus area identified in the Strategic Planning Session. Does Council see this as the first step before looking at the related housing item?
 - c. When would Council like to see this information?
4. **Identify EMS deficiencies -** and develop a plan/process to address/correct (i.e.: Communication and coordination on King Air crash/ Life Med; Tsunami warnings – ensure all residents know where to go; Review capabilities of Fire Dept)

Initial CM Notes:

- a. Received 2 stickers at the Strategic Planning Session
- b. Is there still consensus to work toward accomplishing this item?
- c. Is the focus here on Fire/EMS only, or the coordination between DPS and Fire/EMS and/or Ports?
- d. Could the area of focus here be defined as Emergency Preparedness and Response?
- e. Does Council have a timeframe in mind?

5. **Establish orientation/training workshop for new council members** - (i.e.: Explain Roles and Responsibilities of a council member; and what's going on within the City - major projects discussion) or (at least) an S.O.P for new council members

Initial CM Notes:

- a. Received 1 sticker at the Strategic Planning Session
- b. Is there still consensus to work toward accomplishing this item?
- c. Does Council have a timeframe in mind?

6. **Air transportation** - (i.e.: Need more carriers into Dutch Harbor; Expansion of airport)

Initial CM Notes:

- a. Received 1 sticker at the Strategic Planning Session
- b. Is there still consensus to work toward accomplishing this item?
- c. Is there a specific goal related to this, or is the aim to continue efforts to improve air travel?
- d. Is Council seeing this as a legislative priority, or is Council seeking direct action by City Staff? If action is desired, what might this entail?

7. **Financial security - Provide city with calendar for rainy day fund use to complete fiscal sustainability plan** - ensure we maintain principal base and invest ... use interest for: special projects; general fund; endowment (?)

Initial CM Notes:

- a. Received 1 sticker at the Strategic Planning Session
- b. Combined with a Goal identified in CM Evaluation
- c. Is there a specific goal related to this, or is the aim to continue efforts to assist with financial security and sustainability?
- d. Is the primary goal to "Provide city with calendar for rainy day fund use"? If so, does the Council have a timeframe in mind?
- e. The work sessions with Alaska Permanent Capital Management may help Council identify specific goals and associated timeframes.

8. Establish annual or biannual **workshop for city management and council to focus on citywide needs assessment**

Initial CM Notes:

- a. Received no stickers at the Strategic Planning Session
- b. Is there still consensus to work toward accomplish this item, or was this an item that Council liked and thought could be relatively easily addressed?
- c. Does Council have a timeframe in mind?
- d. What might this entail? Does Council desire an annual strategic planning session, or something different, as part of this item?
- e. Does Council envision this as part of an annual process – to discuss budget requests, and/or to identify goals for the coming year?

9. **Housing** - Evaluate (within) city owned housing and develop solutions

Initial CM Notes:

- a. Received no stickers at the Strategic Planning Session

- b. This related to another goal/focus area identified in the Strategic Planning Session. Does Council see this as the second step after looking at that related housing item?
- c. Is there still consensus to work toward accomplish this item?
- d. When would Council like to see this information?
- e. Seeking clarification here. Is the focus city owned employee housing?

10. Natural Resources - Seek power use agreement with industry Geothermal focus (alternate economic driver)

Initial CM Notes:

- a. Received no stickers at the Strategic Planning Session
- b. Combined with a Goal identified in CM Evaluation
- c. Is there a specific goal related to this, or is the aim to continue efforts to support the Geothermal Project and implement the PPA?
- d. Is the primary goal to “Seek power use agreement with industry”? If so, does the Council have a timeframe in mind? And, what is the measurement regarding this goal?

11. Study on City Wide inefficiency to get corrective actions

Initial CM Notes:

- a. This was a Goal identified in CM Evaluation, but not brought up in the Strategic Planning Session
- b. Is this still a priority goal for Council?
- c. How much money is Council planning on investing in this study? The price will dictate the depth /detail of the study.
- d. Does Council have a timeframe in mind? This too may dictate the depth /detail of the study.
- e. What action does the Council intend to take with the results? This will help to identify and define type, focus depth and detail of the study.
- f. What is Council most interested in understanding?
 - i. Determine what City ‘should’ look like today (based on a city, say with similar size and scope of Unalaska - functions, staffing numbers, processes, policies)
 - ii. Determine what the City currently looks like (identify what is needed and necessary, identify inefficiencies and cost saving recommendations)
 - iii. Determine what the City needs to look like in the future (based on current economic/societal trends; determine what is needed/necessary for future)
 - iv. Some combination of the above concepts.
 - v. One of the above concepts but focus in a specific division, process, program, or department.

Once we all have a solid understanding of Council’s goals and focus areas, we can work together to further define what success looks like for these items, how that will be measured, timelines, the necessary resources and achievability. These discussions will require Council’s guidance with input from staff, as this information is more identifiable in some items than in others. After all that is completed and clearly defined, I will work with Directors to discuss how to implement Council’s focus areas / goals.

STAFF RECOMMENDATION: Staff has no recommendation at this time. Staff is providing this memo and the attached documents to continue the strategic planning process.

PROPOSED MOTION: No formal motion is required at this time.

CITY MANAGERS COMMENTS: The feedback and direction provided in this work session will assist as we continue discussion in future meetings (now tentatively planned for September 28).

ATTACHMENTS:

- City of Unalaska – City Council August 2021 Planning Retreat Report



City of Unalaska – City Council August 2021 Planning Retreat Report

Session Focus: Approve a mission statement and identify focus areas / goals for FY 2022

- Note: Typical planning sessions occur between November and February
- This session was originally scheduled for: April 9, 10, 2020
 - Then was rescheduled for: November 12, 13, 2020
 - Then was rescheduled for: February 25, 26 2021

Dates: August 12, 13 2021

Participants:

- Vincent Tutiakoff – Mayor
- Thomas Bell – Council Member
- Shari Coleman – Council Member
- Daneen Looby – Council Member
- Dennis Robinson – Council Member
- Alejandro Tungul – Council Member
- Erin Reinders – City Manager
- JR Pearson – Assistant City Manager
- Marjorie Veeder – City Clerk

Agenda / Overview

- I. Introduction / Parameters p. 2
- II. SWOT Assessment p. 3
- III. Mission Statement p. 5
- IV. Focus Areas / Goals for FY 2022 p. 6
- V. Next Steps p. 9



What follows is an overview of outcomes from the City Council Planning Retreat in August 2021

I. Introduction / Parameters

- Opening comments included clarity of roles and session parameters
 - Session parameters (used to keep participants respectfully task focused)
 - Solution oriented / Big picture focus
 - Open minded
 - Accountable (no conflicts of interest)
 - Respectful
 - Speaking frame (used to clarify why someone is speaking)
 - Explain or give status
 - Propose new idea
 - Clarify / ask a question
 - Challenge / disagree with
 - Confirm / agree with



II. SWOT Assessment

- **Objective:** Identify where the City of Unalaska is today and look to the future, to ensure focus areas/ goals are on track
- **Process:**
 - Council members received top prioritized SWOT results from Directors discussion
 - The following chart represents the results from the prioritized **SWOT Assessment**, conducted by **Directors**. Please note: The number in () to the right of the bullet point indicates how many Directors (out of 8) prioritized this item.

Today	Tomorrow
<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • (8) Financial security (reserves, well-funded) • (6) Professional leadership in city management and staff • (4) Natural resources 	<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • (7) Tourism (Birding; Native culture; National Geographic; WWII; Whale watching; Cruise ships; Deadliest Catch) • (6) Capitalize on our strong financial portfolio • (5) Geographic location (ie: shipping; deeper entrance channel) • (4) Improve economic development partnerships (an, not the, example: Tri-lateral agreement) • (4) Improved internet connectivity
<p><u>Weaknesses/ Concerns:</u></p> <ul style="list-style-type: none"> • (6) Internet connectivity (need technical solutions) • (5) Lack of economic foresight (an, not the ex: single source economy) • (5) Need a respectful and mutually trusting relationship between council and city management / staff • (4) Remote location 	<p><u>Threats / Concerns:</u></p> <ul style="list-style-type: none"> • (6) PPA (including but not limited to: timing of projects; ability to sell additional power; impacts to customer rates) • (5) 'Kicking can down road' (slow implementation of long-range planning; delaying projects) • (4) Little opportunity for land & home ownership; Impacts of increasing rental rates

- Council members then discussed their observations regarding the City of Unalaska in each of the following categories: today's strengths and weaknesses/concerns and tomorrow's opportunities and threats/concerns
- Council members identified their top 3 areas of interest/concern in each category



• **Outcome:**

- The following are the prioritized results from the **SWOT Assessment**, for the City of Unalaska conducted by **City Council** on August 12, 2021
- *Please note: The number in () to the right of the bullet point indicates how many Council members and Mayor (out of 6) identified this item*

Today	Tomorrow
<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • (5) Financial security (good portfolio from years of being conservative) • (5) Natural resources (geothermal; fish) • (4) On global stage in fish & transportation • (2) Port • (1) Remoteness (because of remoteness, better able to protect/help our community) • (1) Can support non-profits and schools through funding 	<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • (5) Energy (ie: geothermal; marine resource development) • (4) Shipping / Arctic Port • (4) Arctic Development • (2) Tri-lateral Agreement • (2) Developments in internet communications • (1) Military presence
<p><u>Weaknesses/ Concerns:</u></p> <ul style="list-style-type: none"> • (6) Single source economy (fishery based / unreliability of...) • (6) Air transportation • (4) Lack of housing • (2) Lack internet connectivity between Unalaska and the world • Lack of communication between council and staff 	<p><u>Threats / Concerns:</u></p> <ul style="list-style-type: none"> • (5) Lack of housing (lack of opportunity for real estate; business expansion/ land hard to come-by) • (5) Single source economy • (4) Climate change • (3) Lack of air transportation • (1) PPA (concern re: sell energy that have agreed to buy) • Coordination of emergency response



III. Mission Statement

- **Objective:** To review the draft mission statement submitted by Directors and potentially edit, and then adopt a City of Unalaska mission statement
- **Process:**
 - Council members reviewed the six tools used to develop and/or refine a mission statement:
 - 1. Current or draft mission
 - Review of draft mission developed by Directors in January 2019:
To provide Unalaskans an effective government through exceptional stewardship of the public's resources
 - ... for a fishable future!
 - Review of draft mission developed by Directors in August 2021:
Enhancing quality of life with excellence in government services
 - 2. Definition of a mission statement:
 - Why we are here; our purpose
 - Why we do what we do
 - Aligned with values
 - Memorable, Meaningful, Unifying and Usable
 - 3. Peer examples
 - Research mission statements from cities of similar size and scope and identify what one liked and didn't like about said missions.
 - Council members did not utilize this tool
 - 4. Complimenting mission statements
 - Identify mission statements that our mission statement needs to compliment (ie: Qawalangin Tribe and Ounalashka Corp)
 - 5. Identify organizations top strengths (See SWOT p.4)
 - 6. Identify key words which define: why we are here; our purpose
 - Council members discussed and then prioritized key words
 - Council members used the above tools to refine and edit the draft mission statement (noted above in #1)
- **Outcome:**
 - Council members approved the following mission statement:
 - *To provide a sustainable quality of life through excellent stewardship of government*
 - *Note: Council suggested if the city was interested in developing a tag-line that this be directed to the CVB*



IV. Focus Areas / Goals for FY 2022

- **Objective:** To identify focus areas / goals for FY 2022
- **Process:**
 - Council members reviewed three primary tools to use as a backdrop for goal discussions:
 - (1) Purpose of Goals
 - Goals need to do (at least) one of five things:
 - Achieve Vision
 - Maintain Mission
 - Uphold Values
 - Address Weakness/Concerns/Threats
 - Take Advantage of Strengths Opportunities
 - (2) Goal Qualifiers
 - Qualifiers ensure a goal will use resources effectively and make the most impact
 - Sample goal qualifiers:
 - Number of people impacted
 - Benefits to high-need area (ie: safety, health, food/water, housing, transportation, etc.)
 - Impact to budget (cost to build)
 - Cost to maintain and sustainability
 - Risks
 - (3) Goal Identification
 - When identifying a goal, ensure the following are denoted:
 - Specific, Measurable, Timeline, Resources needed, Achievable / Realistic
 - Council members individually reflected upon focus areas / goals for FY 2022



- Council members reviewed suggested focus areas /goals from Directors
- The following are the prioritized results from the suggested **focus area/goal** discussion, for the City of Unalaska conducted by **Directors** on August 11, 2021
- Please note: The number in () to the right of the bullet point, indicates how many Directors (out of 8) identified this item as a priority

- (8) **Establish orientation/training workshop for new council members** (by Jan 2022)
 - (ie: Explain Roles and Responsibilities of a council member; and 'What's going on within the City - major projects discussion)

- (6) **Refine capital project planning process**
 - Identification, qualification, prioritization of projects
 - (ie: Maintain existing; life/health/safety; operational efficiencies; federal government required; quality of life)
 - Ensure capacity to deliver
 - By end of 2022

- (4) **Update investment strategy to increase fiscal sustainability** by end of FY 2022

- (3) **Develop a boardwalk/dock for cruise ships / ferry** to include:
 - Bike rentals; Restaurant; Gift/Craft Shop by December 2023

- (2) Establish annual or biannual **workshop** for **city management and council to focus on citywide needs assessment**

- (1) **Capitalize on Tri-lateral Agreement to identify, coordinate and implement economic development opportunities and strategies**, by end of 2023

- **Establish Unalaska Economic Development Department** to promote:
 - Unalaska's economic development and
 - Unalaska as a tourism destination
 - By January 2023

- Council members then discussed their interests regarding focus areas / goals for FY 2022
 - *Note: It was noted that this focus area/ goals discussion was different than:*
 - *Goals for the City Manager or*
 - *Legislative goals*
- Council members prioritized their top 3 interests



- **Outcomes:**

- The following are the prioritized results from the **focus area/goal** discussion, for the City of Unalaska conducted by **City Council** on August 13, 2021
- Please note: The number in () to the right of the bullet point, indicates how many Council Members (out of 5) identified this item as a priority
- *Please note: Council members prioritized goals with the observation that some goals may not need higher prioritization (ie: 'Establish orientation/training workshop for new council members') as these could be 'easily' addressed*

<ul style="list-style-type: none"> • (4) Capitalize on Tri-lateral Agreement Look for partnering opportunities (ie: Tri and City and Clinic work together for Imaging Center); Potential key to unlocking housing challenge
<ul style="list-style-type: none"> • (3) Develop an Artic Port Improve / promote standing as a Port town
<ul style="list-style-type: none"> • (3) Identify what City current does for Housing in City (and identify what can be done) (ie: Cost for utilities; Identify land that could be developed; Identify what we can do to promote more housing)
<ul style="list-style-type: none"> • (2) Identify EMS deficiencies and develop a plan/process to address/correct (ie: Communication and coordination on King Air crash/ Life Med; Tsunami warnings – ensure all residents know where to go; Review capabilities of Fire Dept)
<ul style="list-style-type: none"> • (1) Establish orientation/training workshop for new council members <ul style="list-style-type: none"> ○ (ie: Explain Roles and Responsibilities of a council member; and 'What's going on within the City - major projects discussion) ○ or (at least) an S.O.P for new council members
<ul style="list-style-type: none"> • (1) Air transportation (ie: Need more carriers into Dutch Harbor; Expansion of airport)
<ul style="list-style-type: none"> • (1) Financial security – ensure we maintain principal base and invest ... use interest for: special projects; general fund; endowment (?)
<ul style="list-style-type: none"> • Establish annual or biannual workshop for city management and council to focus on citywide needs assessment
<ul style="list-style-type: none"> • Housing Evaluate (within) city owned housing and develop solutions
<ul style="list-style-type: none"> • Natural Resources Geothermal focus (alternate economic driver)

- *Please note: Many of the above goals need clearer specifics and all of the above goals need timelines*
 - *See Goal Identification on pg. 6*



V. Next Steps

• A. Mission Statement

- (Optional) Formally adopt mission statement in City Council meeting
- 1. Submit mission statement to City Manager
- 2. Council meets with City Manager to identify how to roll-out Mission
 - le:
 - Identify how to explain/language the mission statement
 - Identify external representation
 - le:
 - *On buildings; on walls; on city vehicles; on mouse pads; on magnetic strip for computer or desk top; on business cards; on website; etc.*
 - Identify internal representation
 - le:
 - *On agenda's in meetings; in hiring process; in training process; in performance reviews; in goal setting and planning sessions; etc.*
- 3. City Manager meets with Directors to discuss #2
 - Identify action plans for Mission roll-out

• B. Focus Areas / Goals FY 2022

- 1. Submit focus areas / goals to City Manager
- 2. Council and City Manager meet to potentially refine goals
 - le: Identify areas of:
 - Specifics; measurables; timelines; resources; achievability
- 3. City Manager and Directors meet to discuss how to implement focus areas / goals
 - le:
 - Identify objectives needed to meet goals
 - Identify measurement criteria (if necessary)
 - Identify action plans for objectives (who does what by when)

• C. Note on next Strategic Planning Session

- *Typically organizations conduct annual strategic planning sessions
However, this is often dependant upon the timelines that are set for each goal.
(le: If you've set goals that will take 2-3 years to complete, you may want to conduct bi-annual goal updates for the first two years after your initial planning session, and set your next strategic planning session 3 years out, from the initial planning session)*