

CITY OF UNALASKA
UNALASKA, ALASKA

RESOLUTION 2021-65

A RESOLUTION OF THE UNALASKA CITY COUNCIL ADOPTING THE CITY OF UNALASKA'S
MISSION STATEMENT

WHEREAS, the Unalaska City Council believes the development of a shared Mission Statement is vital to the effectiveness of the organization and the future of the community; and

WHEREAS, the Unalaska City Council has developed a Mission Statement through a strategic planning session which included input and collaboration from a professional consultant and facilitator, the City Manager and Department Directors; and

WHEREAS, the establishment of this Mission Statement communicates the City of Unalaska's overall purpose, unifying the organization while guiding the actions of city staff and officials.

NOW THEREFORE BE IT RESOLVED that the City of Unalaska hereby adopts the following Mission Statement:

To provide a sustainable quality of life
through excellent stewardship of government.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on September 28, 2021.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Marjie Veeder, CMC
City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Erin Reinders, City Manager
Date: September 28, 2021
Re: Resolution 2021-65: Adopting the City of Unalaska's Mission Statement

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 or focus areas. Council began discussing the next steps at the September 14 Council meeting. Tonight, Council considers the adoption of the Mission Statement.

PREVIOUS COUNCIL ACTION & BACKGROUND: 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.

Mayor and Council agreed to the following Mission Statement in the Strategic Planning Session: **“To provide a sustainable quality of life through excellent stewardship of government.”**

Council discussed the next steps for rolling out the Mission Statement at the September 14, 2021 Council Meeting. Tonight's resolution adopting the Mission Statement is the result of that discussion.

Council also began discussion about refining and clarifying the goals and focus areas at the September 14, 2021 Council Meeting. Continued discussion in a future meeting will be necessary on the goals and focus areas. That discussion will not take place tonight.

DISCUSSION: Staff has drafted the attached resolution that allows City Council to formally adopt the Mission Statement. As outlined in the resolution, this Mission Statement identifies the overall purpose of our organization and will help to guide our actions moving forward. Once adopted, staff will include this Mission Statement on meeting agendas, the City's Website, and other documents. We will continue seek out opportunities to embrace and share the Mission Statement elsewhere.

STAFF RECOMMENDATION: Staff recommends approval.

PROPOSED MOTION: I move to approve Resolution 2021-65.

CITY MANAGERS COMMENTS: This resolution is based on Council feedback from the September 14, 2021 meeting and Strategic Planning Sessions. Establishing a shared Mission Statement is an important step in unifying the organization as a whole. I am pleased to be at this point.

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

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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)*