



CITY OF SAINT PAUL

ALASKA

RESOLUTION 20-23

A RESOLUTION ADOPTING CITY OF SAINT PAUL STRATEGIC PLAN: 2021 - 2023

WHEREAS, the City Council and staff have conducted strategic planning workshop on October 14, 2020 and completed a review and update to the City's strategic plan as shown in the attached City of Saint Paul Strategic Plan: 2021 - 2023; and,

WHEREAS, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what a municipality is, what it does and why it performs the services and/or it does; and,

WHEREAS, there are numerous benefits to strategic planning, including: municipalities can increase effectiveness and efficiency, improve understanding through better learning, make better decisions, enhance organizational capabilities, improve communications and public relations as well as increase political support; and,

WHEREAS, the City Council and staff have identified three (3) priority strategic goals of the strategic plan to enhance the community which are: People, Infrastructure, and Revenue; and

WHEREAS, the City Council has reviewed the draft strategic plan including the strategic goals, as outlined in the attached document; and,

NOW THEREFORE BE IT RESOLVED, that the Council of the City of Saint Paul, Alaska hereby adopts the attached City of Saint Paul Strategic Plan: 2021 - 2023.

PASSED AND ADOPTED BY APPROVAL OF THE COUNCIL OF THE CITY OF SAINT PAUL
THIS _____ DAY OF _____, 2020 BY ___ IN FAVOR ___ OPPOSED
AND ___ ABSTAIN.

ATTEST:

Monique Baker, City Clerk

Jacob N. Merculief, Mayor



City of Saint Paul Strategic Plan: 2021 – 2023

Draft, updated 11-18-20

Core Functions of the City of Saint Paul



Utilities: water, sewer, power, refuse



Ports and Harbors



Planning and Zoning



Public Safety



Elections and Voting



Fuel Services

Dashboard: How are we doing?

Indicator	2020 Current	2023 Target
People		
▼ Annual employee turnover rate	30.5%	10.0%
▲ Resident satisfaction based on % satisfied/very satisfied via community survey	N/A	85%
▲ Number of projects community/Island entities are collaborating on annually	3	6
Infrastructure		
▲ Amount of funding received for CIP project implementation	\$1,046,425	\$3,500,000
▲ Number of community facilities with a maintenance plan in place	0	3
✓ Number of CIP projects successfully funded and implemented	2	6
Revenue		
▲ Annual municipal revenue	\$8,640,730	\$9,072,766
▼ Annual utility maintenance costs, adjusted for inflation	N/A	N/A

Mission

What is the City's purpose and who do we serve?

We provide consistent quality utilities and services while also ensuring the safety of Saint Paul Island citizens.

Vision

What is the City's ultimate goal?

Saint Paul Island is a thriving, safe community with a high quality of life for current and future generations.

Values & Guiding Principles

What are the City's beliefs and principles guiding leadership and staff?

- **Accountability:** we earn the trust of the community through transparent and responsive communications.
- **Quality:** we take pride in our work and commit to being dependable and professional.
- **Resourcefulness:** we seek out creative and cost effective solutions to address the challenges of remote Island living.
- **Respect:** we are committed to positive and inclusive interactions.

Goal A – PEOPLE

Improve staff capacity and expertise; improve citizen understanding of city finances and functions; make Saint Paul Island a safer place to live.

<i>Employees</i>	<ol style="list-style-type: none">1. Develop employee transition plans.2. Promote employment opportunities with the City.
<i>Partners</i>	<ol style="list-style-type: none">3. Initiate and conduct quarterly community/Island entity leadership meetings.
<i>Community</i>	<ol style="list-style-type: none">4. Implement a community survey to inform City priorities and improve service.5. Create and distribute a quarterly BeringS newsletter.6. Update communications plan.
<i>Public Safety</i>	<ol style="list-style-type: none">7. Develop a Strategic Community Policing and Problem Solving Plan.8. Secure additional Fire & EMS volunteers.9. Expand outreach and education on citizen emergency preparedness.
<i>City Council</i>	<ol style="list-style-type: none">10. Develop and implement a City Council training schedule.

Goal B – INFRASTRUCTURE

Improve city processes and replace/update related equipment and software; construct new, improve and adequately maintain vital community facilities.

<i>Technology and Process Improvements</i>	<ol style="list-style-type: none">1. Realize the full potential of finance software, to include new modules as appropriate.2. Standardize external (contractor, customer, developer) processes.3. Develop and implement a fundraising process and action plans for CIP list priorities.4. Establish a process for tracking, communicating progress on the strategic plan.
<i>Community Infrastructure Improvements</i>	<ol style="list-style-type: none">5. Develop and implement a Comprehensive Maintenance Plan for City facilities.

Goal C – REVENUE

Diversify the City's economic portfolio.

<i>Fisheries</i>	<ol style="list-style-type: none">1. Expand the current fish tax structure to transition currently exempt businesses to a 2% tax.2. Implement projects identified in the Saint Paul Harbor Feasibility Study and Business Plan.
<i>City Services</i>	<ol style="list-style-type: none">3. Conduct an overall rate assessment to reevaluate rates and propose fee adjustments and subsidy policies for utilities that are not currently self-sustaining.4. Identify and implement cost saving upgrades to utility systems (e.g., power plant upgrades).5. Recruit former residents to relocate to Saint Paul Island and encourage Saint Paul Island sister organizations (CBSFA, Tribe, TDX) to incentivize employees to live on Island.
<i>New Business</i>	<ol style="list-style-type: none">6. Support and encourage exploration of long-term economic development opportunities with community partners through implementation of the communitywide Comprehensive Economic Development Strategy.