



**Community of Valdez
Strategic Planning Weekend #2: Goals
November 19–20, 2011**

Planning Cells and Planning Core Summary

Thirty-seven residents met on November 19, 2011, for the second in a series of Community of Valdez Strategic Planning Meetings. The purpose of the meeting was to refine the broad, community-wide goal statements identified in October 2011, and present revised goal statements for consideration by the Planning Core.

The Planning Core convened Sunday afternoon, November 20, to review the Cells' work, to review the common themes and consolidated goal statements identified by the consultant team, and to deliberate upon and approve a final, reasonable number of goal statements that would lead the Planning Cells in future strategic planning meetings.

Definitions

The Planning Cells convened as a large group at 9:00 AM to review the previous meeting's progress. The group was also presented with strategic planning definitions that had been revised and clarified following the October meeting.

A pyramid was used to demonstrate the connection between the strategic planning terms (Figure 1).

The community has one Vision. Underneath this Vision, there are a small (reasonable) number of goal statements. Progressing down the pyramid, the number of items in each category grows. Each goal has a larger number of objectives, or strategies, beneath it that move the community closer to achieving the goal. Each objective has many milestones, or benchmarks, beneath it. These milestones measure progress toward achieving the objectives and, ultimately, the goal. Each milestone has many action items—short-term tasks that contribute toward the milestone's completion. The action items at the base of the pyramid form an implementable work plan. Accountability lies primarily within the action items and milestones.

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Strategic Planning Terms



Vision: *What we ultimately want to achieve—our inspiration.*

Goal: *The long-term desired state of affairs (20 years).*

Objectives: *Strategies (approaches) toward achieving the goal*

Milestones: *Discreet, measurable deliverables*

Action Items: *Short term tasks necessary to complete the milestone*

Figure 1: Strategic Planning Terms

The Planning Cell members were also provided an example of Goal, Objective, Milestone, and Action Item language (Figure 2). The participants were reminded that this is not a 1-1-1-1 relationship; each level can have multiple items to support the level above it.

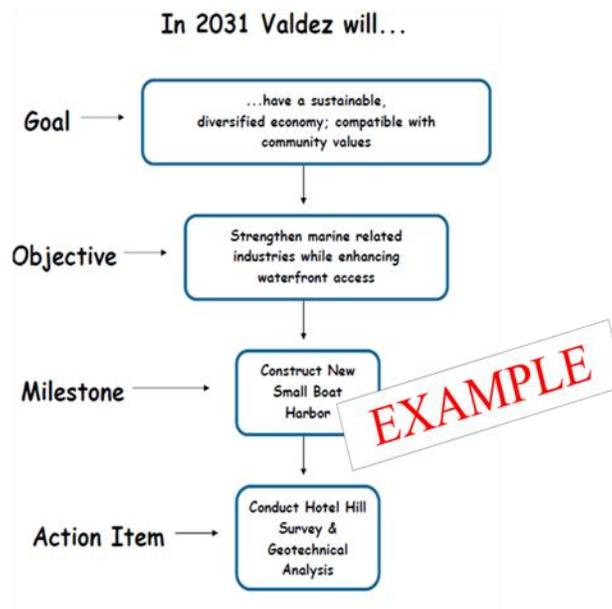


Figure 2: Sample Language

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The task for the November 19 meeting was to identify 24 goal statements, 3 for each of the 8 Cells. The consultant team would then review the goals, looking for common themes, and develop consolidated goal statements that capture the essence of the Cells' proposals. All proposed goal statements, Cell-generated and consultant-consolidated, were to be shared with the Core.

Planning Cell Process

The Planning Cells met in 2½-hour sessions on Saturday, November 19, 2011. Each Cell reviewed the 51 cell-suggested "goal" statements identified at the October meeting and, through a facilitated process, identified 3 goal statements to propose to the Planning Core for consideration, and thereby reduced the 51 to a total of 24 goal statements¹. After all the sessions ended, the consultant team reviewed the 24 statements, consolidated concepts, and presented six proposed goal statements to the Planning Core for deliberation and final approval.



Figure 3: The Process of Elimination

The first exercise in the Cell groups was to identify themes or categories. Possible themes were presented to each Cell as a beginning framework.

- Economy
- Environment
- Quality of life
- Civic engagement
- Future prosperity
- Regional leader
- Sustainability
- Fiscal Responsibility

¹ One group ultimately recommended four goal statements, resulting in 25 final statements.

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- Education
- Social Responsibility
- Infrastructure

The Cells were also asked to consider additional broad themes that may not have been included in the list above. Additional themes suggested included:

- Accessibility
- Cost of living
- Flexibility
- Diversity
- Growth
- Innovation
- Kitchen sink! (all themes)
- Long-term/future thinking
- Responsiveness
- Stewardship

Some Cells suggested additional considerations regarding themes.

- Combine civic engagement and social responsibility
- Fiscal responsibility is part of sustainability
- Future prosperity and sustainability are closely linked
- Environment falls under sustainability
- Civic engagement includes politics and government, but it also includes volunteering
- Recreation could be a theme, but it likely falls under quality of life.

Using the themes as a starting point, the Cells were first asked to review the 51 statements and identify up to three themes associated with each statement. A table showing the 51 statements can be found in Appendix A.

Because themes and key words are the basis for developing strong, relevant goal statements, the Cells identified three themes that were most important to their Cell or Cell topic, and identified key words or concepts based on the October 2011 statements (Appendix B). Finally, working in small or large groups (depending on the Cell) the Cells used the themes and key words to develop goal statements to recommend to the Planning Core for consideration (Appendix C).

At the close of the first day, the 8 Cells had identified a total of 25 goal statements associated with 9 primary themes.

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Proposed Themes and Goal Statements (Consolidated)

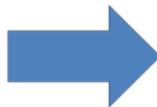
Following the conclusion of the Cell meetings, the consultant team reviewed the Cell-proposed themes and goal statements. Nine primary themes were identified at least once. Some themes were used by multiple Cells to develop goal statements. The number of goal statements developed (if more than one) is shown in parentheses below:

- Quality of Life (6)
- Future prosperity/sustainability (4)
- Infrastructure (4)
- Regional Leader (3)
- Civic Engagement/Social Responsibility (3)
- Economy/Economic Diversity/Economic Development (2)
- Growth
- Environment
- Education

In reviewing the content of the goal statements associated with these themes, the number of themes was further refined, resulting in six major themes. The Growth theme was consolidated with Economy, the Environment theme was consolidated with Sustainability, and the Education theme was consolidated with Quality of Life.

9 Themes

- Quality of Life (6)
- Future prosperity/sustainability (4)
- Infrastructure (4)
- Regional Leader (3)
- Civic Engagement/Social Responsibility (3)
- Economy/Economic Diversity/Economic Development (2)
- Growth
- Environment
- Education



6 Themes

- Quality of Life
- Future prosperity/sustainability
- Infrastructure
- Regional Leader
- Civic Engagement/Social Responsibility
- Economy

Figure 4: Refined Themes

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Based on these six refined themes and comparing all the associated goal statements, the consultant group identified six goal statements for presentation to the Planning Core (one for each consolidated theme).

The Planning Core

The Planning Core met during the afternoon of Sunday, November 20, 2011². The purpose of the meeting was to: review the 25 goal statements identified by the Cells and the six refined goal statements identified by the consultant team, deliberate and refine the language, and approve final goals that support the community Vision statement.

Following a summary of each of the Saturday sessions by the Planning Cell representatives, the Core was asked to clarify the subject of each goal statement, i.e., “Valdez will...” OR “The community will...” A concern had been raised that the casual reader of the final plan may not make the distinction between the City of Valdez and the Community of Valdez, and, as a result, think the City was responsible for implementing all of the identified objectives, milestones, and action items.

Because this is a plan for the Community of Valdez, and because organizations and entities other than the City are responsible for the plan’s success, the Planning Core’s first recommendation was to begin all goal statements with “The Community of Valdez will...”

Six consolidated goal statements, based on the six major themes identified by the Cells, were presented to the Core (Table 1). The Core confirmed that they generally captured the concepts raised in the various Cell discussions.

² Planning Core attendees were: Robert Stumpf, Faith Revell, Patty Relay, Wanda Clark, Alan Sorum, John Hozey, Karen Ables, Steve McCann, Nate Smith, Joe Prax, Jerry Mehlberg, Steve Brockman, Mike Wells, Pam Shirrell, and Dorothy More.

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Consolidated Themes	Summarized Goal Statements
Quality of Life	The Community of Valdez will have accessible and affordable opportunities that provide for the highest quality of life and well-being of its citizens.
Future Prosperity/Sustainability	The Community of Valdez will manage lands, waterfront, and other resources to support a responsible, sustainable economy.
Infrastructure	The Community of Valdez will have a robust, sustainable infrastructure that provides for economic development and community needs.
Regional Leader	The Community of Valdez will be an exceptional regional center, using its resources to meet the diverse needs of the community and workforce.
Civic Engagement/Social Responsibility	The Community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.
Economic Development	<p>The Community of Valdez will have a diverse, growing economy.</p> <ul style="list-style-type: none"> --objective: attract investment and development --position itself to promote resources --implement diverse growth strategies

Table 1: Consultant-Identified Goal Statements

The main concern about the proposed six goals centered on the Quality of Life statement. Because “Quality of life” is a subjective term, it is different for each individual. Ultimately, after the group had reviewed and refined the remaining statements, it determined that if the other

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goals were met, Quality of life, however defined, would be achieved. As a result, the Core put forward and approved five final goal statements (Table 2)³.

Final Themes	Final Goal Statements
Future Prosperity/Sustainability	The Community of Valdez will manage its resources to support a responsible, sustainable future.
Infrastructure	The Community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.
Regional Leader	The Community of Valdez will be the preferred hub for the region.
Civic Engagement/Social Responsibility	The Community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.
Economic Development	The Community of Valdez will have a healthy, diverse economy.

Table 2: Final, Core-Approved Goal Statements

These themes will be used by the Planning Cells in the next phase of the planning process. The next meeting of the Planning Cells will be December 3, 2011, at the Prince William Sound Community College, where the Cells will draft objectives for each of the five final goals. A second meeting on this task will also be held on January 14, 2012.

³ Fourteen Core members voted in favor of approving the revised goal statements; one member voted nay.

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Appendix A:

51 Cell-identified Statements (October 2011)

1	Have citizen participation and open government
2	Have access to government/civic involvement, responsiveness of government
3	Be a community where residents and organizations work together effectively partnering for the greater good of community and beyond
4	Maximize community partnerships (for educational opportunities)
5	Become a single borough (city and borough of Valdez)
6	Communicate clearly within and between (cultural and recreational providers)
7	Cultivate arts to promote health, education, welfare, and partnerships
8	Will be better connected (technology, communications, economy)
9	Be a regional hub
10	Have career opportunities for a wide spectrum of people
11	Attract a more diversified economic base (will be a diverse community socially, economically, educationally...)
12	Be a place where businesses invest and thrive.
13	Continue to strive to find ways to provide for community growth
14	Have waterfront for all
15	Work with business sector to promote economic diversification
16	Become the model for all other cities for business, tourism, infrastructure, transportation, and education
17	Be a regional hub for continuing technical education
18	Provide education to keep people in Valdez (sustain replenish workforce needs)
19	Be a leader in the education field (holistic—schools, other)
20	Have a sustainable excellence in education program
21	Become a leader in environmental stewardship, renewable resources, and cutting-edge technologies
22	Maintain its environmental quality
23	Capitalize on its natural setting
24	Have responsible city growth
25	Develop in a sustainable, responsible, and ecological manner

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26	Be a community with self-sustaining, economical, and earth friendly/utility infrastructures
27	Develop its resources in an environmentally and economically sustainable way
28	Pave the way for fiscal, social, and environmental resourcefulness and responsibility
29	Be financially stable and diverse
30	Become a model community using a majority of sustainable renewable resources and attract business investment through eco-friendly opportunities
31	Have enough resources and infrastructure to provide for every citizen in our community
32	Plan and update for future needs
33	Improve its recreational infrastructure for residents and visitors, for all generations
34	Provide infrastructure (tourism in particular)
35	Provide quality, year-round recreation programs/activities that will enhance the quality of life
36	Be healthy wealthy community with opportunities for growth and prosperity for all its citizens
37	Have exceptional quality of life for all residents
38	Be a community where citizens are safe, healthy, well cared for, and engaged in life in a beautiful setting
39	Maintain the best quality of life
40	Be affordable
41	Solve social needs through innovative solutions
42	Understand the needs and provide for the needs of its citizens
43	Be accessible
44	Understand the obligation of providing full services to the community
45	Be a model community for safe, adequate, sustainable housing for all its citizens
46	Promote a life-long benefits of cultural and recreational involvement for all ages
47	Be a premier regional healthcare hub
48	Look after citizens from cradle to grave (physical, social, spiritual, mental, educational needs)
49	Promote healthy lifestyle, healthy living
50	Be a place to go, to learn and grow
51	Be a model community for integrated vibrant, co existence of all its people, long-term residents, people, visitors, and military

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Appendix B:

Cell-identified themes and key words.

Theme	Key Words
Civic Engagement/ Social Responsibility	Accessible Affordable Citizen needs Citizens Communication Connected Cultivation Economic diversification Future Improve recreation Innovative Involvement Life long Obligation Participation Partnerships Plan Quality of life Resourceful Responsible Welfare Year-round
Economy/ Economic Diversity	Access Affordable Attract Capitalize Connected/Connectivity Diversity Economy Education/Technical education Effective Encourage Engaged Enterprise

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Theme	Key Words
	Environmental Facilitate For all/inclusive Generations Growth Hub Implementation Innovative Integration Investment Involvement Model Natural resources Nature Opportunities Partnering Plan Position Promote Prosperity Quality of life Regional Resourceful Responsible Responsiveness Stable Sustainable Understand Waterfront
Education	Community Partnerships
Environment	Waterfront
Future Prosperity/ Sustainability	“Thrive Invest” model Accessible Affordable Attraction Attractive Benefits Capitalize Communication

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Theme	Key Words
	Community partnerships Connectivity Develop Diversification Diversified growth Economical Education Effective Engaged Excellence Exceptional Fiscal Friendly Future Future needs Growth Growth and prosperity Healthy Hub Invest Involvement Leader Maintain Opportunities Partnering Planning Planning generations Promote Provide Quality Quality of life Renewable Resourcefulness Responsible Stable Stewardship Sustainable Tech education Thrive Waterfront

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Theme	Key Words
Growth	Evaluation Timely Affordable Open-minded Sustainable Responsive
Infrastructure	A place you want to live Accessible Affordable Benefits Business Career opportunities Communication Community Connected Cutting edge Develop resources Development Diverse Economy Education Environment Excellence Fiscal Future Growth Healthy Hub Innovative Integrated Invest Leader Maintain Model Model sustainable Opportunities Partnerships Quality of life Regional Relevant

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Theme	Key Words
	Renewable Resourcefulness Responsible Safe Self- sustained Social responsibility Sustainable Technology Thrive Understanding Waterfront
Quality of Life	Accessible Affordable Affordable Career opportunities Communicate Community partnerships Connections Connectivity Cradle to grave Cultivate Education Environment Environmental quality Exceptional Health Housing Hub Innovation Jobs Meet the needs Model Opportunities Partnerships Promote Prosperity Quality Recreation Renewable Resourcefulness

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Theme	Key Words
	Resources Responsibility Responsive Safe Services Stable Sufficient Sustainable Transportation Understanding Visitors Waterfront Wealthy Well cared for Wide spectrum
Regional Lead	Business Culture Education Environmental stewardship Healthcare Recreation Single site borough Social service Tourism Transportation

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Appendix C:

25 Cell-Suggested Goal Language (November 19)

Cell	Cell-Suggested Themes	Cell-Suggested Goal Language
Business	Economy/Economic Diversity	Valdez will have an balanced, stable, diversified economy
Business	Infrastructure	Valdez will have infrastructure that provides for economic development and diversity
Business	Future Prosperity/Sustainability	Valdez will have a responsible, sustainable economy
Culture/Rec	Quality of Life	Valdez will cultivate and promote cultural and recreational programs and activities year-round to provide opportunities for personal fulfillment, education, and safe, healthy living
Culture/Rec	Environment	Valdez will be a leader in environmental stewardship (while capitalizing on its environmental resources and natural beauty)
Culture/Rec	Infrastructure	Valdez will enhance access to its cultural and recreational resources
Education	Education	Valdez will be an exceptional regional city combining all resources to meet the diverse needs of the community and workforce.
Education	Regional Leader	Valdez will be the leader and premier hub for the region
Education	Quality of Life/Sustainability	Valdez will have established an enhanced and sustainable quality of life
Energy/Util	Sustainability	Valdez will provide sustainable energy opportunities with a robust utility infrastructure to support the needs of the community
Energy/Util	Quality of Life	The community will have easy access to affordable opportunities insuring our quality of life
Energy/Util	Infrastructure	Valdez will have a sustainable infrastructure to promote a diverse economy
Healthcare	Quality of Life	Valdez will be the model community affording the

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Cell	Cell-Suggested Themes	Cell-Suggested Goal Language
		highest quality of life for all its citizens
Healthcare	Regional Leader	Valdez will be the leader and premier hub for the region
Healthcare	Growth	Valdez will continuously evaluate, plan, and execute diverse growth strategies
Land Use	Future Prosperity/Sustainability	Valdez will sustainability manage land and waterfront for future prosperity (prosperity means all aspects, not just financial)
Land Use	Infrastructure	Valdez will have infrastructure to provide for economic development, community enjoyment, and diversity
Land Use	Economic Development	Valdez will position its land and water resources to attract investment and development
Military	Quality of Life	Valdez will balance environment, social, and economic "opportunities" to provide an excellent quality of life
Military	Civic Engagement/Social Responsibility	Valdez will have a diverse, involved, engaged, interconnected community
Military	Infrastructure/Accessibility	Valdez will lead the region as a hub to accessible affordable goods and services
Social Serve	Sustainability	Valdez will be sustainable
Social Serve	Quality of life	Valdez will be a community with a thriving quality of life
Social Serve	Social responsibility	Valdez will be innovative and proactive in addressing social responsibilities
Social Serve	Social responsibility	Valdez will be a community whose citizens work together

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