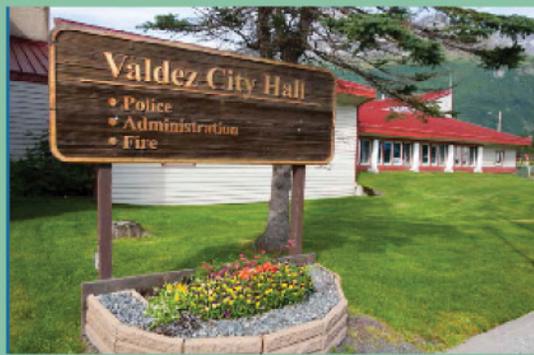


Community of Valdez Strategic Plan 2013–2018



Capitalizing on the intrinsic qualities of our area and its people

Creating a place our grandchildren will be proud to call home



Community Strategic Planning



Community of Valdez Strategic Plan 2013–2018

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A Message from the Mayor

A strategic plan is a roadmap to a place you want reach at some point in the future. This plan tells you how to get there, what landmarks you'll see along the way, what to do in case you take a wrong turn or hit a pothole, and how you'll know when you've reached your desired destination. Without a plan, you might eventually reach your destination, but you're just as likely to end up someplace you never intended. So getting there is much more possible with a solid plan.

Ultimately, the Community of Valdez Strategic Plan—our roadmap—will be used by the entire community, including City staff and civic leaders, residents, businesses, non-profit organizations, and others. This strategic plan takes into account where we've been and what's been done so far; it helps us to gain a firm grasp on our current needs; and it provides a clear vision for our future. It will serve those with a long-term interest in our community as a means to measure progress toward achieving our stated vision—our ultimate destination.

Real progress requires clear goals, proactive strategies, committed leadership, and effective management; and we have worked together diligently to make sure our strategic plan incorporates all those things. In the coming years, we may encounter changing demographics, different economic conditions, emerging technologies, and many other influences. We must learn to anticipate and be able to adapt to these changes in a way that creates value for our Community. The best tool for doing that while staying true to our course is our strategic plan.

Our hope is that each and every resident will see their own goals and aspirations for the Community somewhere within this plan. Together, we will move the Community toward achieving our vision.

—Mayor Dave Cobb

January 2013

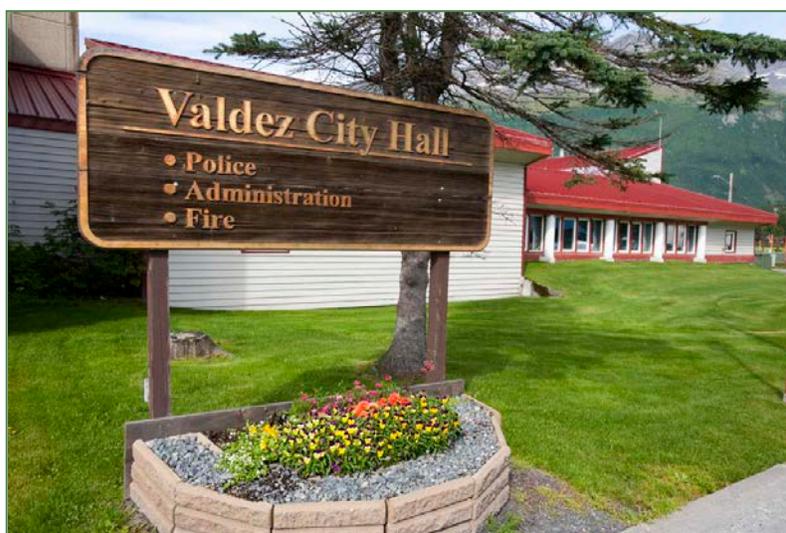


Figure 1: Valdez City Hall, 2011

Participants

Strategic planning is about the Community's future, and it is very important to have active involvement from all sectors of the public. The Community of Valdez Strategic Plan used a two-tier, public decision-making process for identifying priority Goals, Objectives, and Milestones for implementation.

The first tier consisted of multiple Planning Cells, which were charged with identifying issue-specific preliminary Goals, Objectives, and Milestones. These ideas were recommended to the second tier, the Planning Core. Comprised of City Council members, a representative from each of the Planning Cells, and City Administration, the Planning Core was the decision-making body for the Community of Valdez Strategic Plan (see Appendix B: Public Process).

Planning Cell Topic Areas

- Land Use and Waterfront
- Culture and Recreation
- Business and Economic Development
- Utilities, Energy, and Infrastructure
- Education
- Healthcare
- Social Services
- Military

The individuals listed on the following pages participated in one or more of the strategic planning meetings that occurred between October 2011 and May 2012. They gave their time, energy, good humor, and enthusiasm in shaping the Goals, Objectives, and Milestones that will lead Valdez into the future. To them, we extend our sincere thanks.



Figure 2: Strategic Planning Kick-Off, October 2011

Planning Cells

Business and Economic Development

Dave Dengel
Duane Edelman
Eric Phillips
Jason Wells
Jeremey Miner
Lisa Von Bargaen
Mark Delozier
Nate Smith
Robert Dunning
Robert Stumpf

Healthcare

Faith Revell
George Keeney
Jenny Heckathorn
Pam Shirrell
Ruth Knight
Sean McCallister
Tina Russell
Wanda Clark

Social Services

Faith Revell
Gloria Day
John Miscovich
Lisa Von Bargaen
Rowena Palomar
Tina Russell
Wanda Clark

Energy, Utilities, and Infrastructure

Allen Crume
Christopher Botulinski
Dave Dengel
Duane Edelman
Evan Daigneault
Jerry Mehlberg
Larry Weaver
Lon Rake
Robert Dunning
Robert Stumpf
Stacia Miller

Land Use and Waterfront

Diane Kinney
Jason Wells
Jeremey Miner
Lisa Von Bargaen
Mark Delozier
Mark Swanson
Nate Smith
Patrick Day
Raeann Krugger
Stacia Miller

Military

Allen Crume
Christine Sedillo
Faith Revell
Lon Rake
Roberto Trevino
Susan Reiss
Walter Sapp

Culture and Recreation

Dawson Moore
Emmie Swanson
Evan Daigneault
Gary Pauly
Gloria Day
Patricia Relay
Paul Nyland
Raeann Krugger
Sarah Carter
Stacia Miller
Todd Wegner

Education

Dawson Moore
Doug Desorcie
Jack McCay
Jacob Jensen
Jenny Heckathorn
Patricia Relay
Ruth Knight
Steve Brockman
Wes Lundburg

Planning Core

City of Valdez

Dave Cobb, Mayor
Alan Sorum, City Council (through October 2012)
Christopher Moulton, City Council (from October 2012)
Donna Schantz, City Council (from October 2012)
Dorothy Moore, City Council
Jeremy Miner, City Council (from October 2012)
Joe Prax, City Council (through October 2012)
Karen Ables, City Council
Mike Wells, City Council
Steve McCann, City Council (through October 2012)
John Hozey, City Manager

Initial Planning Cell Representatives

Faith Revell, Military and Culture and Recreation Cell Alternate
Jerry Mehlberg and Christopher Botulinski, Energy, Utilities, and Infrastructure Cell
Representatives
Nate Smith, Land Use and Waterfront Cell Representative
Pam Shirrell, Health Cell Representative
Patricia Relay, Culture and Recreation Cell Representative
Robert Stumpf and Lisa Von Barga, Business and Economic Development Cell Representatives
Steven Brockman and Ruth Knight, Education Cell Representatives
Walter Sapp, Military Cell Representative
Wanda Clark, Social Services Representative



Figure 3: Aerial Photograph of Valdez

Why Plan?

Strategic planning is performed by governments, agencies, non-governmental organizations, businesses, and even individuals. It is a framework for making decisions and allocating resources. A strategic plan provides for proactive, focused operations while allowing flexibility to respond to opportunities as they arise.

The City of Valdez announced in 2011 that it would pursue a deliberate, public planning process that would identify Community desires and incorporate them into a prioritized, multi-year implementation matrix that is responsive to City revenues and abilities. The Community of Valdez Strategic Plan sets long-term goals, provides structure on how to achieve those goals, and provides a level of accountability for implementation and progress toward achieving the goals. Ideally, this plan and its identified priorities will be used by the City Council, local agencies, citizens, and others to hold each other accountable for progress made—or not made—in subsequent years.

Because Strategic Plans are living documents, they should be referenced often and updated periodically. While the Planning Cells and Planning Core were asked to consider a 20 year timeframe in the development of this initial plan, this document should be viewed as a narrower, more manageable 3-5 year timeframe. Subsequent updates to the plan will amend, remove, and add elements based on changes and current conditions within the community.

Preliminary implementation of this plan will begin in 2013 with requests for Milestone support submitted to the Planning Core by Responsible Parties. Minor revisions to the plan may be made in 2014 based on the provisional year's findings (see Implementation section).

Planning is:

- About setting priorities and solving problems
- A way to control the future, rather than having it control you
- A way of communicating a community's wants and needs
- A process that promotes creativity
- A way to prevent making expensive mistakes
- A way to prioritize spending and obtain funding
- About strengthening the community
- About making things happen

Diversify the Economy

To assist in reducing our revenue volatility, the City will seek to reduce its reliance on oil related property tax revenues inasmuch as possible. The City will therefore work to promote economic development opportunities that achieve diversification in the local economy, and to explore other new potential sources of revenue.

--2012 City of Valdez
Budget Policy Statement, page 2

City AND Community

The strategic plan encompasses two different, but integrally connected, “Valdezes.” The first is the Community of Valdez—the residents, organizations, businesses, and entities that comprise the community as a whole. The second is the government entity—the City of Valdez. Each Valdez has a role in ensuring the success of the strategic plan by implementing and completing Milestones, which make progress toward achieving the plan’s Objectives and Goals.

Community of Valdez: A Snapshot

Valdez, at the northeast tip of Prince William Sound, is a gateway community situated at the head of a deep, natural fjord that reaches nearly 11 miles inland. The community was founded in the late 1800s as a gateway to the “All-American Route” to interior gold and copper fields. Incorporated since 1901, the community has been marked by a number of significant events, including the 1964 Alaska Earthquake, selection as the terminus of the trans-Alaska Pipeline, and the 1989 Exxon Valdez Oil Spill.¹ At 61.122947 N, Valdez is the northernmost ice-free port in North America.

The economic heart of Valdez lies in tourism, commercial fishing, marine transportation, and oil distribution. Approximately 10-15 percent of all U.S. oil is transported through the Port of Valdez annually; cargo is processed through the largest floating concrete dock in the world. Although Valdez is not a commercial fishing center, its fish processing plants are among the 10 largest employers of the community. Tourism brings in between 150,000 and 180,000 people to Valdez annually, primarily in the summer. Winter tourism is developing, and Valdez is known for its growing heli-skiing offerings.²

As of 2010, the Community of Valdez had nearly 4,000 residents. Valdez is also home to a significant number of non-profit organizations compared to cities of similar size. According to the Alaska Department of Commerce, Community and Economic Development, Valdez has 19 non-profit organizations registered “in good standing.”³ These organizations range from youth sports and social service providers, to cultural, fraternal, and educational organizations.

The 1964 Good Friday Earthquake

The original Valdez townsite was completely destroyed on March 27, 1964, by the strongest earthquake ever to strike the North American continent. Registering 9.2 on the Richter scale and lasting nearly 5 minutes, the quake generated tsunamis that ravaged the town and killed 5 percent of the local population. Afterward, the townsite was condemned as unsafe and the city was relocated 4 miles west to its present location.

¹City of Valdez website: <http://www.ci.valdez.ak.us/index.aspx?nid=114>

²City of Valdez, Alaska 2012 Budget: <http://www.ci.valdez.ak.us/DocumentCenter/Home/View/130>

³Of 45 organizations listed, 23 are in “Good Standing”; 4 of these are religious organizations.

These organizations, along with residents, businesses, and others that call Valdez home, will be key partners in implementing the Strategic Plan’s recommendations (Table 1).

Table 1: Valdez Non-profit, Community Service Organizations⁴

Non-Profit Organization	Service Type
Advocates for Victims of Violence, Incorporated	Social Service
Alaska Avalanche Information Center, Inc.	Education
Alaska Bikers Advocating Training and Education of Valdez, Alaska, Inc. (ABATE)	Education
Connecting Ties, Inc.	Social Service
Emergency Assistance Food Bank of Valdez, Inc.	Social Service
Friends of Valdez Animal Shelter	Animal Welfare
Gold Rush Days, Inc.	Community Event
Terminal Radio, Inc	Communications
Valdez Amateur Radio Emergency Services	Communication
Valdez Convention and Visitors Bureau, Inc	Economic Development
Valdez Fisheries Development Association, Inc.	Aquaculture
Valdez Lodge #2537, Benevolent and Protective Order of Elks of the United States of America	Fraternal Order
Valdez Museum and Historical Archive Association	Education
Valdez Nordic Ski Club	Recreation
Valdez Nursery School	Education
Valdez Senior Center, Inc.	Social Service
Valdez Softball Association, Inc.	Recreation
Valdez Synchronized Swimming Booster Club	Recreation
Valdez Trails Association	Recreation
Valdez Youth Basketball, Inc.	Recreation
Valdez Youth Court	Education
Valdez Youth Wrestling, Inc.	Recreation

⁴ Organizations in good standing as listed by the State of Alaska, Department of Commerce, Community and Economic Development, July 2012 (http://commerce.alaska.gov/occ/home_corporations.html). Many other non-profit organizations play an important role in the community.

City of Valdez: A Snapshot

The City of Valdez—the government entity—is responsible for a variety of public services, including emergency services and public safety, community planning, public facilities and city lands, hazard mitigation and flood zone management, harbor management, snow and garbage removal, water and wastewater provision, parks and recreation, annual budgeting, Valdez permanent fund management, and governance.

Valdez is a home rule city, operating under a Council-Manager form of government. This means that local government has broad, flexible powers and allows for maximum local self-government. The legislative and policy-making powers are vested in a seven-member City Council. The Mayor and Council members, elected by Valdez residents, serve two year terms.⁵ Valdez residents are encouraged to participate in local government by serving as volunteer board and commission members. The City Manager, appointed by the City Council, directs nine major departments responsible for City operations. Many, but not all, of the Milestones identified in the Community of Valdez Strategic Plan will be the responsibility of the city departments outlined in the City organizational chart (Figure 4).

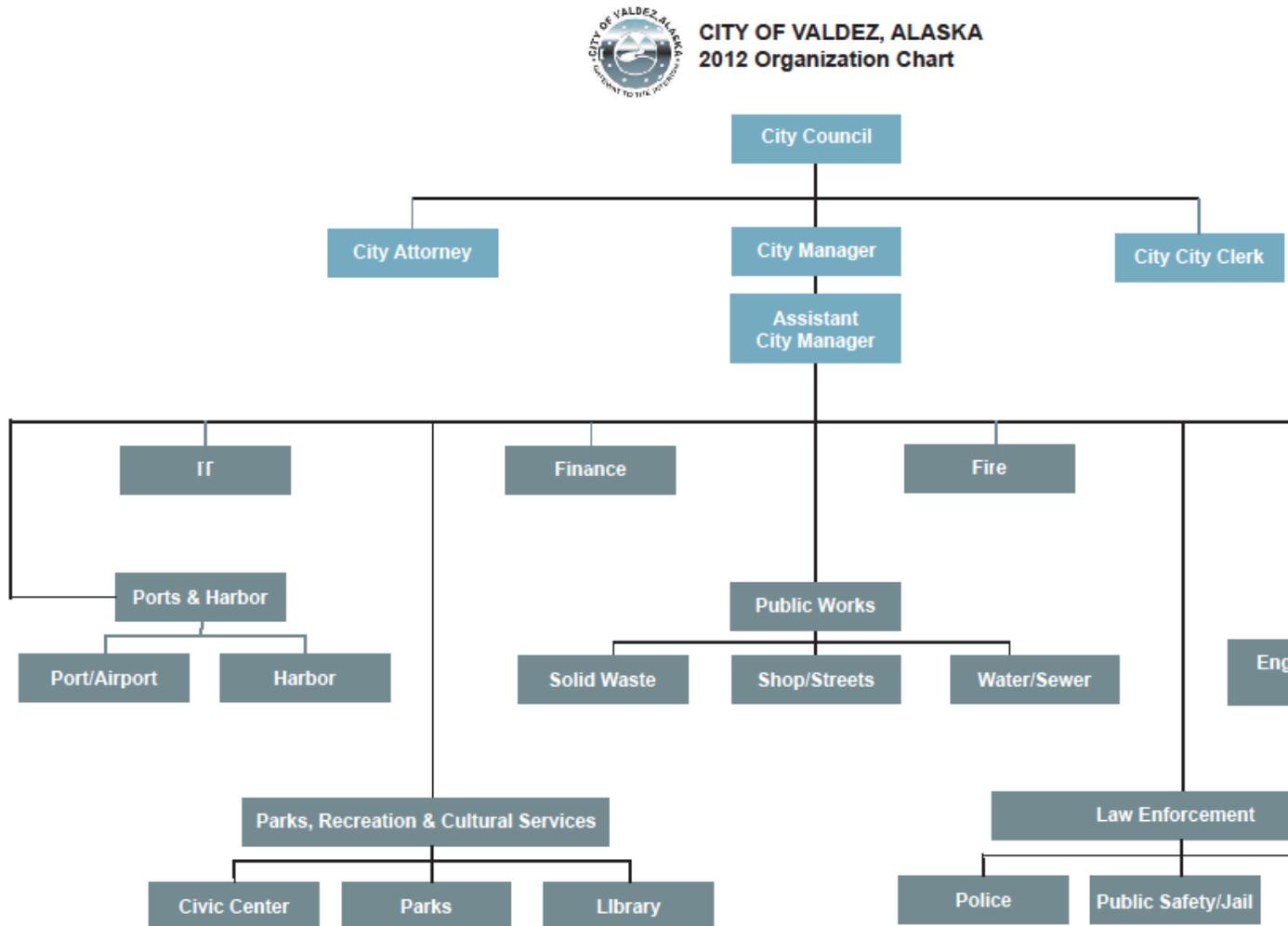
Boards and Commissions

Boards and Commissions offer the public a chance to be involved in local government by providing advice and recommendations to the City Council and city administration. Commissioners submit applications for consideration and are appointed by the Mayor and City Council. Valdez’s Boards and Commissions include:

- Library Board
- Parks and Recreation Commission
- Planning and Zoning Commission
- Ports and Harbor Commission
- Providence Valdez Health Advisory Council
- School Board
- Valdez Museum and Historical Archive Association

⁵ Voters in Valdez also elect representatives to the Valdez School Board, who serve three year terms.

Figure 4: City Organizational Structure



City Revenues

Similar to a strategic plan, the City's budget provides guidance on the type and level of services the City provides.

The City of Valdez operates on an annual budget, with its fiscal year beginning January 1. Planning for each fiscal year begins in the early fall, with a recommended draft budget submitted to the City Council for review in October. Following City Council work sessions and public hearings, the Council adopts the following fiscal year budget in early December.

The City's main source of revenue is property taxes, with the largest contribution coming from the oil industry (Figure 5). Since 2006, the City has been in litigation regarding this oil and gas tax revenue, resulting in highly unpredictable revenues from one year to the next. As a result, the Budget Committee is challenged to calculate reasonable revenue projections in advance of any fiscal year, making planning and prioritizing expenses difficult.

The question for the community—and one this strategic plan hopes to answer—is: How do we balance the desire to make reasonable investments for our future against current competing needs, all without knowing what level of finite resources will be available?

Using this plan, the City will have a set of deliberate, prioritized strategies with fully vetted ideas that can be acted upon as resources become available. This should allow for the development of multi-year spending plans that can provide consistent levels of service to the Community while continuing to move toward our Vision.

Valdez Permanent Fund

The City of Valdez Permanent Fund is "held perpetually in trust for the benefit of the present and future generations of Valdez residents."

(<http://www.ci.valdez.ak.us/index.aspx?NID=324>)

The Charter requires that 1.5 percent of the fund's value be appropriated to the general fund each year. All remaining funds are maintained as principal and shall not be accessed without a vote of the residents.

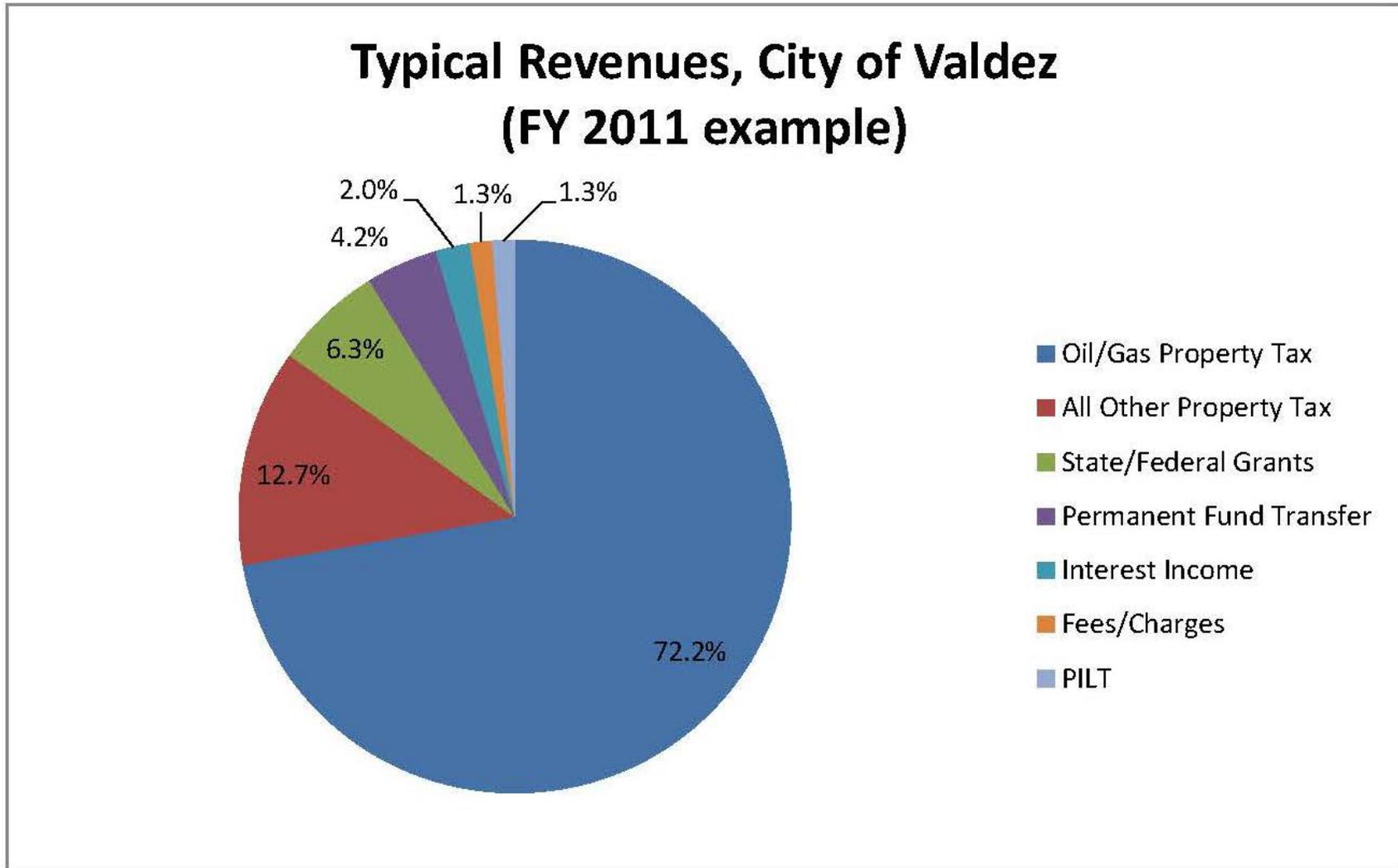


Figure 5: Typical Revenues, City of Valdez

Community Values

Values are concepts or principles that are intrinsically important and desirable. They help define who we are and what we stand for—both as individuals and as a community. Values are unchanging; no matter what happens, they remain the same. In strategic planning, values shape the community’s goals and direction and provide a common focus. They are the shared ideals that guide us in making decisions and articulate what we stand for.

At the October 2011 Strategic Planning kick-off meeting, more than 50 residents were asked to describe Valdez and the community’s values, which were later refined by the Planning Core.

Values:

Responsible

Resourceful

Respectful

These values are our core beliefs, which direct how we interact with each other and how we frame future actions. They are what we believe in as individuals and commit to as a community. As we begin to implement this strategic plan, and as we consider future updates, we should use the “3 Rs” as the lens through which to view the whole. We should ask ourselves: is what we propose to do respectful of others and the community as a whole? Does it balance resource needs as well as seek out additional opportunities to leverage Community resources? Is it respectful all those involved and does it respect the ideals set forth in the Community’s Vision statement?



Figure 6: Valdez Small Boat Harbor

Strengths, Weaknesses, Opportunities, and Challenges

The participants at the October 2011 Strategic Planning kick-off meeting also participated in a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) exercise to identify internal and external influences that shape how the Community considers its future. This information shaped subsequent Planning Cell and Planning Core discussions about future conditions and how the Strategic Plan could identify actionable, measurable steps that allow the Community to achieve its Vision. By recognizing these influences, the Planning Cells and Planning Core were able to consider ways to build upon the Community’s current assets; strengthen areas in which it is less effective; take advantage of possibilities, both current and future; and recognize challenges that the Community cannot change or that are imposed upon it by outside forces. The final SWOC categories, refined by the Planning Core, are presented in Table 2.

Table 2: Identified Community Strengths, Weaknesses, Opportunities, and Challenges

<p>Strengths</p> <ul style="list-style-type: none"> • Small town environment • Land wealth • Established infrastructure • Financial resources – assets • Receptive to new industry and small business development 	<p>Weaknesses</p> <ul style="list-style-type: none"> • High cost of living • Lack of competition and business diversity • Small market size • Insufficient marketing of resources and local businesses • Uncertain revenue stream • Seasonal nature of many businesses • Perception of not being friendly to business development • Lack of amenities or reasons for people to want to live in the community
<p>Opportunities</p> <ul style="list-style-type: none"> • “Hub” services such as hospital and community college • Access to recreation • Transportation infrastructure (port, highway, airport) • Land availability • Emerging business opportunities in fisheries, tourism, recreation, education, etc. 	<p>Challenges</p> <ul style="list-style-type: none"> • Transportation costs • Energy costs • Natural hazards • Weather • Lack of developable land around the waterfront • Cost of expanding infrastructure outside the core area • Changes to the way people work (e.g, technology, longer distance commuting)

Additional Considerations

Because the Community of Valdez Strategic Plan is a living document and will evolve over time, the Planning Core identified a number of overarching considerations that should be used by current and future members of the Community as they review, update, and implement the Strategic Plan.

Guiding Principles

Future decision-makers are encouraged to leverage activities that promote broader community-wide advantages. Updates to the strategic plan should consider how the plan's elements can achieve the following:

- Give priority to maintaining existing services over potential new activities.
- Encourage public/private and interagency partnerships, particularly in building and operating infrastructure and in meeting the needs of residents;
- Market Valdez's resources and attributes; and/or
- Promote Valdez as a place to visit, live, work, and do business.

Privatization

The City shall identify, evaluate, and implement opportunities where services can be provided more efficiently and effectively by the private sector.

--2012 City of Valdez
Budget Policy Statement, page 3

Attributes

Attributes are traits or features that will support the Community in achieving certain tasks over the short, medium, and long-term. As the plan develops and is updated over time, future citizens of Valdez should encourage activities that are:

- Measurable—having criteria that show progress toward completion;
- Affordable—being a reasonable allocation of resources, in the short and long term, when compared with competing needs;
- Implementable—able to be completed and consistent with other priorities; and
- Sustainable—balancing economic, social, and environmental considerations.

Our Vision

*Capitalizing on the intrinsic qualities of our area and its people;
creating a place our grandchildren will be proud to call home.*

In 2010, the City Council developed the above Vision Statement as an inspirational assertion about the future of our Community.

This Vision contains a compelling outcome: a place our grandchildren will be proud to call home. To get there, we need to capitalize on what we have readily available: the unique qualities of our area and its people. It also implies that an economy, as well as a quality of life, must be developed to the extent that future generations are not just enabled to live here, it is possible for them to *want* to live here.

The Strategic Plan participants were asked to keep this Vision for Valdez in mind as they began the process of identifying Goals, Objectives, and Milestones. Could these steps, if achieved, make Valdez a place our grandchildren will be proud to call home?



Figure 7: Valdez from the Air, 2011

Goals and Objectives

Goals, Objectives, and Milestones outline a way to reach that future state outlined in the Vision Statement: *Capitalizing on the intrinsic qualities of our area and its people; creating a place our grandchildren will be proud to call home.*

Strategic planning is about maintenance and change—maintaining what we value and do well and managing new changes in a way that is responsive to our community’s resources, people, values, and abilities. While we do not always know what the future will bring, we can know what we want to see happen and create a deliberate, thought-out approach for how to get there. The following pages are at the heart of our Strategic Plan—our roadmap to the future.

The community has one, overarching destination that we hope to reach: our Vision. All aspects of the strategic planning process should lead incrementally toward this future state (Figure 8).

Supporting the Vision are a small, reasonable number of Community-wide, overarching Goal statements. Goals are forward-looking statements that, if achieved, will make our Vision a reality and define the change we want to achieve. During the course of the strategic planning process, the Community of Valdez identified four specific Goals that will help make it a place our grandchildren are proud to call home (Figure 9). These goals relate to managing resources, infrastructure, engaged citizenry, and economic health.

The planning process also identified specific objectives to support each of the Goals—strategies that identify how we will achieve the Goal statement. (Figure 10-Figure 13).



Figure 8: Strategic Plan Pyramid

Finally, the community discussed potential Milestones for implementation—specific deliverables such as projects or programs, that could be used to achieve the desired state of affairs found in the Vision statement (indicated below the dashed line in Figure 8). These milestones were broad ranging—everything from small, one-time activities to comprehensive, multi-year programmatic efforts (Appendix C): Cell Identified Milestones will be referenced by the City and Community during the implementation process as possible measurable, affordable, implementable, and sustainable investments that support the community’s future.

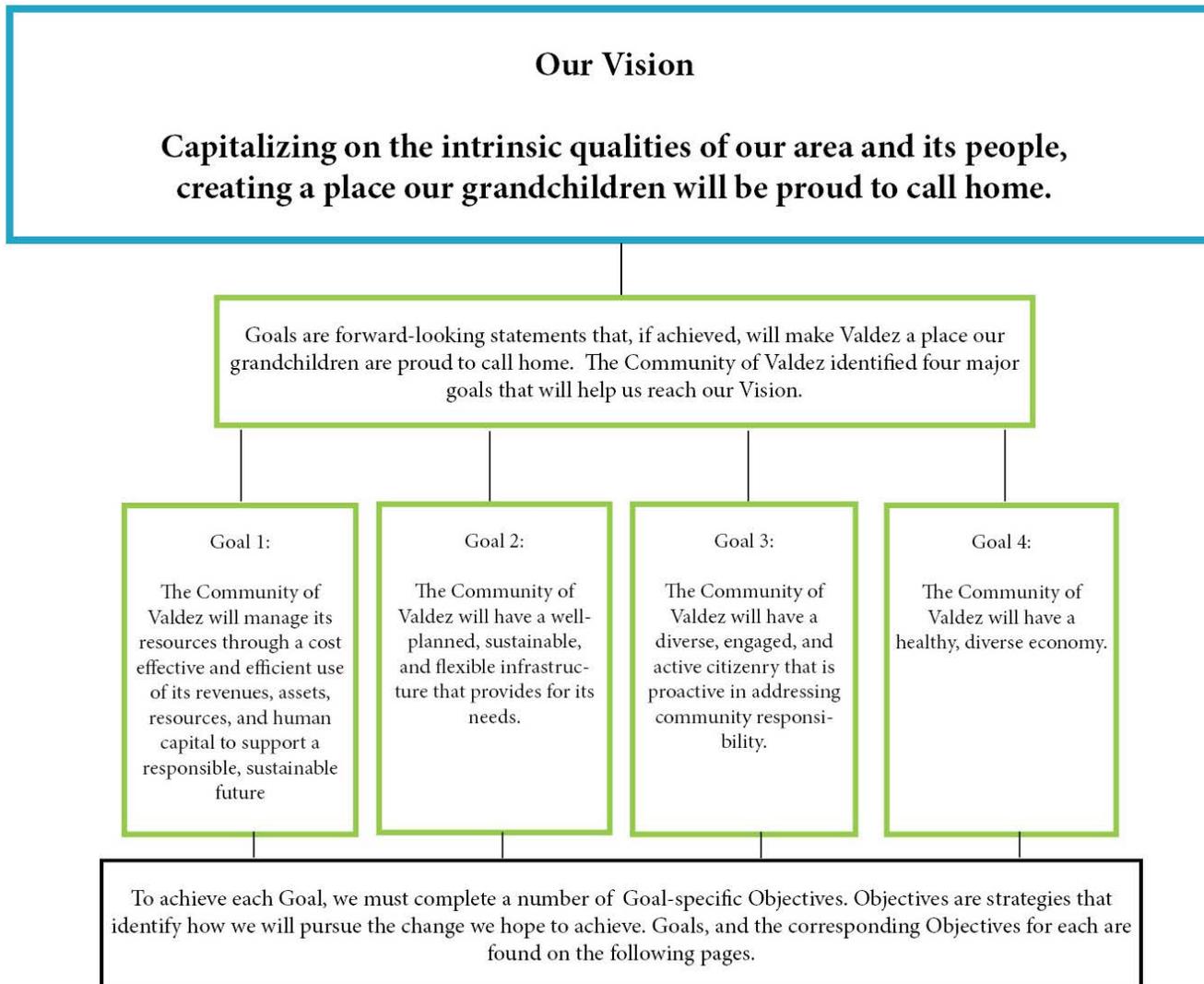


Figure 9: Vision, Goals, Objectives Flow Chart

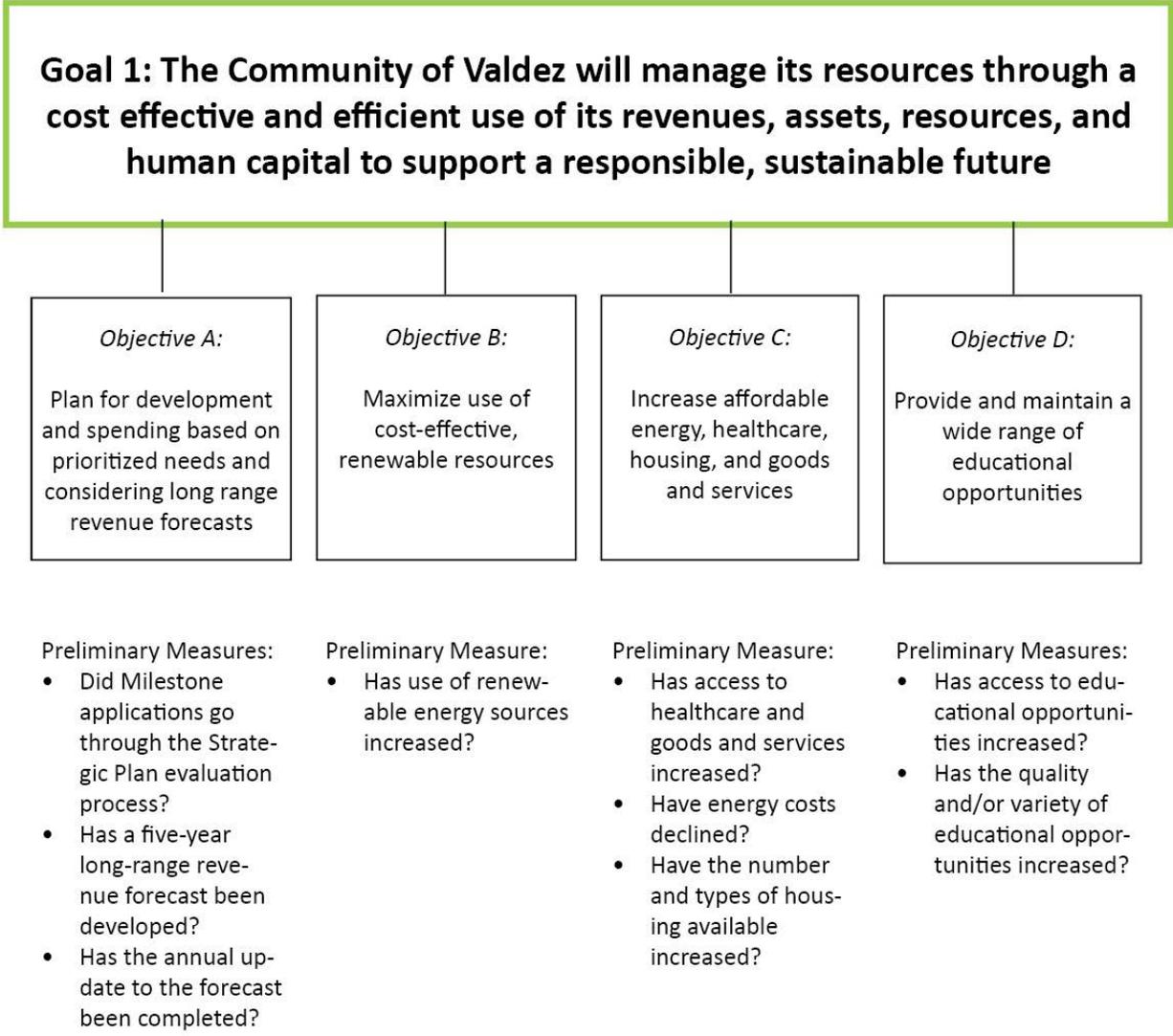


Figure 10: Goal and Objectives (Goal 1)

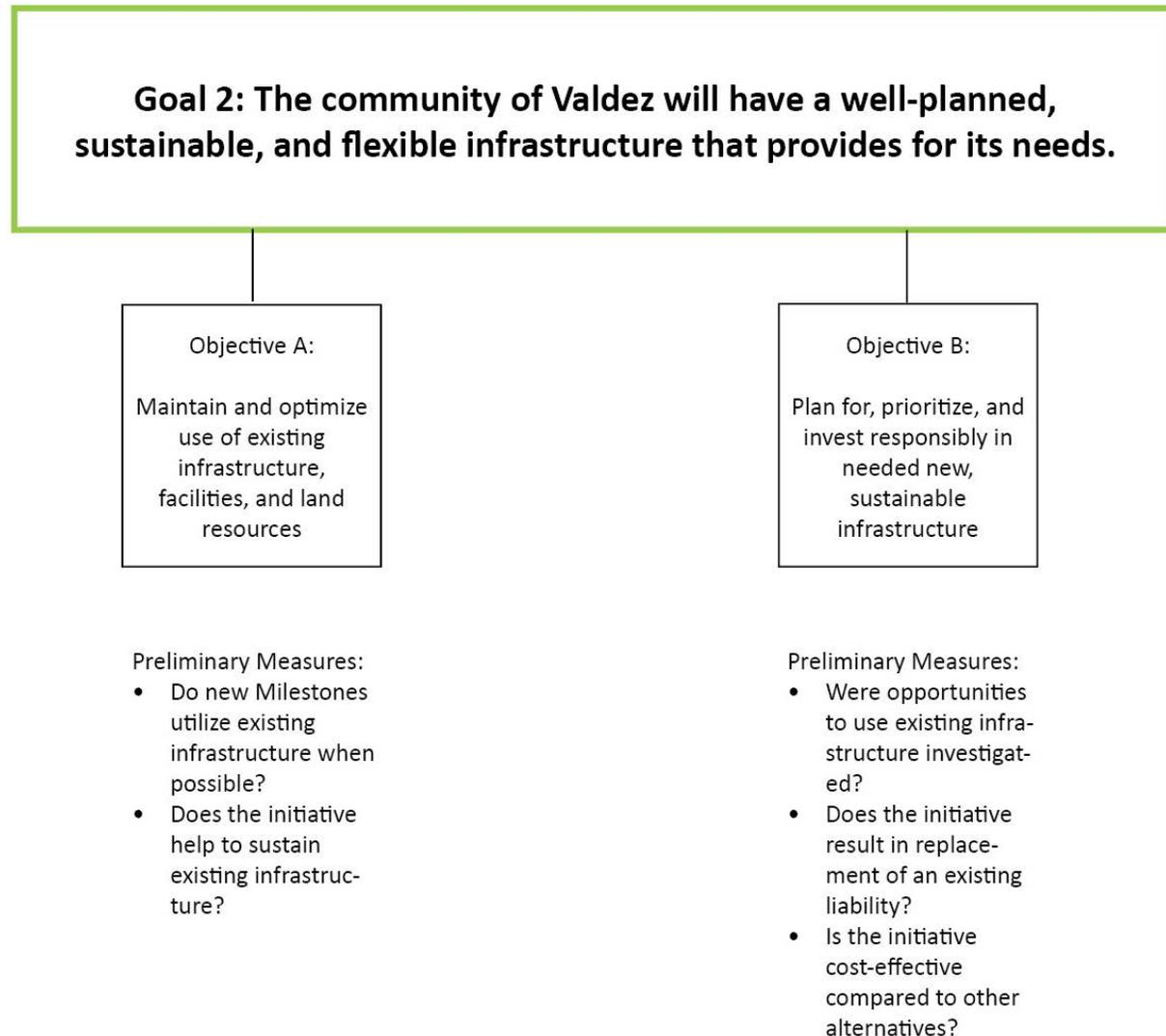


Figure 11: Goal and Objectives (Goal 2)



Figure 12: Goal and Objectives (Goal 3)

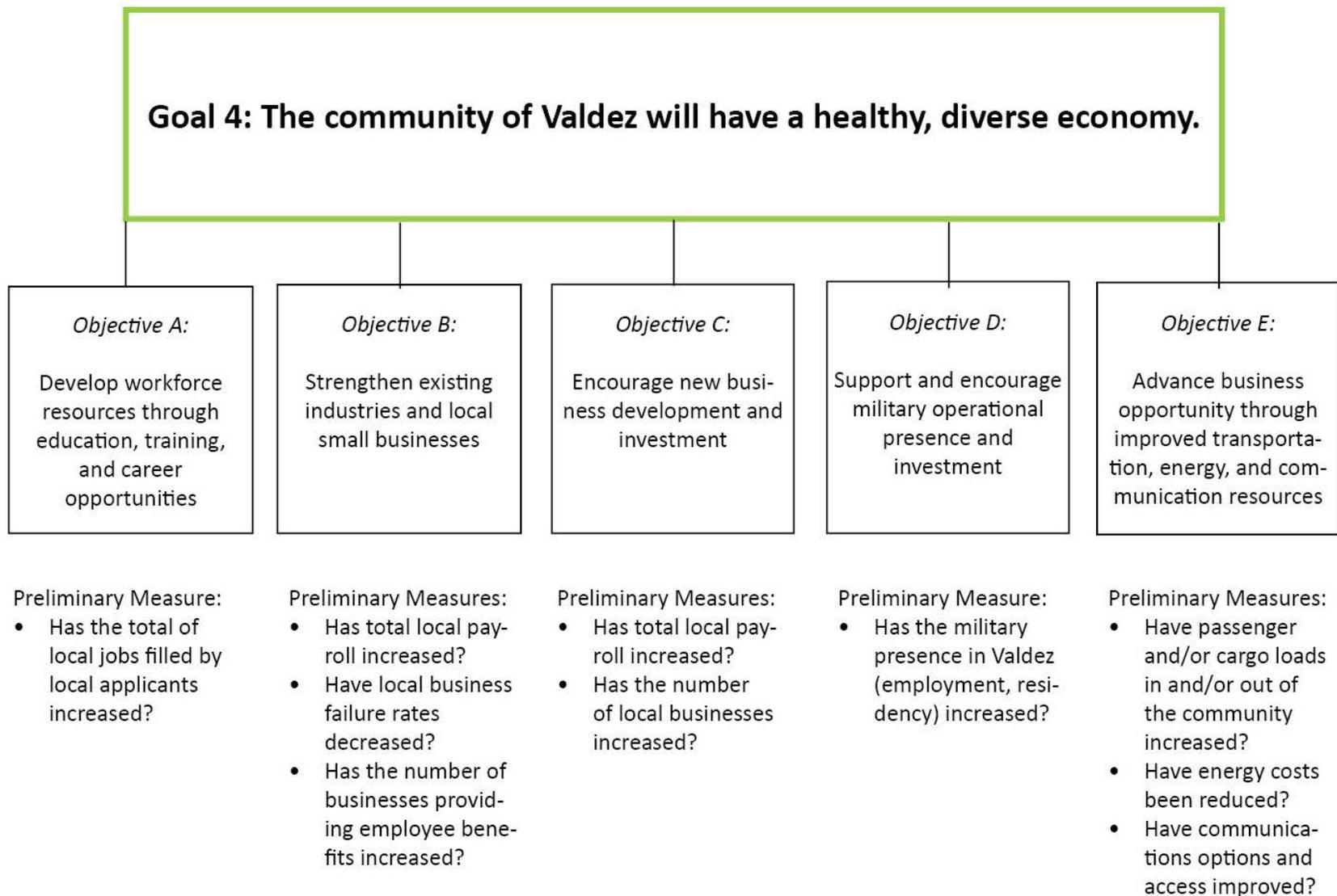


Figure 13: Goal and Objectives (Goal 4)

Implementation

Successful plans are living plans. They are used and referenced regularly during day-to-day operations. They include a clear outline of how to effect the changes recommended and who is responsible for carrying out the implementation process.

Throughout the strategic planning process, the emphasis has always been on community participation. To that end, the implementation relies, in part, on continued community involvement in reviewing and evaluating the Milestones that support achieving the Community's Goals (Figure 14).

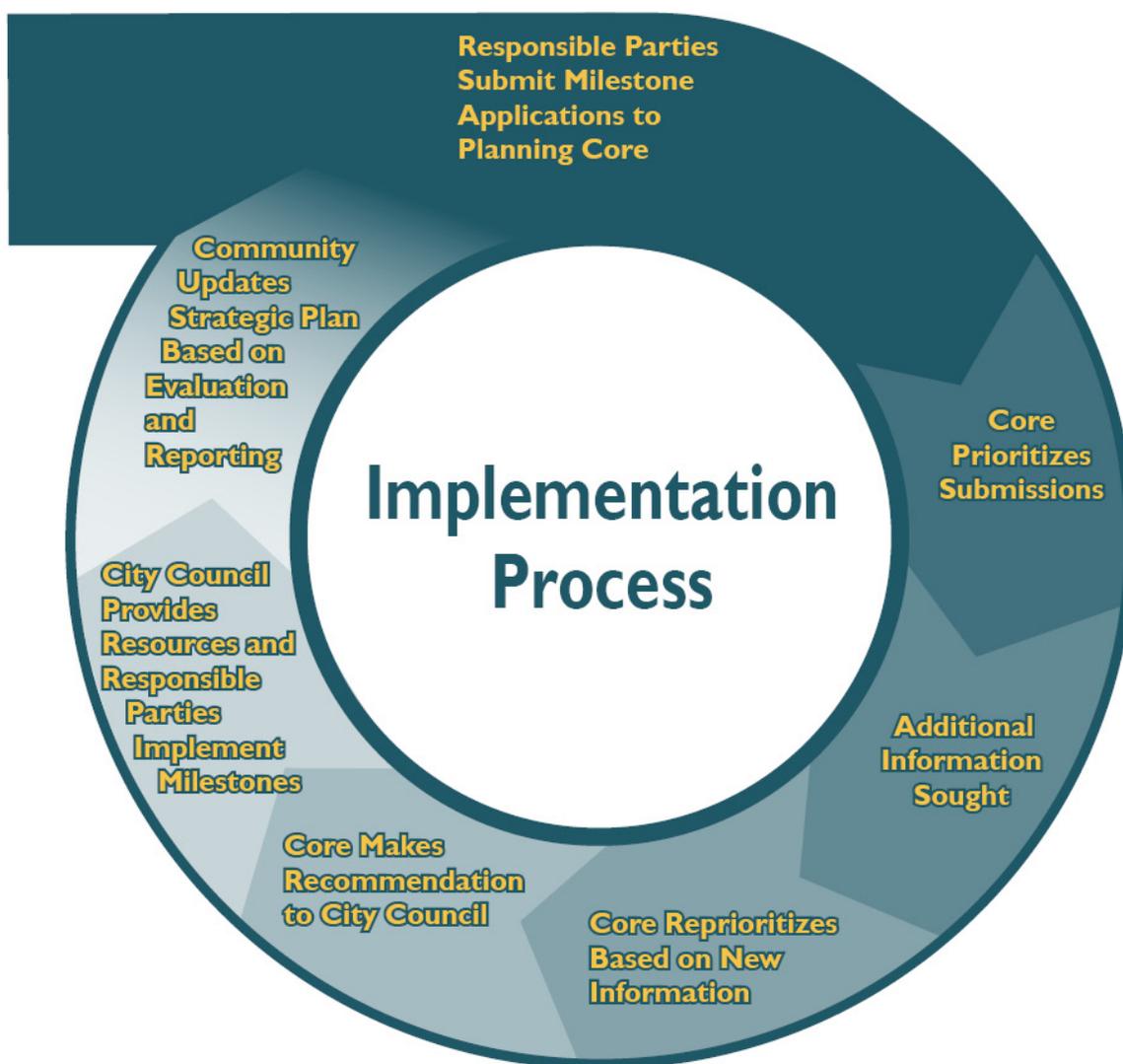


Figure 14: Strategic Plan Implementation Process

Initial implementation efforts for 2014 projects and initiatives will begin in 2013 with the preliminary identification of Milestones: projects or programs that make incremental progress toward achieving the Goals and Objectives outlined in the strategic plan (Figure 15).

Milestones will be identified by Responsible Parties—Non-profit organizations, agencies, businesses, City departments, or other entities that wish to receive resources from the City to implement projects or programs that support the Community of Valdez Strategic Plan. Responsible Parties are charged with identifying initial Milestones and submitting requests for support to the City of Valdez. Information to be submitted includes resources required, estimated cost, timeframe, method of evaluation or tracking progress, relevance to the Community of Valdez Strategic Plan, and other essential elements for successful implementation (Appendix A: Application for Resource Support Materials). Milestone Applications will be evaluated by the Planning Core through an annual, two-tier review process. Milestone Applications will be due in March each year for potential resource allocations for the following calendar year (Figure 15).⁶

A new 20-person Planning Core comprised of city administration, council representatives, commissioners, and others (see text box) will be responsible for reviewing Milestone applications and making recommendations to the City Council for possible support and implementation. In mid to late April, the Planning Core will host a series of meetings to evaluate the applications and prioritize which Milestones should be considered for support in the upcoming fiscal year. Applications will be evaluated based on the completeness of the application materials, feasibility, relationship with other (potentially competing) interests, and

Potential 2013 Planning Core Representatives

- City Council
- City Manager
- Valdez Museum
- Parks and Recreation Commission
- Ports Commission
- Planning and Zoning Commission
- Valdez Health Advisory Council
- Valdez City School Board
- Prince William Sound Community College Council
- Copper Valley Telephone
- Copper Valley Electric
- Non-profit Council*
- Economic Development Organization*
- Coast Guard (ex officio)

Representatives will be selected by these organizations on an annual basis.

**Until such time as these organizations are established, the City Council will appoint representatives for the business and non-profit communities based on applications received from interested members of the public.*

⁶ Time sensitive opportunities or emergency projects that require City support that arise outside the normal Milestone Application process may be considered by the City Council or Planning Core for rapid response. Responsible Parties should contact City Administration should an

compatibility with the Strategic Plan's Goals and Objectives. Additional information may be sought from the Responsible Parties following these initial meetings.

The Planning Core will meet again in late July or early August to make recommendations based on this additional information, as well as guidance from City Administration about the City's expected resources available for the following fiscal year. Final recommendations for support will be forwarded to City Administration by August 15 for inclusion in the following year's draft city budget. The City Council will then consider the Planning Core's recommendations as part of the annual budget process. Milestone applicants will be notified following the City Council's approval of the budget in December. The Core's ranking results will be posted to the City website to allow responsible parties and others to see how applications ranked in relation to one another.

All Planning Core and City Council meetings will be open to the public, and citizens are encouraged to work directly with Responsible Parties to suggest and support proposed Milestones for implementation.

Following the initial implementation in 2013, Responsible Parties will be required to submit an annual update to the City Council each September, prior to the City's budget approval process. Responsible Parties will also provide year-end reports describing the progress they have made towards implementing the Milestone(s). Initially, progress will be measured on a simple yes or no basis per the Measures listed in Figures 10-13. Subsequent evaluation will be compared to specific indicators tracked over time as baseline data is identified. This evaluative information will be used by the City to produce an annual Strategic Plan Report to the community.

Ongoing municipal operations and existing services will not be subject to the Planning Core review process, but they will be reevaluated regularly against the Strategic Plan by City Administration and leadership.

Roles and Responsibilities

Responsible Party—responsible for identifying Milestones for implementation based on organization and community strategic plan; submitting support request application(s); implementing Milestone(s); and reporting on progress.

Core—responsible for reviewing requests for City support based on applications' support for community strategic plan; considering overall community needs and resource allocation limitations; recommending a course of action to the City Council.

City Council—responsible for participating in Core discussions; and making final decisions regarding resource allocations.

Figure 15: Proposed Implementation Schedule

Date	Activity
Mid February	Milestone Application forms posted on City website
March	Responsible Parties identify Milestones and prepare Milestone Application materials
Late March/Early April	Milestone Applications due
Mid April	Proposals checked for completeness, Core review packet developed
Mid April	Application packet sent to Core for review
Late April	Core meeting to prioritize applications based on categories (bricks and mortar, program, special event, etc.)
Early May	Prioritized list developed. Follow-up with applicants for additional information, if necessary.
Late July	Packet sent to Core for review
Early August	Core meeting to finalize recommendation to City Council based on additional information from Responsible Parties and budget information from the city.
Mid August	Final Core recommendation due to City Administration
Late August	Core recommendation submitted to Finance Department
September	Budget committee review of Core recommendations
Mid October	Budget submitted to Council
October - November	Council Budget Hearings/Work Sessions
Mid November	Budget public hearing
Early December	City budget approved
Mid December	Responsible Parties notified of budget allocation
Late December	Core ranking results posted on City website

Plan Maintenance

As a living document, the Strategic Plan will need to be periodically updated and amended based on current information.

While this initial plan will be approved by the City Council for preliminary implementation, future versions of this plan will be subject to public validation, starting in 2014. Annual updates will be recommended by the Planning Core during their April and August meetings. Major, community-wide updates should be done every three to five years to ensure that the plan still reflects the Community's Vision, Goals, and Objectives.

Public comment on the plan and its implementation is encouraged at all times. The City of Valdez website will have a page devoted to the Strategic Plan that has a copy of the most recent adopted plan, a copy of the Milestone Application form, notices about upcoming plan activities, and a method for providing feedback to City leadership and the Planning Core about the process.

Community of Valdez Strategic Plan

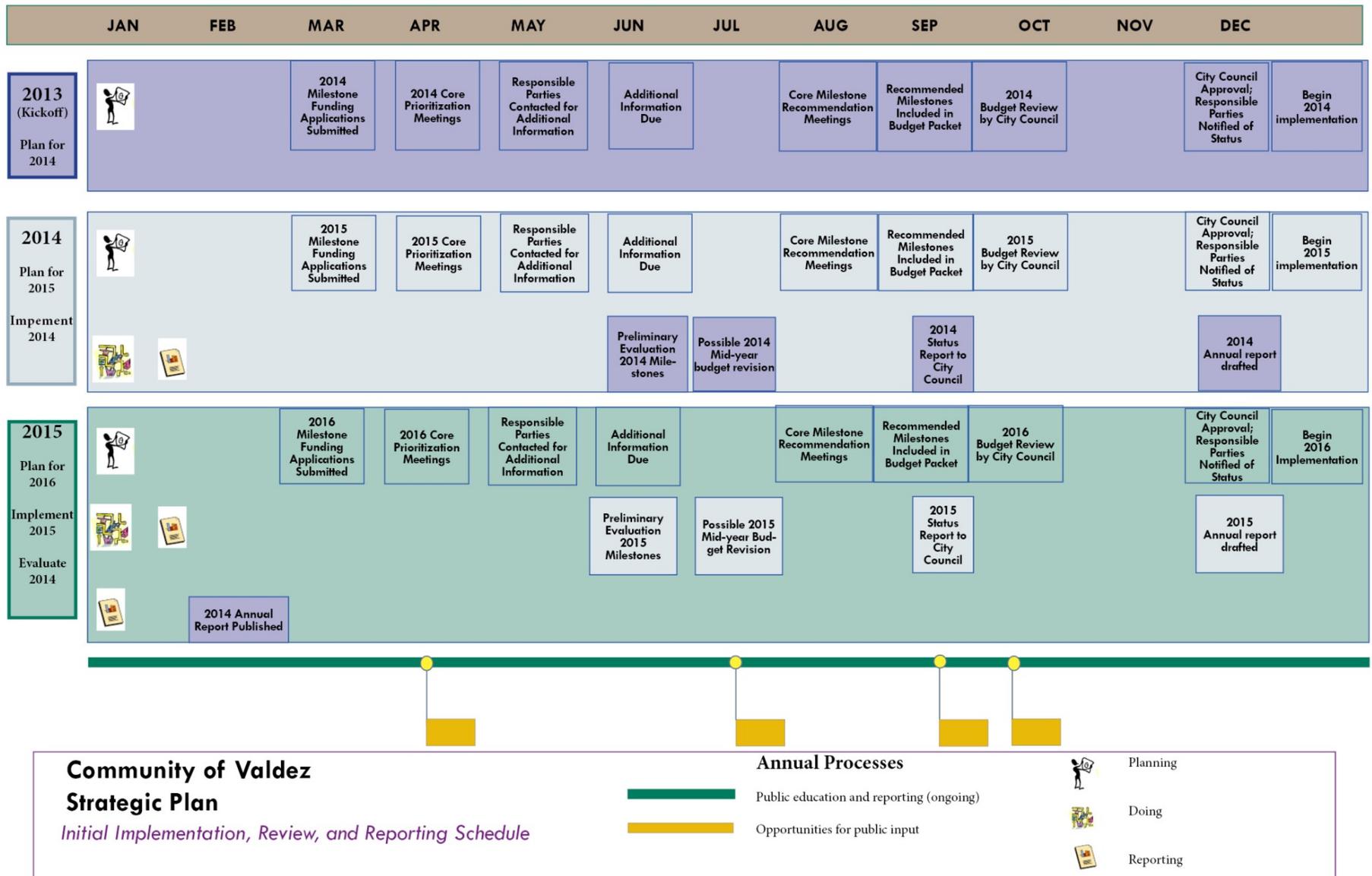


Figure 16: Implementation Timeline

Definitions and Acronyms

Action Item	Short term steps necessary to complete the Milestone
Affordable	Something is affordable when it falls within known or projected fiscal resources and represents a reasonable allocation against competing needs
Capital Improvement	A public improvement of a permanent nature
Goal	General direction, the long-term desired state of affairs
Home Rule	The home rule charter, adopted by the residents, gives local government “all legislative powers not prohibited by law or charter”, in accordance with the conditions, needs, and desires of the community
Implementable	Something is considered implementable when there are sufficient resources to accomplish the task, consistent with all other Community priorities
Measurable	Objective criteria that determines when an action is complete
Milestone	A discreet, measurable deliverable that is sustainable, affordable, and implementable
Objectives	Specific strategies toward attaining a goal
PILT	Payment in lieu of taxes
Sustainable	Ongoing/continuing actions that remain within all finite fiscal, environmental, and social resource constraints, as established by empirical data and community values
SWOC	Strengths, Weaknesses, Opportunities, and Challenges
TAPS	Trans Alaska Pipeline System
Value	A principle, standard, or quality considered worthwhile or desirable
Vision	A future-looking source of inspiration