



Community Strategic Planning

Appendix A
Application for Resource Support Materials



**Community of Valdez Strategic Plan
Milestone Application Checklist**

All requests for support, except requests for basic, ongoing municipal services, are required to complete this checklist.

Part A	Yes or No
Is the request only for incidental staff support from City employees?	
Is the request only for incidental (one-time) in-kind support?	

If the answer to any of the questions in Part A is YES, you do not need to fill out an Application for Milestone Support.

Part B	Yes or No
Does the request require city funding?	
Does the request require dedicated staff time from City employees (e.g., regular meeting attendance, etc.)?	
Does the request require dedicated (ongoing) in-kind support?	
Is the request for a new or significantly changed project or program?	

If the answer to any of the questions in Part B is YES, you must fill out an Application for Milestone Support. ([link to website/application](#))

Part C	Yes or No
Is the request for ongoing operating support for a previously funded community service organization or for a project or program where there are no significant changes?	

If the answer to the question in Part C is Yes, you do not need to fill out an Application for Milestone Support. However, Community Service Organizations are required to submit requests for general operating support during the City’s annual budget process. ([link to application/website](#))

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Community of Valdez Strategic Plan Milestone Support Application

Milestone Name/Title:		Community of Valdez Strategic Plan Goal and Objective Area(s):	Goal(s):
Responsible Party (Applicant):		Submission Date:	Objective(s):

APPLICATION INSTRUCTIONS

Please review the entire packet of forms prior to starting your application. The application forms are self-explanatory. Do not omit any of the requested information or required attachments. If an item does not apply to your program, note "N/A" for that item. A checklist is attached in this packet for your use.

The application for resources is a competitive process. It is projected that the total amount of funding requested will exceed the amount of money available. A detailed application containing a comprehensive proposal and realistic funding request is essential.

One (1) SINGLE-SIDED COPY of your complete application packet is due by **5:00 p.m. on (Check City of Valdez Website for current year application due date: <http://www.ci.valdez.ak.us/>)**. Failure to comply with the deadline will be grounds for rejection of the application.

Mail to:

City of Valdez
Post Office Box 307
Valdez, Alaska 99686
ATTN: Finance Department

or Deliver to:

City of Valdez
212 Chenega Avenue
Valdez, Alaska 99686
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If you need assistance, contact the Finance Department at 835-4313.

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Requirements for support recipients (non-City departments)

INSURANCE REQUIREMENTS: Insurance requirements for non-municipal recipients of City support will include:

A certificate of insurance naming the City of Valdez as additional insured must be in effect during the entire contract period, including the following:

- Worker's Compensation as required by Alaska Statutes and Employer's Liability in the amount of \$100,000.
- Comprehensive General Liability to include premises operation, contractual liability, and personal liability in a minimum amount of \$1,000,000 combined single limit.
- Comprehensive Auto Liability - \$500,000 per accident (for programs requiring the use of vehicles owned and/or hired)

AUDIT REQUIREMENTS FOR REQUESTS OF \$100,000 OR MORE:

The City of Valdez requires non-municipal recipients of City receiving \$100,000 or more in the organization's fiscal year to conduct an independent audit by certified public accountant that is in conformity with generally accepted accounting principles in the United States of America. A copy of the financial statements and all audit findings must be submitted to the City of Valdez within 30 days after recipient receives the audit report.

Future requests will only be considered if prior year audits are on file with the City of Valdez as described above. If most recent audit is still pending at the date of application the City of Valdez must receive written notice of the audit status with the submittal.

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Organization/Agency Information

Organization or Agency Name: _____

Year incorporated: _____

Address: (included street address if different) _____

Chief Executive's Name and Title: _____

Contact's Name and Title (if different): _____

Telephone: _____ Fax: _____

E-Mail: _____

Organizational Demographics:

Number of full time staff: _____ Part time staff: _____ Volunteers: _____

Total Operating Budget for Current Fiscal Year: \$ _____

Fiscal Year: _____
From To

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Organization's Sources of Income:

Federal	_____ %
State	_____ %
City	_____ %
Corporate and/or Foundation Grants	_____ %
Individual Contributions	_____ %
Special Events	_____ %
Memberships	_____ %
Fees/Earned Income	_____ %
United Way	_____ %
Other Workplace Campaigns	_____ %
Other	_____ %

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Milestone Information

Milestone support is restricted to a specific project, program, initiative, or capital project. Funds may not be used to support previously approved operating expenses.

Each application will be evaluated on its own merits according to the following criteria:

- Closeness of fit with the Community of Valdez Strategic Plan Goals and Objectives;
- Significance of the need to be addressed;
- Potential to achieve significant and enduring results;
- Capacity of the applicant to accomplish its goals and objectives; and
- Appropriateness of the budget.

Project or program name: _____

Type of support requested _____

Funds (Amount): \$ _____

Municipal staff time (est. hours): _____

In-kind (type): _____

Other: _____

Time frame in which support will be used _____
From To

Is this a multi-year effort? _____

Is this a new initiative or an ongoing effort? _____ If this is request is for the second (or subsequent) year of a previously supported project, what would be the impact of reduced or no additional support? _____

Total project cost: \$ _____

Percent this request of project total: _____%

Additional sources of funding or support (obtained or to be requested from):

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How does this request leverage City support? _____

Project or Program Topic Area:

- | | |
|---|--|
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Culture |
| <input type="checkbox"/> Education | <input type="checkbox"/> Infrastructure/Energy |
| <input type="checkbox"/> Health Care/Healthy Living | <input type="checkbox"/> Land Use |
| <input type="checkbox"/> Social Services | <input type="checkbox"/> Other |
| <input type="checkbox"/> Recreation | |

Proposal Narrative

1. Applicant Organizational Background

Include organizational mission statement and purpose, organizational qualifications, history of accomplishments, governance, area and population served, role of volunteers. (If this is a collaborative effort, describe the lead agency and its relation to others involved or how it will leverage public/private partnerships.)

2. Project or Program Description and Needs Statement

- A. Describe the scope of the project.
- B. Identify the needs your this project will address. How will your proposal address these needs specifically?
- C. Describe the project goals, objectives, timeline, and anticipated impact.
- D. Acknowledge similar existing projects, if any, and explain how your proposal differs, and what effort will be made to work cooperatively
- E. How does the project or program fit within your organization's strategic plan? Rank this project's level of importance in achieving your organization's mission (high, medium or low).
- F. Does this project address a regulatory requirement or health and safety issue?
- G. Expected role of volunteers.
- H. Number and types of people who will benefit from your proposal.
- I. How will you monitor your work and how will you measure success or effectiveness? What baseline data supports measures of progress?
- J. Where do you expect to find future support for this project? How will your organizations support this project or program in the future? If this request is for new

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or expanded infrastructure, how will the organization cover the cost of on-going maintenance?

4. Appropriateness to Community of Valdez Strategic Plan

How does this Milestone support one or more goals and objectives that are important to the community as a whole? How does it build upon Valdez's strengths or opportunities (or address weaknesses or challenges) as outlined in the Strategic Plan?

If applicable: How does this project fit within your organization's strategic plan? How does your organization's strategic plan support the Community of Valdez Strategic Plan?

5. Additional Information

Please address here anything else about your organization or project you think is relevant to this proposal.

Attachments

In addition to the application information, please attach the following:

1. Verification of tax-exempt status under Section 501(c)(3) of the IRS code (if applicable).
2. List of current board members (include member affiliations and any other pertinent information).
3. List of key organizational staff, including titles and main functions.
4. IRS Form 990 (if available).
5. Most recent audited financial statement (if available).
6. A one-page summary of actual income and expenses for the past two complete years; a one-page listing of funding sources and amounts received from these sources over the past two years.
7. Organization's current year operating budget.
8. A detailed budget of the project for which funds are being sought.
9. Organization strategic plan (if available).
10. If the project for which you are seeking funds is a collaboration with other agencies, include letters or other documentation from the collaborating agencies.

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Community of Valdez Strategic Plan Community Service Organization Operating Support Application

APPLICATION INSTRUCTIONS

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Requirements for operating support recipients (non-City departments)

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- Worker's Compensation as required by Alaska Statutes and Employer's Liability in the amount of \$100,000.
- Comprehensive General Liability to include premises operation, contractual liability, and personal liability in a minimum amount of \$1,000,000 combined single limit.
- Comprehensive Auto Liability - \$500,000 per accident (for programs requiring the use of vehicles owned and/or hired)

AUDIT REQUIREMENTS FOR FUNDING REQUESTS OF \$100,000 OR MORE:

The City of Valdez requires non-municipal recipients of \$100,000 or more of support in the organization's fiscal year to conduct an independent audit by certified public accountant that is in conformity with generally accepted accounting principles in the United States of America. A copy of the financial statements and all audit findings must be submitted to the City of Valdez within 30 days after recipient receives the audit report.

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Organization or Agency Name: _____

Year incorporated: _____

Address: (include street address if different) _____

Chief Executive's Name and Title: _____

Contact's Name and Title (if different): _____

Telephone: _____ Fax: _____

E-Mail: _____

Organizational Demographics:

Number of full time staff: _____ Part time staff: _____ Volunteers: _____

Total Operating Budget for Current Fiscal Year: \$ _____

Fiscal Year: _____
From To

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Organization's Sources of Income:

Federal	_____ %
State	_____ %
City	_____ %
Corporate and/or Foundation Grants	_____ %
Individual Contributions	_____ %
Special Events	_____ %
Memberships	_____ %
Fees/Earned Income	_____ %
United Way	_____ %
Other Workplace Campaigns	_____ %
Other	_____ %

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Community Service Organization Request for Operating Support

General operating support is unrestricted funding. The purpose of operating support is to sustain an organization as it pursues its core mission. Operating support recipients have the ability to use the funds where most appropriate, including day-to-day operations and administration.

Each proposal will be evaluated on its own merits according to the following criteria:

- Closeness of fit with the Community of Valdez Strategic Plan Goals and Objectives;
- Significance of the need to be addressed;
- Potential to achieve significant and enduring results;
- Capacity of the applicant to accomplish its goals and objectives; and
- Appropriateness of the budget.

Organization Name: _____

Requested amount: \$ _____ Percent of total organization budget: _____%

Time frame in which support will be used _____

Additional sources of funding or support (obtained or to be requested from):

Organizational Area of Focus:

- | | |
|---|--|
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Culture |
| <input type="checkbox"/> Education | <input type="checkbox"/> Infrastructure/Energy |
| <input type="checkbox"/> Health Care/Healthy Living | <input type="checkbox"/> Land Use |
| <input type="checkbox"/> Social Services | <input type="checkbox"/> Other |
| <input type="checkbox"/> Recreation | |

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Proposal Narrative

1. Applicant Organizational Background

Include organizational mission statement and purpose, organizational qualifications, history of accomplishments, governance, area and population served, role of volunteers.

2. Operating Support Needs Statement

- A. Describe the scope of the organization's operations.
- B. How will you monitor your work and how will you measure success or effectiveness?
- C. Where do you expect to find future support?

4. Appropriateness to Community of Valdez Strategic Plan

How does your organization's strategic plan complement one or more goals and objectives outlined in the Community of Valdez Strategic Plan? How does it build upon Valdez's strengths or opportunities (or address weaknesses or challenges) as outlined in the Strategic Plan?

If your organization does not currently have a strategic plan, describe how your operations support the goals and goals and objectives outlined in the Community of Valdez Strategic Plan.

5. Additional Information

Please address here anything else about your organization you think is relevant to this request.

Attachments

In addition to the application information, please attach the following:

1. Verification of tax-exempt status under Section 501(c)(3) of the IRS code.
2. List of current board members (include member affiliations and any other pertinent information).
3. List of key organizational staff, including titles and main functions.
4. IRS Form 990 (if available).
5. Most recent audited financial statement (if available).
6. A one-page summary of actual income and expenses for the past two complete years; a one-page listing of funding sources and amounts received from these sources over the past two years.
7. Organization's current year operating budget, including revenues and expenditures.
8. Organization strategic plan (if available).

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Community Strategic Planning

Appendix B

Public Process

Public Process

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

The first tier consisted of multiple Planning Cells, which were charged with identifying 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.

Planning Cell Topic Areas

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

Participants for Planning Cells were solicited in person by City Administration and on-line. A Planning Cell job description was posted on the City's Strategic Plan website, <http://www.ci.valdez.ak.us/index.aspx?nid=314>, and individuals were invited to choose one or more Cell topics that were of interest to them. More than 50 individuals expressed interest in participating at the Cell level.

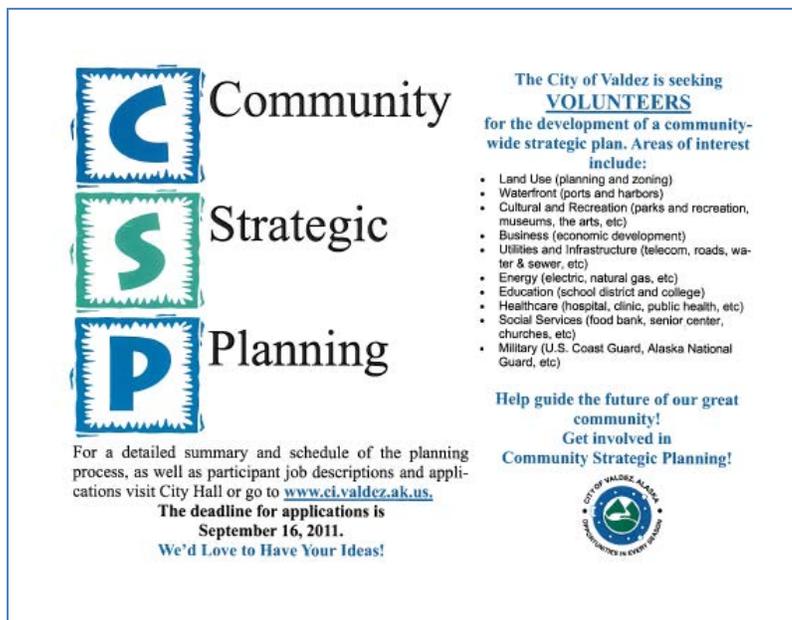


Figure 1: Flyer Used to Recruit Volunteers



Figure 2: Planning Cell Meeting (Healthcare)

Planning Cell representatives and alternates to the Planning Core volunteered during the first Planning Cell meetings.

Between October 2011 and May 2012, the Planning Cells met over six weekends; the Planning Core met seven times. All meetings were advertised, and the public was provided opportunities to observe and comment at all meetings of the Planning Cells and Planning Core. All meeting materials, agendas, and summaries were posted on the City’s website.

Meeting 1: Goals

More than 50 residents of Valdez joined together on October 15, 2011, to launch the Community of Valdez Strategic Plan process. The purpose of the first meeting was to begin to identify broad, future-looking, community-wide goals and planning assumptions for Planning Core consideration. The first day concentrated on setting the stage for strategic planning, identifying community values, and exploring the ideal “look” of Valdez as it might be in 2031. Following lunch, the participants split into small Planning Cell groups for more focused discussions on the Community’s Strengths, Weaknesses, Opportunities, and Threats. The Cells identified potential, overarching, community-wide goal statements that described the community’s future state. “Valdez will...” The resulting thoughts included not only overarching goals, but potential cell-specific objectives, and even activities as to how to achieve the overarching goals.

Meeting 2: Goals

Thirty-seven residents met on November 19, 2011, to refine the 51 broad, community-wide goal statements identified in October 2011, and to present revised goal statements for consideration by the Planning Core. After all the sessions ended, the consultant team reviewed the 25 revised

goal statements, consolidated concepts, and presented six statements to the Planning Core for deliberation and final approval. On November 20, 2011, the Planning Core reviewed the 25 goal statements identified by the Cells and the six refined goal statements identified by the consultant team, deliberated and refined the language, and approved five final goals that support the community Vision statement and became the basis for the Community of Valdez Strategic Plan process.

Meetings 3 and 4: Objectives

The Planning Cells reconvened on December 3, 2011, and January 28, 2012, to identify and refine potential objectives under each of the five goals. The Cells' proposed ideas were reviewed by the consultant team for common themes or concepts. These were then consolidated into a reasonable number of objective statements that captured the essence of the Cells' deliberations.

Planning Core Meeting: Objectives Review

The Planning Core convened Saturday, February 25, 2012, to review the Planning Cells' work and to deliberate upon and approve a final, reasonable number of objective statements under each goal. These objectives, or strategies, formed the basis for future Cell discussions on potential deliverables—the Milestones.

Meetings 5 and 6: Milestones

On March 10¹ and March 31, 2012, the Cells met to identify potential Milestones that would help achieve each of the five goals' objectives. The groups were asked to identify not only the actual Milestone, but also to identify the responsible party (what entity would be accountable for completing the Milestone), a general estimate of cost, the level of urgency for completion, the level of complexity in order to achieve the Milestone, and other Goals/Objectives to which the Milestone might apply. More than 200 distinct potential Milestones were identified by the 8 Cell groups.

Milestones: Discreet, measurable deliverables

Common Milestone terms:

- Build
- Create
- Establish
- Recruit
- Design
- Implement
- Conduct
- Publish
- Institute
- Produce
- Develop
- Construct
- Found

Objectives: Strategies or approaches toward achieving the goal

Common Objective terms:

- Identify
- Develop
- Support
- Maintain
- Expand/Reduce
- Increase/Decrease
- Plan for
- Invest
- Position
- Improve
- Analyze
- Assess
- Conduct

¹ The Planning Core met on March 11, 2012, to hear a brief update on the strategic planning process and to answer questions from the Cell representatives regarding any issues or concerns raised during the Cell discussions. As a result of a question raised by the Education Cell, the group approved adding a new objective under Goal 1: *Provide and maintain a wide range of educational opportunities*. Milestones for this new Objective were discussed at the March 31, 2012 Cell meeting.

Planning Core Meetings: Milestones Review

The consultant team developed a spreadsheet of the more than 200 proposed Milestones, each of which documented the Milestone (as suggested by the Cell), the responsible party, the Goals and Objectives under which it fell, the level of urgency and complexity, the potential cost and measure of success (if identified), the proposing Cell and meeting where the Milestone was identified, and rank, if any, for the Milestone received at the public open house. The Planning Core met on May 4 and 5, 2012, and again on May 30 and 31 to identify and prioritize Milestones for implementation within the next five years. Subsequent meetings on October 6, 2012; November 7, 2012; and January 9, 2013 further refined the plan's contents and format.

Additional Outreach Tools

Interviews

Leading up to the first Planning Cell meeting, 19 Valdez residents were interviewed by phone and in person about their impressions of Valdez, the community's culture, what they would change, and what they would like to remain the same. The following is a summary of the interview results.

1. Are you originally from Valdez? How long have you lived here?

Three respondents have lived in Valdez fewer than 10 years, 2 respondents have lived here between 10 and 20 years, and the remaining 14 have lived in Valdez more than 20 years. Four of the 19 interviewees indicated that they were originally from Valdez. Only three of the interviewees relocated to Valdez from elsewhere in Alaska.

2. Why do you live in Valdez (i.e., family, job, etc.)? What makes you want to remain in Valdez?

Twelve of the interviewees made remarks as to jobs bringing them to the state or keeping them in the city. Three made remarks as to starting or owning their own business. The answers varied only slightly when asked why they remain in Valdez; the main responses were:

- Good place to raise a family
- Small supportive community
- Scenery/ environment
- Love the area
- No traffic, or traffic lights
- Home, was raised here
- Location to Prince William Sound/ fishing
- Good people

3. What aspects do you like most about your community?

Seven interviewees specifically said the aspect they liked most was the small town atmosphere.

What do you consider to be the real community assets?

"The people" was the most common response. Other responses included:

- Community spirit
- Renewable resources such as wetlands, snow, rain

- Prince William Sound
- Social structure

If you could change one thing to make Valdez a better place to live, what change would you like to see?

Three of the citizens mentioned diversifying the economy while another three argued for increasing awareness for winter tourism. Other responses included:

- Build a Walmart or Costco or another grocery store so food prices are less expensive
- Improve the education system
- More collaboration with the oil industry
- Create jobs and promote growth
- Promote nature and renewable resources
- Make cost of living/energy costs more affordable

4. Tell me about the “culture” of the community. What words would you use to describe the character or values of Valdez and the people who live here?

Four of the interviewees remarked on the culture of Valdez as being “transient.” Other words to describe the culture of the community are as follows:

- Fishing-minded
- Bar scene and church group
- Traditional/ Proud to be here
- Eclectic
- Open/ Accepting
- All about the kids
- Hardworking
- Diverse political population
- Restful/ Quiet

Are there things that are important to you in terms of recognizing the history of Valdez—where the community has come from?

The reoccurring events were the Gold Rush/ Frontier Era (5 responses), 1964 Earthquake (4) and Old Town (2). Others included:

- Pipeline
- Hatcheries
- Pioneer cemetery
- No history or “too recent to have history”

5. Do you belong to any community groups or organizations?

All the citizens interviewed, except for one, were participants in some form of organization or community group. Five are involved in The Elks or The Eagles and three are involved with the fishing derby. Five mentioned “church.” Other organizations included were:

- Senior Center
- United States Coast Guard Auxiliary
- Girl Scouts
- PWS RCAC
- Volunteer Fire Department
- Hospital

What values are important to these groups regarding the future of the community?

Answers included protection of environment, fairness and ensuring a good community, quality of life, youth, community service, funding for senior center, long-term healthcare, respect, and promoting sport fishing.

6. Are there particular areas within the community that are important to preserve? (Landmarks, subsistence areas, flooding, water sources, gravel, historic landmarks, community buildings, etc.)

Old Town (8), Mineral Creek (4), and Duck Flats (2) are important to preserve. Other responses included:

- Robe Lake
- Lake Ruth
- The environment; lakes, waterways, wildlife
- Kings Pond
- Pioneer Cemetery

7. The City of Valdez currently spends more than twice the amount of money (on a per capita basis) than most all other Alaskan communities of similar size, on things like capital projects, government services, and schools. Do you think it is realistic for the city to maintain its current level of spending indefinitely?

All respondents answered no or “I don’t think so.” The city cannot maintain its current spending habits.

If the city could not continue its current level of spending, what changes would you recommend to ensure fiscal sustainability into the future?

Seven of the respondents remarked that there needs to be cuts in government spending, cuts in government positions, or cuts in services provided by the city. Other responses included:

- Cut police positions and limit services
- Institute a sales tax
- Increase property taxes
- More political power in Juneau
- Start investing in infrastructure, don’t jump on “the next big thing”
- Limit new investments
- Be prudent with current funds

8. If the City were to continue operating exactly as it does today (i.e., maintaining the status quo), what do you think the community will look like in 10 years; in 20 years?

Five people remarked that the population of Valdez would decrease due to the increase in cost of living, lack of diversity, and lack of opportunity for the youth.

How do we bridge the gap between the two? What priorities do you see for the community to make that happen? (Capital projects and infrastructure; social, health, cultural services; economic development; education; environmental quality)

Two remarked on creating more jobs in Valdez. Other responses included:

- Create task force to bridge gap
- Don't let town become too big
- Create opportunities for kids
- Increase tourism and travel industry
- Better harbor service
- Create larger business sector
- Keep jobs in Valdez and increase well-paying jobs available
- Use interest earnings off of PFDs
- Develop winter sports
- Reduce fuel costs

9. What advice would you give to the city for developing a long-range plan that balances the needs and priorities you just described with fiscal sustainability?

Top response: Business (increase, develop) (4). Other ideas included:

- Reduce budgetary spending
- Create task force
- Live within budget but change habits
- Sales tax
- Go for smaller sized projects
- Elect good representatives who listen to the locals, not the tourists
- Possibly shut down some facilities
- Bring in development but be conservative

10. Going back to the City's vision statement, is there anything that you'd care to add about the qualities of Valdez and its people that we need to focus on to help make Valdez a place that future generations would be proud to call home?

One respondent said it was fine now. Popular responses included maintaining quality education (3), the youth of the city (2), and community involvement (2). Other suggestions included:

- Ski resort
- Make living in Valdez affordable
- Protect the environment
- Have a less transient community
- Have more help with business planning and follow through
- Common sense
- Market and prioritize
- Positive reinforcement of community image through radio, TV, etc.

Website

The City of Valdez posted information about the strategic planning process, including upcoming meeting information and meeting summaries, on its website.

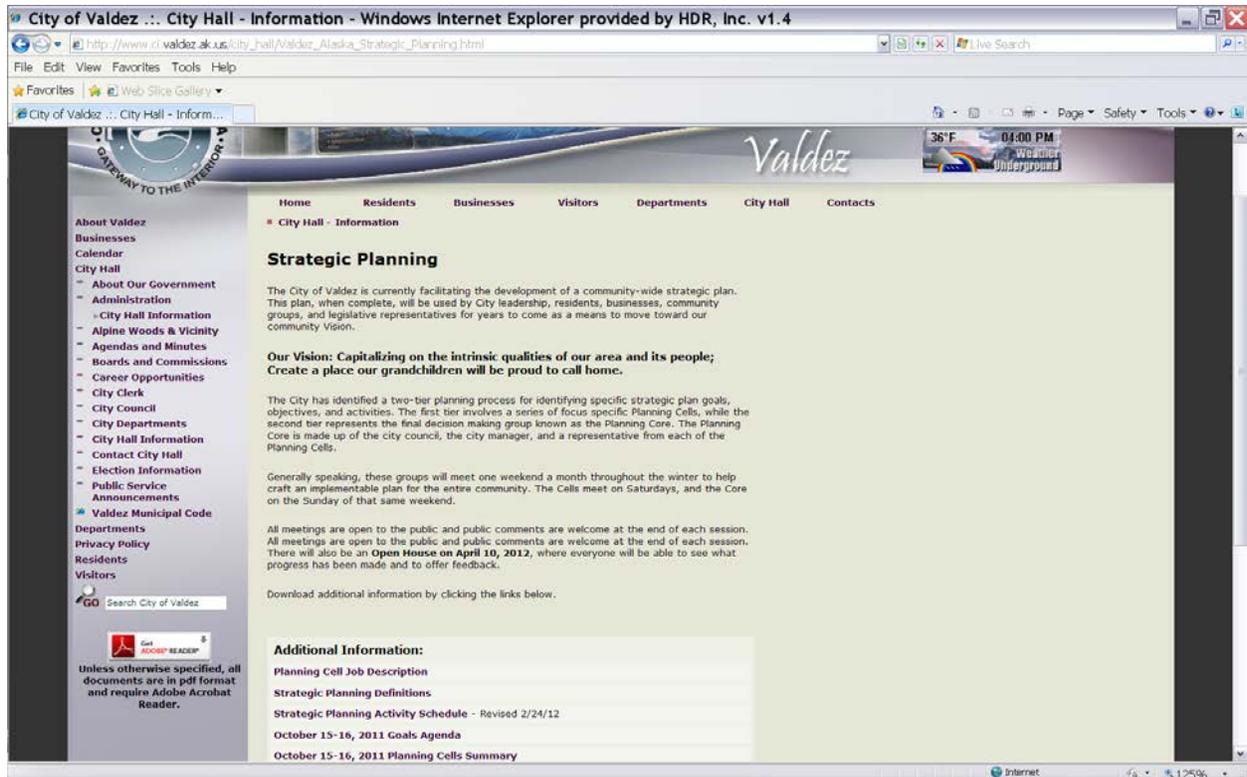


Figure 3: City of Valdez Strategic Planning Web Page

Public Open House

A public open house was held April 10, 2012, for the purpose of presenting the strategic planning project to the citizens of Valdez, to provide an opportunity for those citizens to identify other potential milestones, and to begin a preliminary prioritization of potential milestones recommended for short, medium-, and long-term implementation. Seventy-one people attended the open house



Community of Valdez Strategic Plan

Tonight's Open House

- Review the Strategic Plan Process to date
- Look at the potential Milestones (Projects)
- Suggest your own projects based on the proposed objectives
- Help us prioritize which Milestones to address—
use “dots” to select Milestones



Figure 4: Open House Agenda Poster

On-Line Survey

An on-line survey was hosted on the City's strategic plan website from April 13 to April 30, 2012. The survey asked respondents to provide feedback on the identified community-wide goals and objectives. It also requested people to submit additional potential milestones for the Planning Core's consideration at the May 5–6, 2012, Planning Core meeting.

[Exit this survey](#)

Valdez Strategic Planning

Public Survey

Introduction

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

A strategic plan is a roadmap to a place you want to get to in the future. It tells you how to get there, what landmarks you'll see upon the way, and how you know when you've succeeded in reaching your destination. 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 with a long-term interest in our community as a means to measure progress toward achieving our stated vision—our ultimate destination. For the plan to be successful, the residents of our community must be actively engaged in the planning process as navigators—identifying the Community's short, medium, and long-term priorities. Our hope is each and every resident will see themselves within this plan and identify with the day-to-day activities that, together, move the Community toward our vision. For more information on the strategic planning process, visit the [strategic planning web page](#). Thank you for taking this survey and participating in the process.

—Mayor Dave Cobb

Note: As with any public process, participation in this advisory survey is voluntary. Information gathered will be provided to the strategic planning committee and will be taken into consideration in the final planning document.

*** 1. Tell us about yourself:**

Name:

Address:

Address 2:

Figure 5: Survey Introduction

The results, while not statistically valid because the respondents were self-selected, provided additional, focused input on the plan and captured responses that allowed comparison across multiple response categories.

- 42 individuals participated in the survey; only 1 was not currently in Valdez (Louisville, KY).
- Average number of years in Valdez is 14.
- One of 41 respondents was originally from Valdez.
- The majority of people receive their news via word of mouth and newspaper (88 and 83 percent, respectively), with radio and flyers next (60 and 57 percent). Most learned about

strategic planning via word of mouth (48 percent) or other (such as e-mail or through work).

- 93 percent responded that strategic planning is important to the community.
- 64 percent had not attended any of the strategic planning meetings.
- 35 of the 42 respondents listed at least one priority Milestone that the community should complete. Many of the Milestones suggested were the same as those identified during the Planning Cell Meetings.

Some commenters suggested variations on the existing themes or proposed unique milestones. These included:

- Reducing food prices for residents - meet with grocery suppliers and demand they fall in line with the expectations of the community
- Make available recycling bins at every home and business - you have a landfill area for recycling, extend to the homes
- Issue a call to action to businesses during tourism season and encourage prices for services remain relative to that service
- Make available more supervised or children-friendly areas: swings in parks and playgrounds and the like, then in winter encourage playtime in other areas
- Work on cleaner air in Valdez
- Restructure taxation plan
- Reduce number of City employees
- Utilize used oil being collected and stored
- Increase apartment housing for renters
- Establish a definable “city center” along the waterfront
- Develop a city recreation “catalogue” that will include courses in art, dance, martial art, etc.
- Increase use of old town as a historic site
- Replace aging buildings, senior garage, sand shed, hanageta warehouse, etc.
- Fire stations 3 and 4 are supposed to be emergency centers, need to be equipped as such
- Demolish warehouse at Ruth pond; move occupants elsewhere
- Encourage railroad development
- Develop a contingency plan for Alyeska shutdown/lack of revenue to city
- Identify an industry or specific company that would be a game changer in developing jobs and develop a plan to relentlessly capture them or move them to Valdez NOW
- Establish new clubs for entrepreneurship/enhance BPA program to include entrepreneurship

Forty-one of the 42 respondents answered the question “What would you change to enable the City to remain financially viable in the future?” These included:

- Be less wasteful, go easy on the “studies”
- Reduce local government/downsize
- Lower cost of energy by using renewable energy sources, invest city funds in lowering energy costs to create jobs and diversify the economy
- Look for increasing efficiencies in highest dollar areas
- Identify opportunities to generate earned revenue
- Utilize volunteers, including volunteer fire department
- Reduce marketing/increase marketing
- Reduce non-profit funding
- Encourage year-round tourism and big business investment now (support winter tourism, cruise ship relationships, gas line)
- Charge user fees
- Turn over facilities to “own maintenance entities” (e.g., hospital, senior center)
- Reduce school funding/support more independent sources of funding for the school district
- Create a stable TAPS policy and end litigation
- Establish a year-round sales tax
- Enforce codes and fines
- Cut a portion of each spending budget
- Prioritize core services and privatize when possible
- Reduce (new) capital projects
- Start reductions now rather than reducing services all at once
- Stop deferring maintenance, maintain existing infrastructure and support sustainable programs

Forty of the 42 responded with suggestions on how to get the community involved in the plan’s implementation. Ideas included:

- Create an incentive program, make it fun to participate
- Have frequent, short meetings on a few topics at a time
- Hand out flyers at the grocery store about what’s going on
- Share success stories
- Send regular updates to everyone’s post office box
- Have forums outside City buildings
- Establish volunteer committees
- Take on strategic planning in incremental steps
- Advertise milestone projects broadly
- City Council must support the plan and listen to community input
- Provide direct, well-defined goals and resources for implementation

- Talk with students and get students and parents involved
- Reach out to members of community organizations
- Send representative to City trainings, other community events to do quick presentations
- Create a Strategic Plan storefront in a vacant building, provide opportunity for people to stop in and see what's going on
- Have a citizen ballot on the final plan



Community Strategic Planning

Appendix C

Cell-Identified Milestones

City of Valdez Strategic Plan--Milestones Identified March 10 and March 31, 2012 (Planning Cells) and April 10, 2012 (Open House)																									
Suggested Milestone	Potential Responsible Party	Goal 1			Goal 2			Goal 3			Goal 4			Goal 5			Urgency	Complexity	Cost	Measure	Cell	Identified	Open House (Dot Ranking)		
		A	B	C	D	E	A	B	C	D	A	B	C	A	B	C								D	E
184 Complete the harbor expansion project	Ports and Harbors Commission	X	X	X			X	X	X	X					X	X			Short	High	\$\$\$		Land Use and Waterfront	Milestone 2	
4 Establish a plan for funding all community educational programs to the maximum extent possible	City	X			X														Short	Low	\$\$	Funding levels allow for expansion of program	Education	Milestone 1	
8 Update the Valdez School District Strategic Plan (curriculum development in plan)	Valdez City Schools	X			X														Short	High	\$\$	Plan implemented	Education	Milestone 1	0
279 Identify funding source to support deferred maintenance and ongoing maintenance of existing facilities	City Council	X			X	X	X		X										Short	Med	\$	Reduce backlog by 50%5	Energy, Utilities and Infrastructure	Milestone 2	9
1 Develop long-range CIP and Major Maintenance Program for public infrastructure	City	X			X	X																	Business and Economic Development	Milestone 1	5
241 Implement facility analysis report findings	City	X			X														Short	Med	\$\$\$		Healthcare	Milestone 2	
283 Implement Water and Sewer Master Plan recommendations	Department of Public Works	X			X																		Energy, Utilities and Infrastructure	Milestone 2	
248 Institute a preventive maintenance program for Fire Department equipment	Fire Department	X			X														Short	Med			Healthcare	Milestone 2	
278 Develop an operating and ongoing maintenance plan for all new city facilities, infrastructure and services before approval of proposal	City Council	X			X														Short	Low	\$		Energy, Utilities and Infrastructure	Milestone 2	
2 Evaluate symbiotic partnership opportunities in the community (e.g., Alyeska waste heat to fuel storage)		X					X																Business and Economic Development	Milestone 1	1
3 Develop bridge and decision-making scenarios based on different revenue forecasts from TAPS and gas line vs. no gas line	City	X																					Business and Economic Development	Milestone 1	1
215 Prepare a total tax vs. service analysis comparing Valdez with similar sized and situational studies	City	X																	Short	Med	\$		Business and Economic Development	Milestone 2	1
193 Prepare an efficiency analysis for public services, operations and materials	city	X																	Short	Low			Business and Economic Development	Milestone 2	2
238 Identify staffing needs for all of the City's departments	City Council	X																	Short	Low	\$\$		Healthcare	Milestone 2	8
6 Maintain a balanced budget	City Council	X																					Core	Milestone 1	4
7 Reduce city per capita spending to statewide average	City Council	X																	Short	High	\$\$\$	per capita spending	Core	Milestone 1	0
214 Develop/update financial model/expenditure model	City Finance	X																	Short	High	\$		Business and Economic Development	Milestone 2	0
208 Evaluate future/current city staffing based on strategic plan	independent task force	X																	short	Low	\$		Business and Economic Development	Milestone 2	5
5 Gather baseline data for variety of programs, services, etc. to have a baseline from which to make measurable targets	Multiple	X																	Short	Low			Business and Economic Development	Milestone 1	
263 Evaluate opportunities for renewable energy in all new infrastructure (Project implementation plans)	City	X	X	X	X	X	X	X			X					X	X	X	Mid	Med	\$\$		Multiple	Milestone 2	
262 Develop strategy to address natural gas distribution in Valdez if there is a national gas pipeline	City	X	X	X		X	X	X	X									X	Short	Med	\$\$		Social Service	Milestone 2	
9 Develop Allison Creek Hydroelectric	Copper Valley Electric Association	X	X	X					X	X					X				Short	High	\$\$\$	stabilization of energy rates	Energy, Utilities and Infrastructure	Milestone 1	

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		A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	F	A	B	C	D								E
10	Conduct a feasibility study for hydro options	Copper Valley Electric Association	X	X	X																						Mid	High	\$\$	study completed	Energy, Utilities and Infrastructure	Milestone 1		
284	Create recycling program (staffing, education, collection)	Department of Public Works	X	X		X	X	X	X									X										Mid	Med	\$	Reduction in landfill	Energy, Utilities and Infrastructure	Milestone 2	
152	Develop feasibility study for renewable resource research	Prince William Sound Community College	X	X																							Short	Medium	\$		Education	Milestone 2		
11	Identify affordable housing options/affordable housing study		X	X		X	X	X																							Land Use and Waterfront	Milestone 1		
175	Develop plan to enforce existing zoning and building codes	City	X	X				X															X	X	X		Short	Low	\$\$		Multiple	Milestone 2		
12	Develop world-class, year-round recreational site on Meals Hill		X			X	X	X	X								X	X														Land Use and Waterfront	Milestone 1	
16	Create wetlands natural trail at Robe Lake and Duck Flats	Department of Parks & Recreation	X			X	X	X									X			X											Land Use and Waterfront	Milestone 1	1	
13	Address condemnation expiration in Old Town	City	X			X	X	X																							Land Use and Waterfront	Milestone 1	6	
14	Address snow shedding/snow loading across property lines in building code	City	X			X	X	X																							Land Use and Waterfront	Milestone 1	5	
15	Update Comp Plan and Individual Area Plans	City	X			X	X	X	X	X													X		X						Land Use and Waterfront	Milestone 1	0	
17	Establish multi-use access to waterfront	City	X			X											X			X	X			X						Land Use and Waterfront	Milestone 1	3		
19	Repair/Improve landing craft dock	Ports and Harbors Commission	X			X																X									Land Use and Waterfront	Milestone 1	0	
18	Fix the Fish Pump		X			X																X									Land Use and Waterfront	Milestone 1		
20	Develop land use plan to avoid urban sprawl and maintain available land for future economic development and land conservation/natural hazard avoidance	City	X			X																									Business and Economic Development	Milestone 1	0	
21	Review waterfront property status and needs in Old Town and Loop Road	City	X			X																									Land Use and Waterfront	Milestone 1	3	
176	Conduce feasibility analysis on 4 season recreation area ideas (east peak, meals hill, Cummings tram)	private interested parties & city	X						X								X						X				Short	Med	\$\$		Land Use and Waterfront	Milestone 2	19	
219	Allow for private entities to receive tax exemptions for providing private assisted living facilities	City Council	X																				X				Mid	Low			Healthcare	Milestone 2	0	
218	Expand long-term care along with making sure there is assisted living options either private or public	City Council	X																				X				Mid	Low			Healthcare	Milestone 2		
177	Complete source water protection plan	City	X																								Short	Medium	\$		Land Use and Waterfront	Milestone 2	1	
22	Create land sale metrics	City	X																												Land Use and Waterfront	Milestone 1		
23	Create Valdez Community Land Trust (similar to Anchorage Heritage Land Bank)	City	X																												Business and Economic Development	Milestone 1	1	
24	Develop master plan for Robe Lake and work with DNR to update the Prince William Sound Area Plan for Robe Lake	City	X																												Land Use and Waterfront	Milestone 1		
243	Revisit plan to improve water circulation in the current harbor	Ports and Harbors Commission	X																								Short	Low	\$\$	Improved water quality	Healthcare	Milestone 2	3	
285	Research opportunity to use fish waste in biodiesel or pellet stoves to determine economic feasibility	New Coop (Jerry)	X	X																			X				Mid	Low	\$		Energy, Utilities and Infrastructure	Milestone 2		

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		A	B	C	D	E	A	B	C	D	E	A	B	C	A	B	C	D	E	F								A	B	C	D
151	Develop survey for business and community members to identify education needs.	Prince William Sound Community College				X																			Short	Low	\$		Education	Milestone 2	
281	Establish internship program with City departments and local businesses	Prince William Sound Community College				X																			Mid	Low	\$		Energy, Utilities and Infrastructure	Milestone 2	
201	Maintain independent accreditation of PWSCC	Prince William Sound Community College				X																			short	Med	\$		Business and Economic Development	Milestone 2	
54	Establish a Plan for funding K-12 education to the cap	Valdez City School District, City				X																			Short	Low	\$\$		Education	Milestone 1	
183	Complete city facilities master plan	City					X	X																		Medium			Land Use and Waterfront	Milestone 2	4
55	Create development plan for Kelsey dock area	City					X	X																					Land Use and Waterfront	Milestone 1	4
245	Replace or upgrade fire department stations 3 and 4	Fire Department					X	X																	Mid	Med	\$\$		Healthcare	Milestone 2	2
244	Conduct a needs assessment of public safety and city communications/upgrade the Alaska Land Mobile Radio System	Police and Fire Departments					X	X																	Short	Low		extent of radio coverage	Healthcare	Milestone 2	0
57	Establish a competition to encourage problem-solving ideas (e.g. what do with snow lots off season)	City					X	X																					Business and Economic Development	Milestone 1	0
273	Identify a use for the old Alyeska Building (Arctic Camps Equipment)	Community					X	X																	Short	Med	\$		Social Service	Milestone 2	0
246	Enforce commercial building codes (hire fire department inspector)	Fire Department					X	X																	Short	Low			Healthcare	Milestone 2	0
58	Establish community trail network	Department of Parks & Recreation					X		X					X							X				Short	Low			Culture and Recreation	Milestone 1	5
59	Establish direct shipping of goods (water, salmon, potatoes)--partnership with Kenny Lake	Multiple					X		X																Mid	Medium			Business and Economic Development	Milestone 1	2
60	Establish a Port of Valdez Port Authority to aid in port expansion	City					X			X										X	X	X	X	X	Mid	Medium			Business and Economic Development	Milestone 1	8
61	Build covered ice rink	Department of Parks & Recreation					X							X											Mid	Medium	\$\$\$		Culture and Recreation	Milestone 1	
62	Complete Pool Slide	Department of Parks & Recreation					X							X											Mid	Low	\$\$		Culture and Recreation	Milestone 1	
144	Cover tennis courts so they are usable more of the year - possibly with temporary roof	Department of Parks & Recreation					X							X											Short	Low	\$\$		Culture and Recreation	Milestone 2	
146	Create a needs assessment plan for trail grooming resources	Department of Parks & Recreation					X							X											Short	Low	\$		Culture and Recreation	Milestone 2	
145	Implement and design Valdez Sports Center	Department of Parks & Recreation					X							X											Mid	Medium	\$\$\$		Culture and Recreation	Milestone 2	
282	Work with DOT&PF to address risk of losing Glacier Stream Bridge (contingency plan)	City					X																X	Short	Low	\$		Energy, Utilities and Infrastructure	Milestone 2	2	
63	Dedicate sufficient funds to provide major maintenance on all city buildings according to city-wide needs assessment	City					X																		Mid	Medium	\$\$		Education	Milestone 1	10
64	Establish 5, 10, and 20 year infrastructure and facilities maintenance plan and revisit every 3-5 years	City					X																		Short/mid/long	Medium	\$	Action item, evaluate deferred maintenance plan	Energy, Utilities and Infrastructure	Milestone 1	6

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		A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D								A	B	C	D	
195	Establish monthly brainstorming meetings to address idea and issues in the community	City																									Short	Low			Business and Economic Development	Milestone 2	2
78	Implement beautification plan	Beautification Task Force/City																													Land Use and Waterfront	Milestone 1	6
187	Create public art/mural program	independent task force																									Mid	Med			Land Use and Waterfront	Milestone 2	7
79	Develop program to include community pride and community conditions (e.g. snow removal) in new building construction and renovation projects	City																													Business and Economic Development	Milestone 1	2
80	Implement Urban Design Plan	City																									Mid	Medium	\$\$	Plan is implemented	Culture and Recreation	Milestone 1	2
216	Replace fire station headquarters to provide adequate housing for apparatus, equipment, personnel, and training needs	Fire Department																									Mid	Med			Healthcare	Milestone 2	2
178	Bring historic (sp) lodge back to Valdez (it used to be a Ft. US Army building)	Museum																									Mid	Medium	\$\$		Land Use and Waterfront	Milestone 2	0
81	Develop testing and training platform	City																									Mid	High			Land Use and Waterfront	Milestone 1	0
167	Establish standing action item on City Council agenda for military advisory participation at council meeting	City Council																									Short	Low	\$		Military	Milestone 2	
82	Develop a plan to address short-term homelessness (community shelter)	Churches, City, Food bank, others																									Short	Medium	\$\$	number of people served, number of nights utilized	Social Service	Milestone 1	6
85	Develop opportunity assessment of potential public-private partnership opportunities	Economic Development Organization																									Short	Low	\$	Report	Energy, Utilities and Infrastructure	Milestone 1	4
172	Develop welcome wagon program	Valdez Convention and Visitors Bureau																									Short	LOW	\$		Military	Milestone 2	3
150	Build an interpretive center (uplands area)	Museum																									Mid	Medium	\$\$\$		Culture and Recreation	Milestone 2	1
83	Create an all-hazards framework that uses the NIMS organization to address planned and unplanned catastrophic incidents	City																									Short	Medium			Military	Milestone 1	0
84	Host meeting of key 8A and other construction entities to show what Valdez has to offer	Economic Development Organization																													Business and Economic Development	Milestone 1	0
235	Create and maintain a mutual aid agreements between agencies to address response needs	Emergency Management																									Short	Med	\$\$		Healthcare	Milestone 2	0
260	Develop shared facility space to meet agency needs	Multiple																									Short	High			Social Service	Milestone 2	0
166	Establish community of Valdez Liaison to the military	City Council																									Short	Low	\$		Military	Milestone 2	1
200	Track and participate in key statewide issues	City																									Short	Low			Business and Economic Development	Milestone 2	0
86	Create a plan to distribute extra resources to those in need	Multiple																									Short	Low	\$	Reduction in (nothing going to waste)	Social Service	Milestone 1	2
272	Establish a healthy relationship program (Jr. and Sr. High)	ARV-Mental Health																									Short	Med	\$		Social Service	Milestone 2	2
199	Develop shipping back haul program especially for recycling	Department of Public Works																									Mid	Med			Business and Economic Development	Milestone 2	11

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		A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	F	A	B	C	D								E
122	Develop local government close-up program (include city's local service agencies) what does it take for a healthy community forum																															Land Use and Waterfront	Milestone 1	0
129	Ensure there is a on-going entity to continue with the City Beautification Plan																															Land Use and Waterfront	Milestone 1	3
130	Implement a plan for 50th anniversary of the 1964 earthquake																											Mid	Medium	\$		Culture and Recreation	Milestone 1	6
127	Develop community-wide recognition program																											Short	Medium	\$\$		Culture and Recreation	Milestone 1	0
266	Raise awareness of the Senior programs at the museum																											Short	Low	\$		Social Service	Milestone 2	1
126	Develop a program to promote cultural awareness																											Mid	Medium	\$\$		Social Service	Milestone 1	1
221	Create and implement more in-home health care options																											Mid	Med	\$\$\$		Healthcare	Milestone 2	
264	Raise awareness of diverse populations through celebratory events																											Mid	Med	\$\$		Social Service	Milestone 2	
192	Create an economic diversification strategy																											Short	Med			Business and Economic Development	Milestone 2	7

