



Strategic Planning for Municipalities

Alaska Municipal League
Wednesday, December 7, 2022





Welcome & Introductions

Your Presenters



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*Director of Public
Safety, Northwest Arctic
Borough*

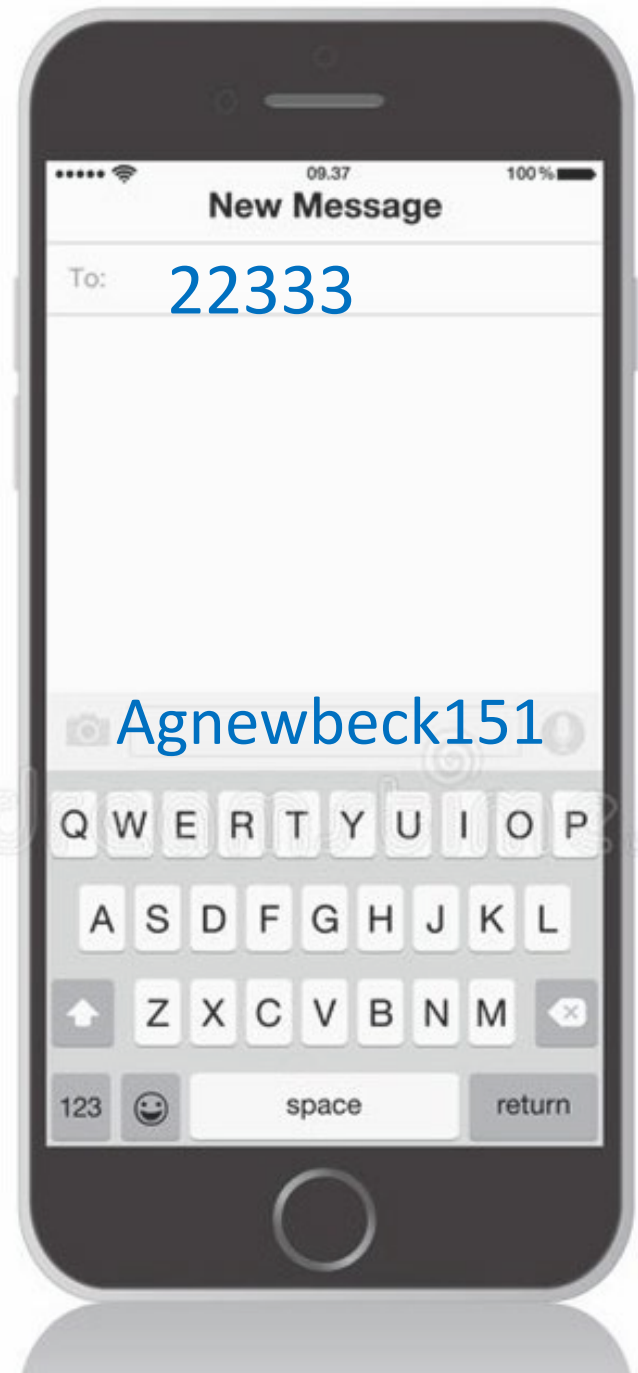
Dena'inaq etnen'aq' gheshtnu ch'q'u yeshdu. (Dena'ina)

We live and work on the land of the Dena'ina. (English)

How to Join Poll Everywhere

Text “Agnewbeck151” to #22333

*(not case sensitive –
can be all caps, all lowercase or a mix)*



🌐 When poll is active, respond at **pollev.com/agnewbeck151**

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What entity are you representing today? (select all that apply)

Municipality (City, Borough)

Tribe

State Agency

Federal Agency

Contractor

Nonprofit

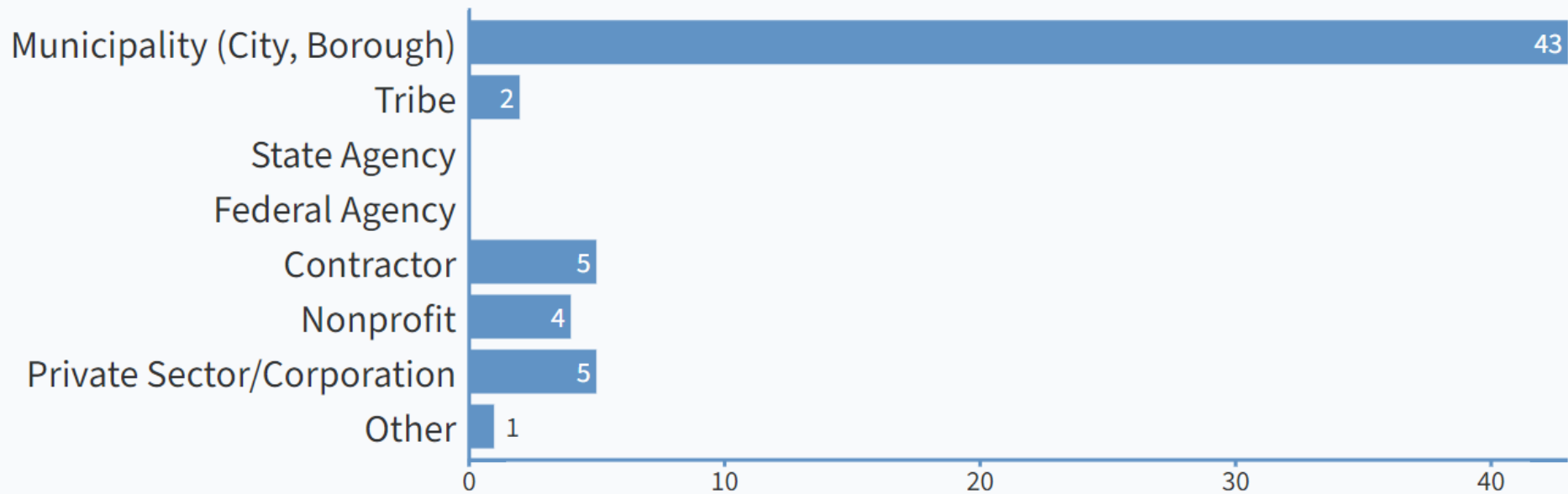
Private Sector/Corporation

Other

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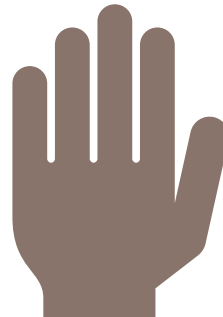
Text **AGNEWBECK151** to **22333** once to join

What entity are you representing today? (select all that apply)



Your Strategic Planning Experience

How many of you have a strategic plan that you're working from today?



Objectives of Our Session

- Quick **introduction** to strategic planning and **its benefits** for municipalities
- Share **process** and **tools** for conducting strategic planning
- Answer **questions** and open the floor for you to **share your experiences**

Why strategic planning?

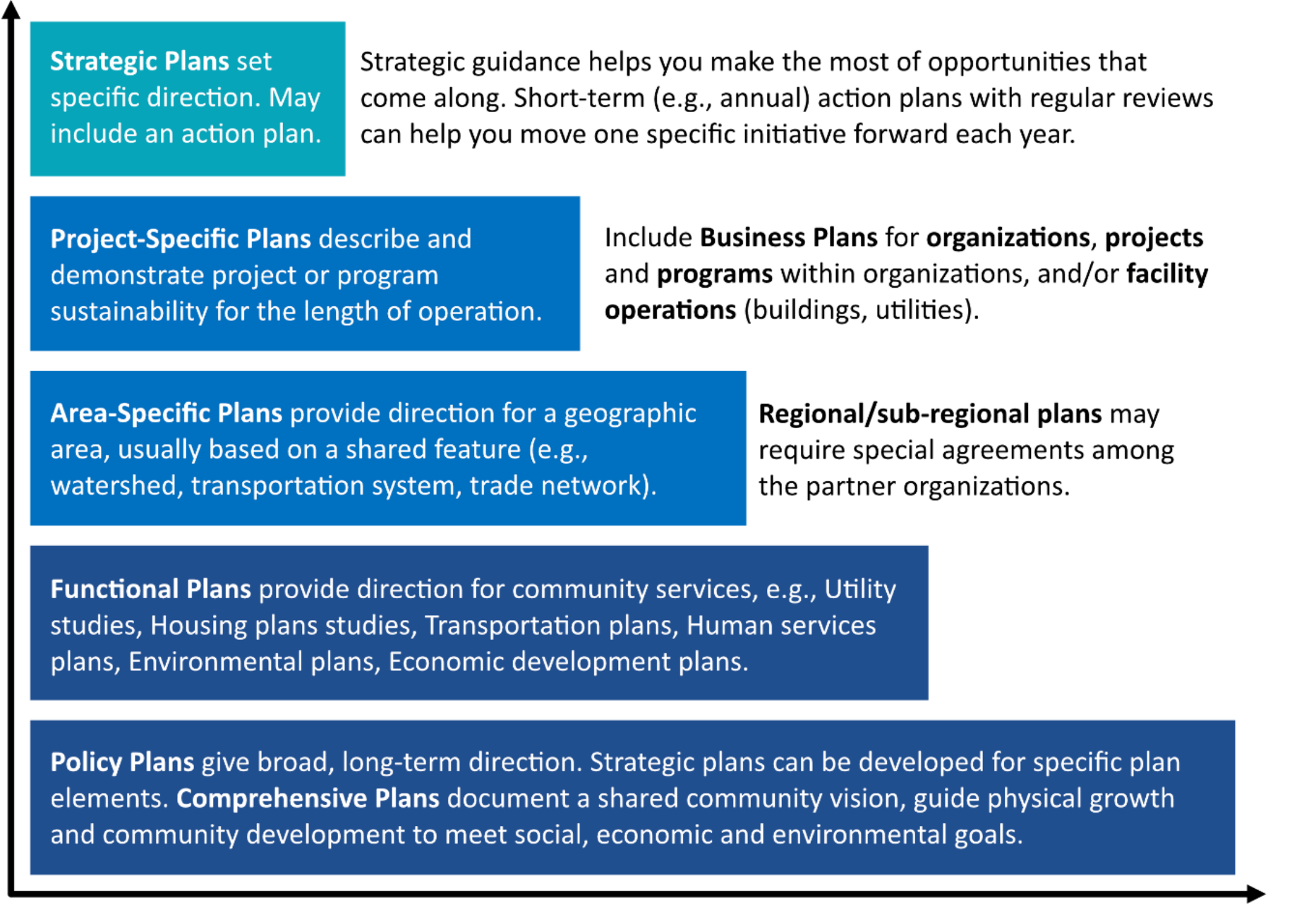
Why strategic planning?

Within our community:

- Remember our **values, priorities and commitments**
- Increase our **accountability**
- Be more **intentional**
- Increase our **resilience**

Outside our community:

- **Collaborate and communicate** with partner organizations, funders, and others
- **Secure funding** and other resources



Strategic Plans set specific direction. May include an action plan.

Strategic guidance helps you make the most of opportunities that come along. Short-term (e.g., annual) action plans with regular reviews can help you move one specific initiative forward each year.

Project-Specific Plans describe and demonstrate project or program sustainability for the length of operation.

Include **Business Plans** for **organizations**, **projects** and **programs** within organizations, and/or **facility operations** (buildings, utilities).

Area-Specific Plans provide direction for a geographic area, usually based on a shared feature (e.g., watershed, transportation system, trade network).

Regional/sub-regional plans may require special agreements among the partner organizations.

Functional Plans provide direction for community services, e.g., Utility studies, Housing plans studies, Transportation plans, Human services plans, Environmental plans, Economic development plans.

Policy Plans give broad, long-term direction. Strategic plans can be developed for specific plan elements. **Comprehensive Plans** document a shared community vision, guide physical growth and community development to meet social, economic and environmental goals.

Short-term (0-5 years)

Medium-term (5-10 years)

Long-term (10-20 years)

3 Examples We'll be Referencing Today

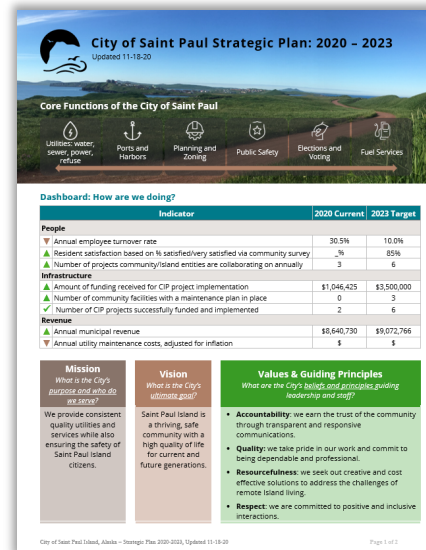
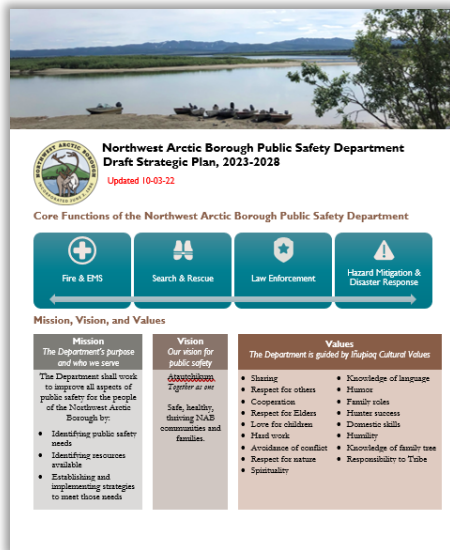


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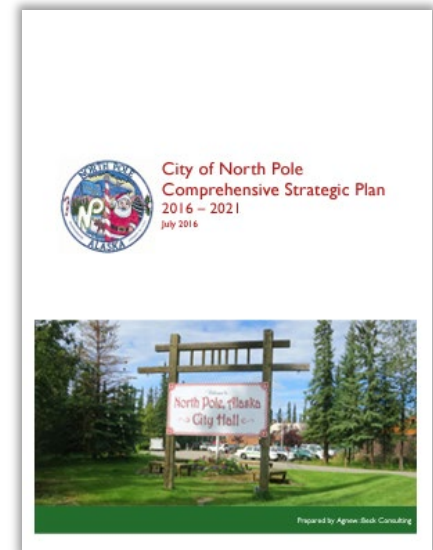


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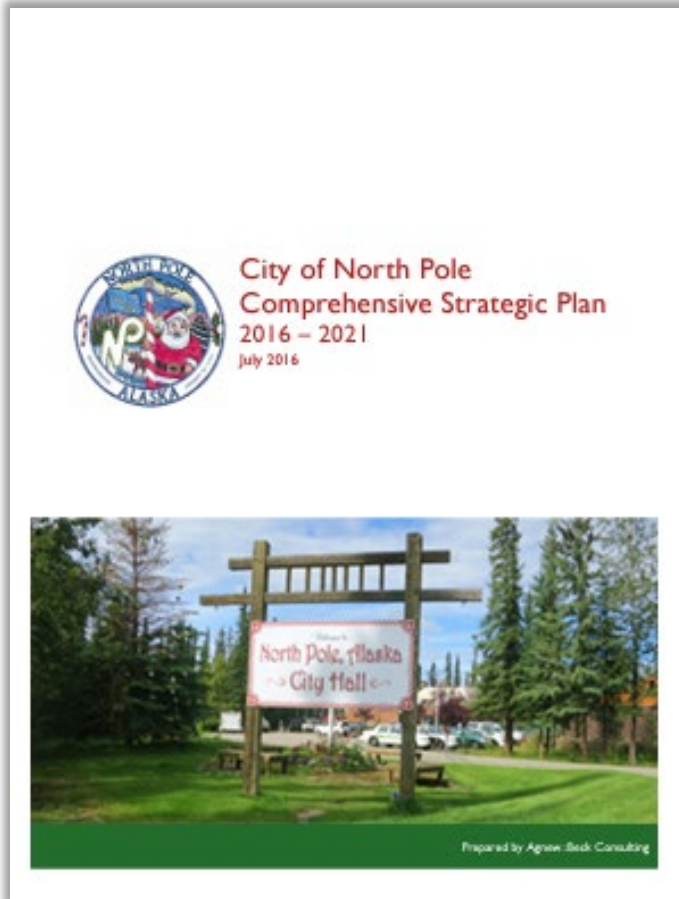
	Northwest Arctic Borough Public Safety Department	City of Saint Paul	City of North Pole
Includes ties to/from:	NAB Comprehensive Plan, NAB Borough Code	St. Paul Comprehensive Economic Development Strategy (CEDS), CIP list	Salcha-Badger Road Area Plan; Regional (CEDS); planning and zoning decisions at the borough
Unique features	New Public Safety Commission; NAB's engagement in VPSO reform	Reliance on single revenue source	City doesn't have planning powers

Example: City of North Pole Comprehensive Strategic Plan

- Guides decision-making, funding at the City

Informs other planning efforts:

- Salcha-Badger Road Area Plan
- Regional Comprehensive Economic Development Strategy (CEDS)
- Planning and Zoning decisions at the borough level



Successes: new housing construction; expanded water service to address water quality issues; improved engagement with military partners



Overview of how to create/update a strategic plan in your community/municipality

Components of a Strategic Plan

Vision

What are we working toward?
Where do we want to be in 10 years?

Mission

What do we do and who do we serve?

Values

What do we care about? What is important to us?

Goals

Broadly, what are we hoping to accomplish? In what areas do we want to see improvement?

Strategies

How are we doing to make progress? What is needed to achieve our goals?

Objectives

What measurable progress do we want to see?

Action Plan

How will we make progress on priority strategies?

Timeline

What is the timeline for implementation?

Strategic Planning Process Example

Gather Background

Interviews
(leadership, staff,
key partners)

Review related
plans, documents,
community data

Community survey

Synthesize

Identify strengths,
weaknesses,
opportunities,
threats (SWOT)

Prepare an initial
list of goals and
strategies

Hold Work Session(s)

Reflect on
background
findings

Interactive
activities

Prioritize
strategies

Finalize

Incorporate results
from work session

Prepare action
plan

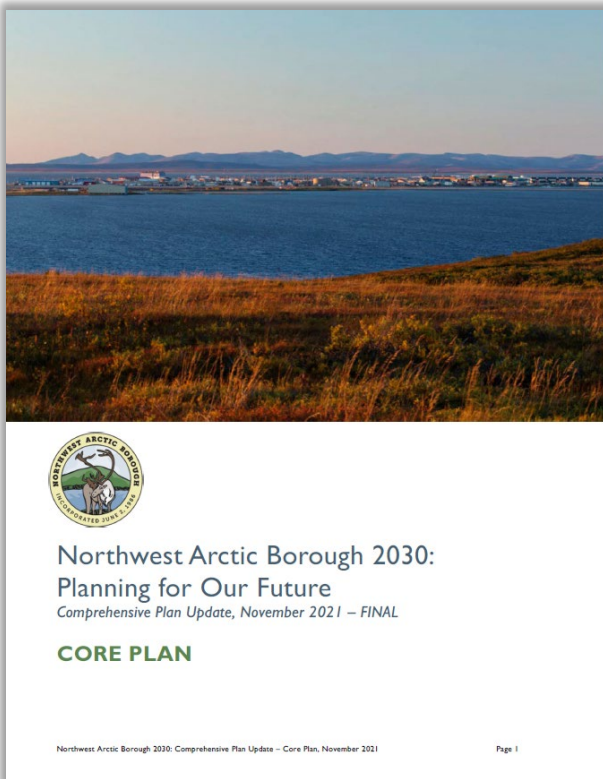
Adopt, implement,
evaluate

Customize to fit your community and to the resources you have available

Northwest Arctic Borough Example



Northwest Arctic Borough Example



Comprehensive Plan
(hyperlinked)

The Northwest Arctic Borough Public Safety Commission

shall present to the assembly and mayor a **five-year comprehensive plan to address public safety and law enforcement issues identified by borough residents**

as well as an annual report outlining a yearly strategy to implement the plan, including requests for funding of NABPSC activities

Extract from NAB Code

Robust Comp Plan Process

Fall - Winter 2020
Discover and learn

Compiled data on the people, economy, lands, infrastructure and more

Reviewed background documents

Winter - Spring 2021
Listen and engage

Conducted regional surveys:
Regional survey with 574 responses, youth survey with 39 responses

Held small group discussions and meetings

Summer - Fall 2021
Share and finalize

Released for 60-day comment period


Revised, finalized, and adopted plan

Today: working together to bring the plan to life



Public safety emerged as an important priority here

Northwest Arctic Borough Comprehensive Plan Vision



**Thriving, adaptable Iñupiaq
communities, working together to
prepare for a changing future.**

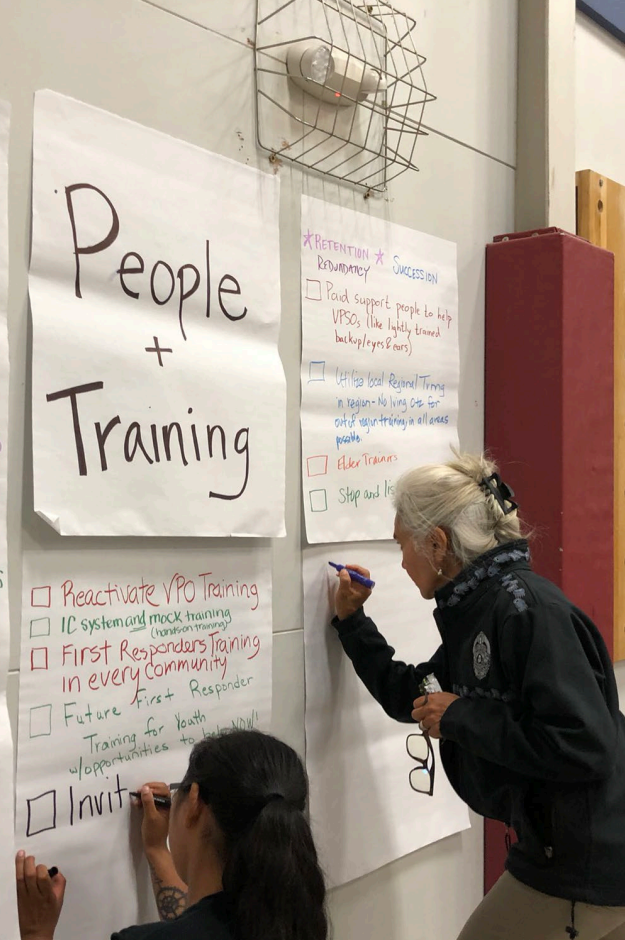
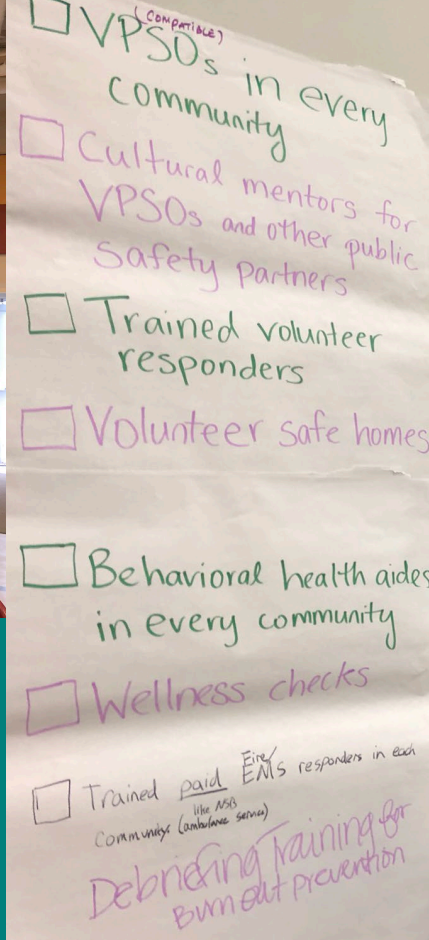
Comp Plan Public Safety Goals & Strategies



Health and Wellness Goal C:

Residents are healthy, safe, and self-sufficient.

- **Strategy 2.** Promote healthy lifestyles and support efforts to address substance abuse, behavioral health needs and suicide prevention.
- **Strategy 3.** Ensure every NAB community has a public safety/law enforcement presence.



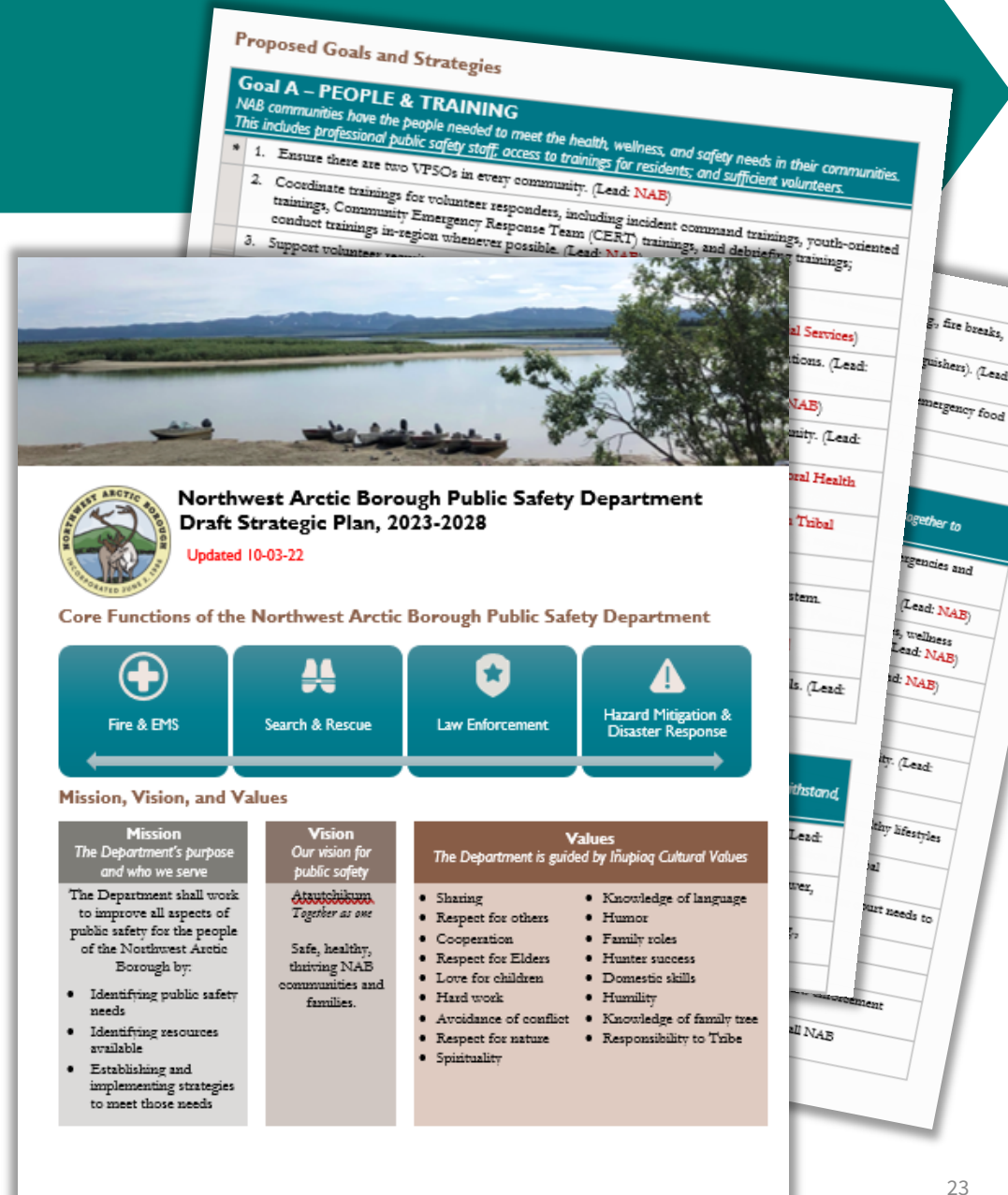
Process

Compiled results into draft strategic plan

Reviewed with Public Safety Commission

Community visits for feedback

Finalize



Community Visit Toolkit

Tool for staff to facilitate community visits.

Contains:

1. Talking Points & Frequently Asked Questions
2. Meeting Agenda (public version, facilitator's version)
3. Sign-In Sheet
4. Notetaking Template
5. Facilitator Notes for Success
6. Community Public Safety Matrix
7. Draft Strategic Plan



NORTHWEST ARCTIC BOROUGH PUBLIC SAFETY DEPARTMENT WINTER TRAVEL



10AM- Feedback on Strategic Plan
12PM- Lunch Provided
1PM- VPSO Program, Fire Program, Search and Rescue, Winter Trails meet with community

DATES OF TRAVEL:

- Nov. 29- Deering
- Dec. 1- Kobuk
- Dec. 13- Shungnak
- Jan. 10- Noatak
- Jan. 17- Ambler
- Jan. 31- Buckland
- Feb. 7- Kivalina
- Feb. 14- Noorvik
- Feb. 21- Selawik
- Feb. 28- Kiana

Contact Director of Public Safety,
Tessa Baldwin

tbaldwin@nwabor.org
907-442-8226

**Travel and time of event are
subjected to change.**

Need to decide: who implements the plan?

Just the agency?



NANA



MANIILAQ
ASSOCIATION

Or include strategies/actions led by partners?



Some favorite tools, activities

Vision, Mission – They are Different!

Mission

A statement describing the **reason your organization or program exists, who you serve, and how you serve them.**

Should answer the question: Who are we?

Vision

A statement describing **inspirational long-term change** resulting from your work.

Should answer the question: what are we trying to achieve?

Both should be clear, concise (one sentence), memorable.

Vision Activity: Our Community in the Future

Imagine that it's 20 or more years in the future and our vision for our community has been achieved.

- 1. As individuals:** Write the headline you would want to see on the cover of a local newspaper, or as the lead story on a local radio station.
- 1. As teams:** Compare and combine your individual headlines into one shared headline and write on your flip chart paper.
 - What are the words you would read or hear?
 - Be creative – draw a picture!
 - Tell us – Where exactly would you like the headline to appear?

Our vision for Alaska has been achieved.

Write the headline you would want to see.

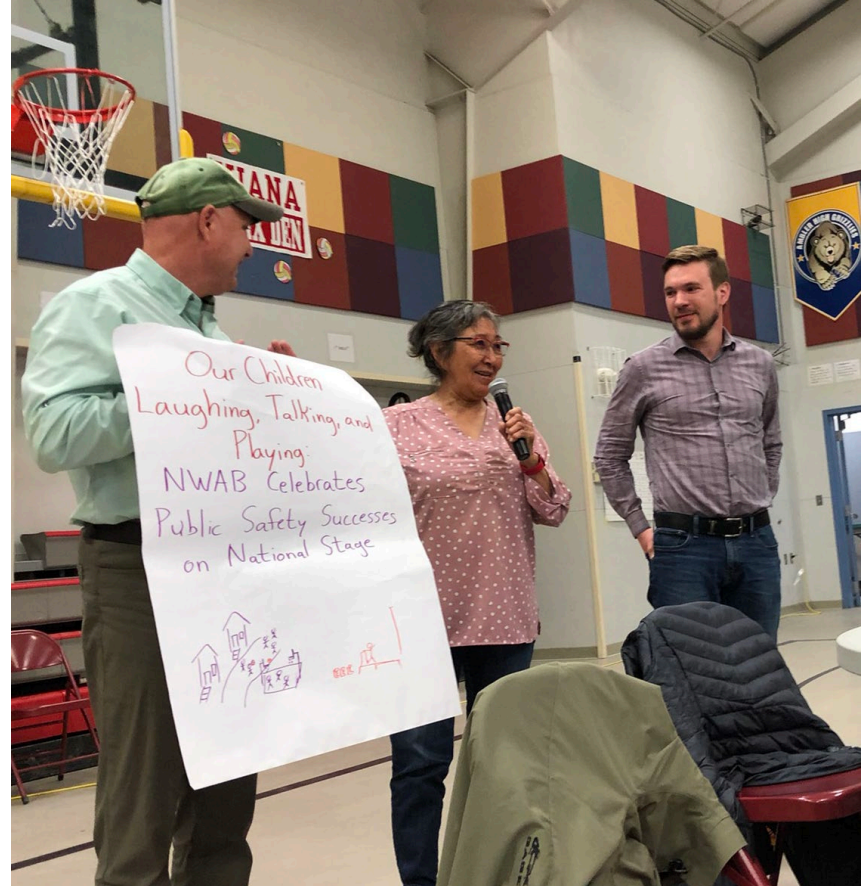
Alaska leads the way in addressing climate security, becomes the #1 climate refugee destination in the world.	The greatest place to raise a family
Alaska has achieved the goal of getting running water and sewer in every community.	Best Place to Live in the US
Alaska rebuilds economic value by expanding infrastructure, building new industry, and becoming desirable	economic prosperity and opportunity
Alaska number one in workforce housing and economic development	Education
Average housing cost becomes affordable on a median household income	Alaska nominated as "best place in world"
Land rights have been rightfully returned to the indigenous inhabitants.	Alaska leads in attracting new talent!
Citizens Rejoice Over Shared Goals Met, and Prosperity Achieved	We're In
Alaska is in the top 5 states for economic growth in the country	Alaska is a land of opportunity!
Alaska becomes the first state to use 100% renewable energy.	Alaska becomes its own country
Great success in youth leadership and mentorship for Alaska	"Alaska tops economic charts"
Alaska shines as vibrant, diverse, richest and happiest state	Transitional Housing Complete!
Alaska leads the nation in renewable power generation	Opportunity for education, childcare, and housing
Alaska Finally Free from Outside Influence	Alaska Finally Qualifies for Free Shipping!
Alaska driving the world into the future.	

Vision Examples

We are a thriving Alaska community that embraces the small town, family-centered Christmas spirit.
City of North Pole, 2016

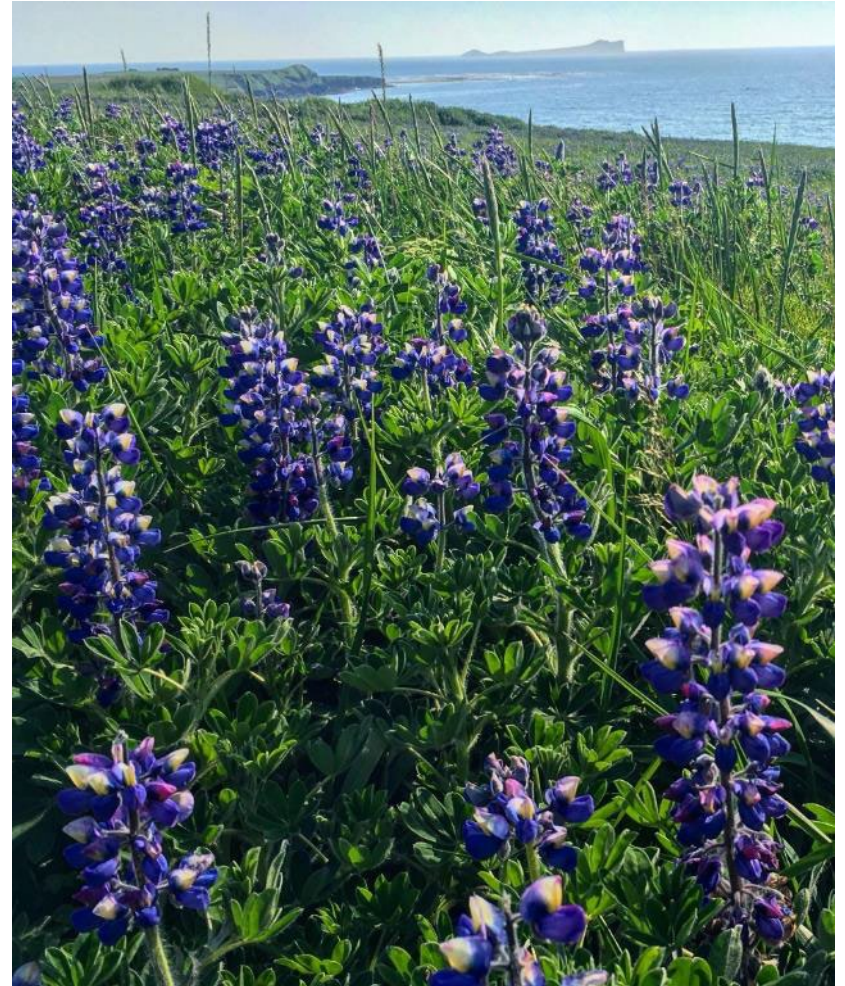
A thriving, safe community with a high quality of life for current and future generations. *City of St. Paul, 2020*

Safe, healthy, thriving NAB communities and families.
Northwest Arctic Borough Public Safety Department, 2022 draft



Core Values

- What do we stand for?
- What are our underlying beliefs and principles guiding leadership and staff?



Core Values - Examples

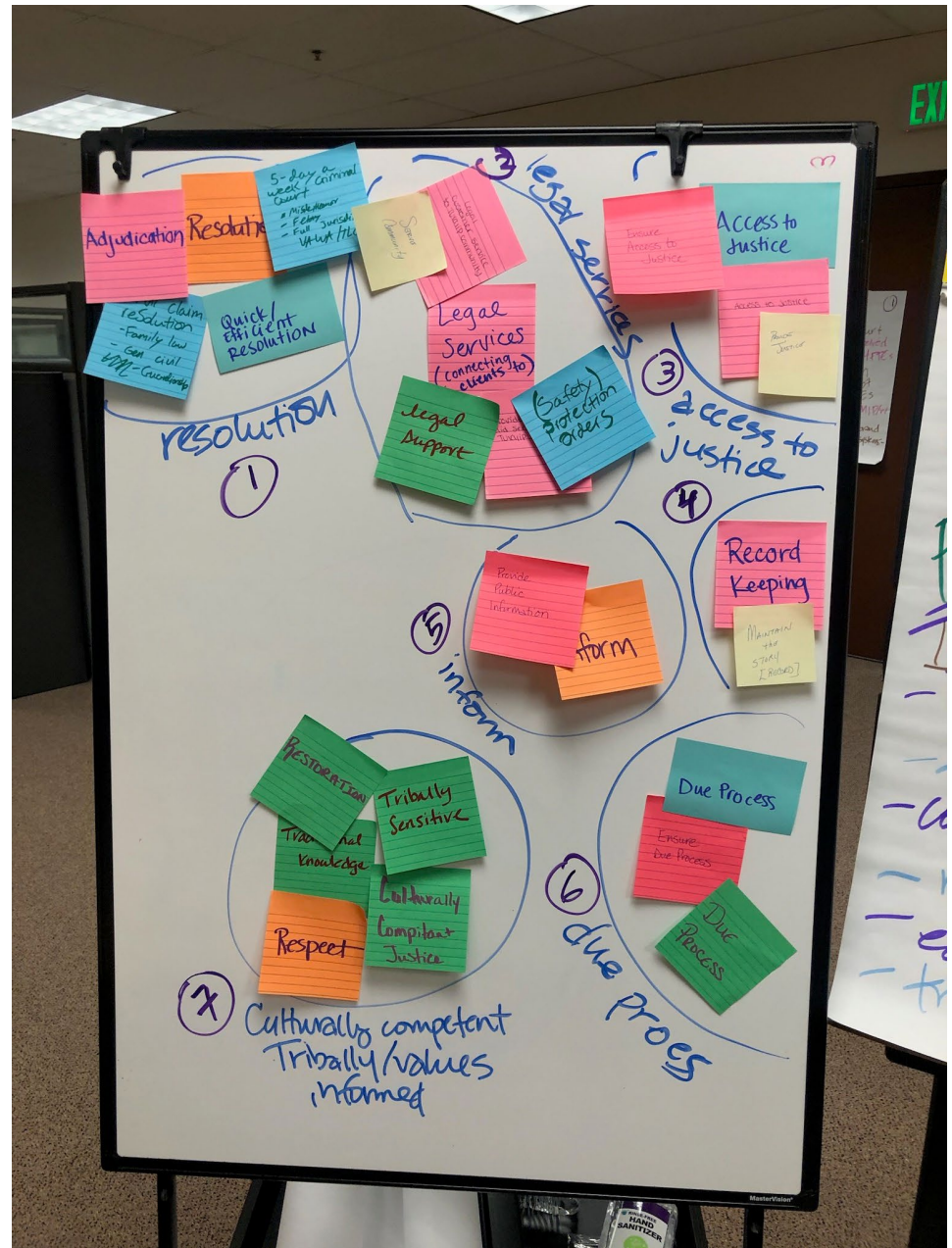
City of North Pole

- Spirit of Christmas
- Rural, independent character
- Quality schools
- Small-town feel
- Thriving local businesses
- Supportive, generous, friendly people
- Conveniently located
- Safety and security
- Welcoming to the military
- Living the Last Frontier

City of Saint Paul

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

Core Values – sticky note activity



Strategic Planning as Teambuilding Opportunity – Example Activity

1. On a single sticky note:

Write 3 skills you bring to the Municipal team

(leave your name off)

2. Facilitator reads the results aloud, encourages folks to guess who submitted which sticky note

Benefits: celebrate your team; discover unique skills; elevate the attributes of individual staff

Example (names changed)

Alicia

Culture barer
Technical
Efficient

Ben

Fast learner
Problem solver
Honesty/integrity

Brian

Grant writing
Legal knowledge
Verbal communication

Dawn

Learner
Flexible
Written communication

Fred

Problem solver
Enthusiastic researcher & writer
Experience with Tribes & Indian law

Kelly

Mental health/therapy background
Good communication/coordination
Ability to think outside the box

Marcia

Good listening/ communication
Creativity
Multitasking

Sylvia

Works well with others
Creative
Flexible

Wendy

Historical knowledge
Criminal justice education
Service to community

Sample Criteria

Simple

	High Effort (Difficult)	Low Effort (Easy)
High Impact		
Low Impact		

Complex

Which strategies:

- Have high regional need/ support?
- Are most likely to address areas for improvement and take advantage of strengths/opportunities?
- Are most likely to achieve desired goals and objectives?
- Will have the broadest impact?
- Are time sensitive?
- Are partially and/or completely funded?
- Have a current or likely partner, who can bring additional resources to the table?

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Select your top three most important from the list below

Establish a comprehensive maintenance plan for municipal facilities.

Upgrade finance software.

Establish a VPSO in every community.

Increase renewable energy generation capacity.

Pursue funding for airport/harbor improvements.

Increase communications between the municipality and its residents.

Expand climate resiliency and climate mitigation efforts.

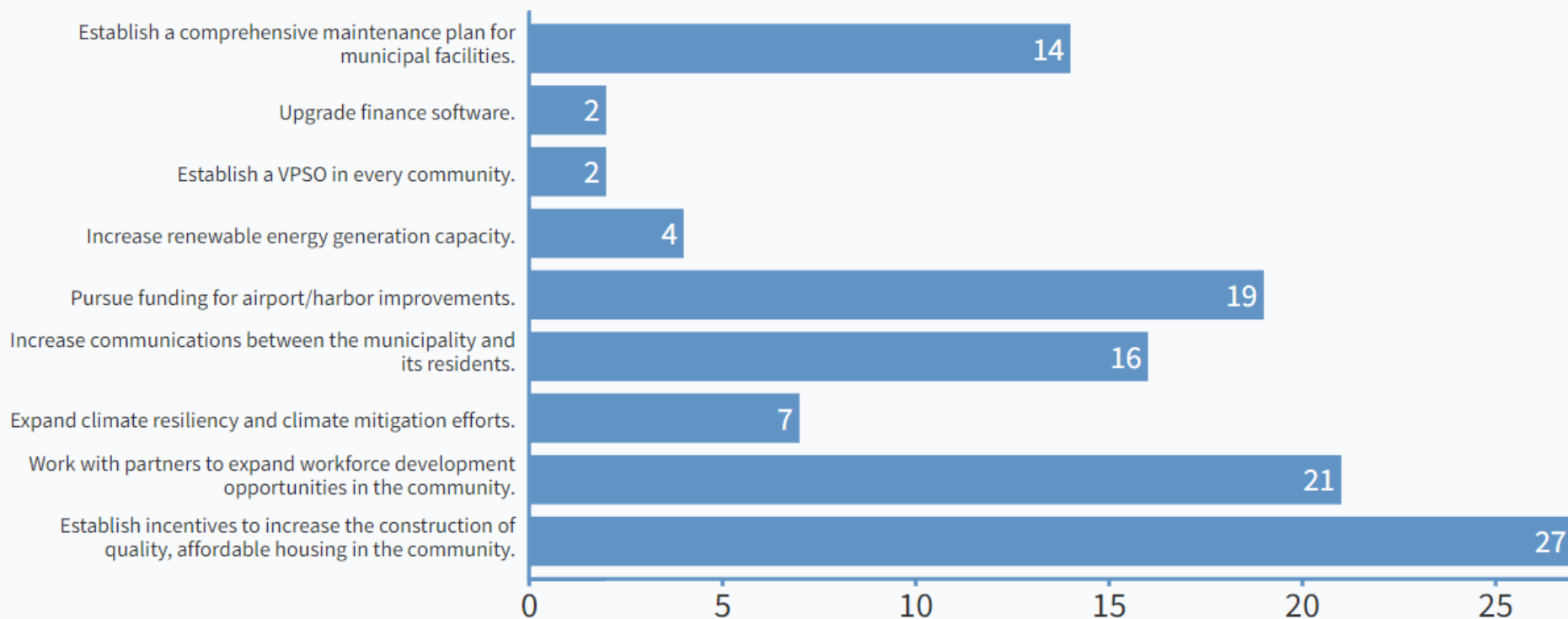
Work with partners to expand workforce development opportunities in the community.

Establish incentives to increase the construction of quality, affordable housing in the community.

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Select your top three most important from the list below



Action Plan Template

Strategy:

Action	Cost + Resources	Who	When	Progress
What is the concrete task or action need to carry us closer to achieving the strategy?	What resources will help you complete the action item: funding, staff? Is there a specific cost?	Who (person, organization, group) is responsible for this action? Who will lead the effort?	When will it happen? Is there a deadline? Is this action item immediate, mid-range, long term?	What is our progress? How are we doing? Are we able to measure our impact?

Example Action Plan

from Fairbanks North Star Borough Comprehensive Economic Development Strategy

Strategy #4: Develop a Resilient Power Grid – Collaborate with other Railbelt utilities to achieve a resilient, efficient power grid that can better integrate future renewable energy sources for power generation.

Capital Project?	Action	Lead	Support	Estimated Resources	Target Completion
✓	a. Add an additional 45-50 MW of battery storage to help regulate variable power load from renewables and create backup power during outages/disruptions.	GVEA	AEA, U.S. Department of Energy (DOE)	\$70-\$75 million	2025
✓	a. Upgrade existing Railbelt intertie from 138 kV to 230 kV.	Railbelt utilities	AEA, Denali Commission, GVEA, FCAC	\$170 million	TBD
✓	a. Complete planning for and construct the Roadbelt intertie, a 230kV line connecting Anchorage to Fairbanks along the Richardson and Glenn Highways (see the Denali Commission Roadbelt Intertie Project Report here for more information).	Roadbelt Electric Reliability Organization (ERO)	AEA, utility providers, municipalities, Denali Commission, Tribes, FEDC	\$1 billion (\$566 M for Sutton to Delta Junction)	2025
✓	a. Identify opportunities to collaborate with other sectors (e.g., shared utility easements with telecommunications).	GVEA	IGU, broadband providers, permitting departments of state and federal agencies, Denali Commission, Golden Heart Utilities, FCAC	Varies	Ongoing

Saint Paul Dashboard Example

Indicator		2020 Current	2023 Target
People			
▼	Annual employee turnover rate	30.5%	10.0%
▲	Resident satisfaction based on % satisfied/very satisfied via community survey	84%	85%
▲	Number of projects community/Island entities are collaborating on annually	3	6
Infrastructure			
▲	Amount of funding received for CIP project implementation	\$1,046,425	\$3,500,000
▲	Number of community facilities with a maintenance plan in place	0	3
✓	Number of CIP projects successfully funded and implemented	2	6
Revenue			
▲	Annual municipal revenue	\$8,640,730	\$9,072,766
▼	Annual utility maintenance costs, adjusted for inflation	\$	\$

Top 10 Tips for a Successful Meeting

1

PURPOSE: Identify clear objectives and desired outcomes. This typically involves meetings with leaders/key participants to define expectations.

2

AGENDA: Outline an agenda that defines the process, with time slots and breaks. Aim for a mix of meeting techniques including interactive activities.

3

FACILITATOR GUIDE: Develop facilitator's agenda/script with introduction language, needed supplies, transitions, etc.

4

IDENTIFY PRE-MEETING WORK: What work has already been done? What background information can be shared in advance to focus the meeting?

5

INVITATIONS: Who needs to attend? Who are the decision makers? Are all perspectives represented? When should you send invitations?

Top 10 Tips for a Successful Meeting

6

SPACE: Identify and reserve an appropriate space. Is there enough room for everyone? Do you need a screen or phone? What layout will support collaboration?

7

REFRESHMENTS: Make arrangements for coffee, snacks, meals. If the meeting is occurring during meal time, indicate whether food is included.

8

ROLES: Identify a notetaker ahead of time (other potential roles: timekeeper, chair).

9

CANCEL: If you're not ready, better to cancel than have an unproductive meeting.

10

DISTRIBUTE: Send out agenda, background information and connectivity details ahead of time.



Questions & discussion

Discussion

Questions?

Does your community have a strategic plan? How does it inform your work?

What other strategic planning activities have you used?

Thank you!

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