



# City of Saint Paul Strategic Plan: 2021 – 2023

Approved December 9, 2020 by Resolution 20-23

## Core Functions of the City of Saint Paul



Utilities: water, sewer, power, refuse



Ports and Harbors



Planning and Zoning



Public Safety



Elections and Voting



Fuel Services

## Dashboard: How are we doing?

Indicator		2020 Current	2023 Target
<b>People</b>			
▼	Annual employee turnover rate	30.5%	10.0%
▲	Resident satisfaction based on % satisfied/very satisfied via community survey	N/A	85%
▲	Number of projects community/Island entities are collaborating on annually	3	6
<b>Infrastructure</b>			
▲	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
<b>Revenue</b>			
▲	Annual municipal revenue	\$8,640,730	\$9,072,766
▼	Annual utility maintenance costs, adjusted for inflation	N/A	N/A

### Mission

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

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

### Vision

*What is the City's ultimate goal?*

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

### Values & Guiding Principles

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

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

## Goal A – PEOPLE

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

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

## Goal B – INFRASTRUCTURE

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

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

## Goal C – REVENUE

Diversify the City's economic portfolio.

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