

Mayor

Clay Koplin

Council Members

James Burton

Kenneth Jones

Jeff Guard

Robert Beedle

Anne Schaefer

David Allison

James Wiese

City Manager

Alan Lanning

City Clerk

Susan Bourgeois

Deputy Clerk

Tina Hammer

Student Council

Olivia Carroll

**City Council Work Session
January 17, 2018 @ 6:00 pm
Cordova Center Community Rooms
Agenda**

A. Call to order

B. Roll call

Mayor Clay Koplin, Council members James Burton, Kenneth Jones, Jeff Guard, Robert Beedle, Anne Schaefer, David Allison and James Wiese

C. Work Session topics:

1. 2018 work plan review

- 2018 City Manager tasks/accomplishments..... (page 1)
- Strategic Action Plan adopted May 3, 2017..... (page 3)

D. Adjournment

If you have a disability that makes it difficult to attend city-sponsored functions, you may contact 424-6200 for assistance.

Full City Council agendas and packets available online at www.cityofcordova.net

2018 TASKS/ACCOMPLISHMENTS

City Manager

FY 2018 Budget: Completed and approved 12/6/17

FY2019 Budget: The process will begin again in June and follow much the same process we just completed. However, additional information will be provided in the budget document.

FY2018 Final Budget: As soon as final numbers arrive for FY2017, they will be incorporated into the FY2018 budget and final documents will be provided.

Pharmacy: Completed and opened 12/11/17.

Town Hall Meeting: To be held 1/16/2019 at 7pm in the Theatre. The objective is to provide a primer for the public on the Strategic Planning Process, the FY2018 budget process and the relationship between taxes and the budget. Staff intends to hold 1/4rly Town Hall meetings.

Town Hall Meeting: There was a request to provide an additional Town Hall meeting, to be led by Council members, prior to the election in March, 2018. Staff will provide a date(s) for that Town Hall meeting.

Auditors: Will be coming sometime soon to present audit.

UBS: Will arrive February 7th, to brief Council on the City's investment strategy and answer questions regarding same.

Adams St.: Has been assumed by the State and will be completed in the summer, 2018 with no additional cost from the City.

RF Corner Patch: This will be completed in conjunction with the Adams St. project.

PWSSC Project: This has progressed to direct negotiation with staff and PWSSC is working on a proposal to present to the City.

Reorganization: We are working through this to see what makes sense for the organization and ensures we can provide good services.

Waste Oil: The building portion of the plan has been put out for proposals.

Marijuana Ordinance: Passed 1/3/18, public hearing and second reading (final passage) slated for 2/7/18.

Chapter 16 Revisions: Some sections have been completed.

Chapters 4-18-16-17: All on the plan for review. It's not known at this time how this will work exactly, but we are going to attempt to do what we can in house.

RV Park Proposal: This has been prepared and is ready for presentation.

Events/Promotions Committee: Formed to work on developing a signature event for Cordova and work toward promoting Cordova for small touring vessels.

Union Negotiations: This will begin sometime early 2018.

E911/Addressing: We have \$65,000 on account and can begin the process of doing both. However, the E911 surcharge will need to be in place to get the systems completed.

Fund (individual) details/balances: This is an ongoing task, to improve the way we present information and to provide clarity regarding individual fund details and balances.

Crater Lake: Council needs to decide if they are going to partner with CEC and to what level.

Strategic Planning Update: This will include a series of sessions to update our already completed plan, with an eye toward the FY2019 budget process.

Project Funding: We will continue to work on project funding for the Harbor and other significant City needs.

Strategic Planning Narrative

As the national and State economies change, combined with the unpredictability of the fishing industry, the City of Cordova is prudently and proactively planning for increasing self-reliance. In an effort to focus on the future, the Cordova City Council engaged in an 8 session, strategic planning effort, designed and intended to provide clarity and direction for the future of Cordova. Each strategic planning session lasted no more than 2 hours and focused on a variety of topics and disciplines, focused on supporting the overarching goal of Economic Sustainability. The attached 2017 Cordova Strategic Action Plan is the result of that process and the following steps are a basic outline of the process.

Step 1: Identify the overarching goal of the City Council. This goal can be described as the “hub” of the City philosophy moving forward and that goal was identified as Economic Sustainability. In the connotation of strategic planning, economic sustainability provides opportunities for managed growth, but also affords the opportunity to prosper, while maintaining services on self-sustaining revenue streams. Economic Sustainability also contemplates a reduced reliance on outside funding sources and prepares the City of Cordova for self-sustained budget approach, focusing on complementary revenue enhancing strategies.

Step 2: The objective of this phase was to develop the supporting “spokes” of economic sustainability, as they relate to City services and determine how each of those “spokes” assist in maintaining or producing economic sustainability. In this Step the City Council examined the relationships of Infrastructure (within both the General Fund and the Enterprise Funds), Budget, Support Services, Internal Services, City Services and Economic Development and those activities that would lend support to the central goal of economic sustainability.

Step 3: Each of the areas above were examined for sub-areas that would further define and support a relationship with economic sustainability. As an example, the category Budget was explored by its relationship to taxes, staffing, service levels, revenue and expenditures. This level of examination produced the 20/20 budget plan. The 20/20 budget plan declares, by the end of FY2020, the City of Cordova will examine all taxing types and authorities, staffing levels, service levels and all areas of revenue and expenditures to coincide with anticipated budget levels in 2020, allowing the City to be self-sustaining.

Step 4: The City Council developed a list of priorities from the sub-categories which included:

- A: Develop a Financial Plan
- B: Economic Development Focus
- C: Identifying and Developing Supporting Partnerships
- D: Develop and Follow Infrastructure Planning, Priorities and Projects as Identified.
- E: Internal Services Plan Examining Codes, Services, Processes and Staffing.

Step 5: As an overall complement to the 5 priorities identified, this step developed a Strategic Work Plan for FY2017 and FY2018.

FY2017 Strategic Work Plan: Identify and examine the exemptions and exceptions identified in Code, in addition to already discussed taxes, such as the 1% seasonal sales tax and property taxes and how those might support and enhance economic sustainability and provide long term stability. Complete a rate study for all funds that charge fees and rates, including the enterprise funds in an effort to identify sustainable operational levels. Complete the Adams St. sidewalk project in 2017, placing a request for “permanent fund” transfer on the Council Agenda. Redefine and implement a new budgeting process for 2018, beginning in May, 2017. Begin new tourism/marketing and event identification strategies. Complete a Work Flow Analysis in order to determine system efficiencies. Complete Phase I of the Waste Oil Project, purchasing a centrifuge and begin work on EVOS building renovations to house operations. Work with partners, to bring conferences and other events to Cordova, utilizing the Cordova Center and providing customers for local businesses. In addition, work on evaluating partnerships, continue work on the Strategic Planning and develop a CIP cross reference document with capital priorities.

FY2018 Strategic Work Plan: A majority of the focus for FY2018 points toward improving our internal working documents and includes a Comprehensive Plan Review (Planning Commission/Staff), Chapter 4 Review (previous documents and process) and Chapter 18 Review (Staff/Planning Commission). The FY2018 plan also identifies Phase II of the Waste Oil project, which includes system and distribution efficiencies. The priorities for the year also include a significant increase in Marketing/Event promotion and brainstorming and the addition of staff expertise, dedicated to events and marketing. Finally, FY2018 will see the development and possible expansion of recreational RV parking, coinciding with the increased focus on marketing and events.

Summary

The process as outlined is intended to be a working document and will be reviewed each budget year. An annual review will enhance the City’s focus on Economic Sustainability and adjust that focus as successes are realized and new challenges arise. The objective is to create and continue a proactive and dedicated approach to the health of the Community, build and enhance partnerships and maintain and Economically Sustainable community within the resources produced by the community. Unexpected resources, such as grants, federal and State funding, can then be focused upon areas of greatest need and not be counted on as stable annual funding.

**CORDOVA
STRATEGIC
ACTION PLAN
2017**

ECONOMIC

SUSTAINABILITY

STRATEGIC PLAN PRIORITIES

- Financial Plan
- Economic Development
- Support Partnerships
- Infrastructure
- Internal Services

FINANCIAL PLAN

- Implement 20/20 budget Plan
 - Self-Sustaining Budget
 - Staffing Reorganization Tied To Budget Model
 - Increase Operational Budgets to 2016 Level
 - Taxes-Exemptions/Exceptions Review/Implementation
- CSD Full Funding Goal-Based on Available Funding
- CCMC-Sustainable Financial Model
- Comprehensive Rate Analysis-All Funds
- Pursue Grant Funding
- Sustainable Economic Model-Self Reliance

ECONOMIC DEVELOPMENT

- Tourism Promotion
- Event Development - Conferences
- Staffing Expertise
- Eco-Tourism
- Grow/Maintain Current Events/Festivals
- Improve Marketing and Marketing Tools-Regional
- Fishery Support/Harbor Improvement/Growth
- Additional Economic Development Partners
- Cordova Center Utilization

SUPPORT PARTNERSHIPS

- Build/Maintain Strong Partnerships
- Project Collaboration
 - Chamber Move
 - Crater Lake
 - USFS Special Use Permits
 - USCG FRC (Cutter)
 - PWSSC Potential Move and Land
 - Whitshed Sidewalk Projects
 - NVE and Private Partnerships

INFRASTRUCTURE

- Sidewalks-Adams St./Sidewalk Plan/Whitshed
- Water System-Additional Capacity-Crater Lake
- Street Improvements-Phase II Plan
- Foster Partnerships
- Expand Odiak-RV Spaces
- Oil Reuse Project-Partnerships
- Ski Hill Summer Use
- Code Review: Chpt. 16-17-18
- Comprehensive Plan Review
- Code Review Chpt. 4
- Provide Modern Comprehensive Infrastructure
- Land availability/development

INTERNAL SERVICES

- Staffing to 20/20 Plan
- Reorganize to 20/20 Plan
- Review Code Chap. 16-17-18
- Review Code Chap. 4
- Review Comprehensive Plan
- Program Evaluations/Work Flow Analysis
- Process Improvements
- Staff Training and Development

STRATEGIC WORK PLAN

- 2017 Action Items
 - Tax Review and Implementation
 - Rate Studies-All Funds
 - Adams St. Sidewalk Project
 - Redefined Budgeting Process-May
 - Begin Tourism/Marketing Efforts/Event ID
 - Develop Service Delivery System Efficiencies
 - Waste Oil Project-2017 Phase I-Centrifuge and Building Configuration
 - Promote conferences through City, CCMC, CSD
 - Evaluation of Partnerships
 - Complete Strategic Plan 2017
 - CIP Cross Reference-Capital Priorities

STRATEGIC WORK PLAN

- 2018 Action Items
 - Comprehensive Plan Review
 - Chapter 4 Review
 - Chapter 18 Review (16 & 17 To Follow)
 - Waste Oil Project 2018 Phase II-System efficiency
 - Reorganization Phase I-System efficiencies
 - Marketing Event Promotion Phase I-Brainstorming
 - Project Development-RV Park
 - Marketing-Promotion Improvements