

CITY AND BOROUGH OF SITKA (CBS) STRATEGIC PLAN

MISSION

Provide public services for Sitka that support a livable community for all

VISION

CBS is an organization that values everyone and proactively works together to serve the community. We are fiscally sustainable, supporting a diverse economy and well-managed infrastructure. We are innovative in seeking ways to protect and preserve Sitka's natural environment. We are a respected employer where people enjoy their work and provide valued public services.



VALUES

SERVICE



INTEGRITY



TEAMWORK



KINDNESS



ACCOUNTABILITY



GOALS + ACTIONS

REVISED NOV 2024



QUALITY OF LIFE

Preserve the quality of life and affordability for all Sitkans

ACTIONS:

- 1.1 Identify and pursue opportunities to address housing needs through policies and CBS assets.
- 1.2 Identify opportunities to relieve the burden of utility costs.
- 1.3 Review the impacts and benefits of tourism, and develop policies that prioritize the quality of life for all Sitkans.
- 1.4 Develop incentives and identify revenue sources for community partners to improve access to childcare.
- 1.5 Continue to facilitate community partners to address the challenges of food security.



COMMUNICATION

Improve communications and strengthen relationships within the community

ACTIONS:

- 2.1 Continue to develop and execute a communications and engagement plan to increase engagement and participation through storytelling and enhancing Sitka's communication tools and networks.
- 2.2 Collaborate as needed with non-profits + community groups to discuss community challenges, updates, and opportunities.
- 2.3 Identify opportunities to foster relationships with underrepresented groups/populations in the community to improve engagement and representation.



SUSTAINABLE

Align resources and financial and economic policies with CBS' goals for a sustainable community

ACTIONS:

- 3.1 Develop a fiscal policy that includes guidelines for areas of fiscal operations such as debt management, infrastructure replacement, metrics for fiscal health of funds, reserves, and other areas.
- 3.2 Prepare financial forecasts and life cycle models for all assets to bring resources in alignment with the City's top priority needs.
- 3.3 Identify and implement policies that will use the economic benefits of tourism to improve Sitkans quality of life.
- 3.4 Convene economic partners to explore the addition of business support services and employment training programs.
- 3.5 Identify economic development opportunities to diversify economy.



INFRASTRUCTURE

Plan and invest in sustainable infrastructure for future generations

ACTIONS:

- 4.1 Continue to identify and prioritize infrastructure gaps, allocate and pursue funding to address capital need and deferred maintenance.
- 4.2 Develop asset management plans for future capital investments.
- 4.3 Refine, set, and communicate the levels of service for CBS's infrastructure to align with available resources needed to support community needs.
- 4.4 Collaborate with public land management agencies and stakeholders to maintain and develop sustainable active transportation infrastructure, including parks, fields, cabins, trails, and water access.
- 4.5 Identify where resources overlap with existing infrastructure, align effects for improvement, maintenance, and service delivery.



SERVICE

CBS is recognized as being a great place to work and excellent service provider to the community

ACTIONS:

- 5.1 Develop a workforce development plan that outlines clear policies for staff training and professional development.
- 5.2 Prepare a succession plan that addresses development of the current workforce and future workforce recruitment and retention strategies.
- 5.3 Identify and develop necessary standard policies and procedures to promote organization-wide stability and service-level consistency.
- 5.4 Identify customer service gaps + implement process improvements for service delivery.
- 5.5 Develop a internal communication and engagement plan and policies to improve the flow of information in the organization and increase employee engagement.

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VALUES

SERVICE

We take care of our community and each other. We anticipate and meet needs, are solution-oriented, and deliver outstanding work with pride.

INTEGRITY

We uphold high ethical standards, treating everyone with respect, honesty, and fairness. We are transparent, trustworthy, and courageous in doing what's right.

TEAMWORK

We encourage collaboration, breaking down silos through open communication. We embrace diversity, inclusion, innovation, and camaraderie. By working together, everyone achieves more.

KINDNESS

We treat others with kindness and respect. Our workplace does not tolerate bullying or toxic behavior. Instead, we prioritize safety and well-being. We are friendly, considerate, and generous in our interactions.

ACCOUNTABILITY

We take ownership of our work and welcome feedback. By setting clear expectations and staying consistent, we can effectively address challenges and achieve our goals.