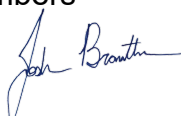


# CITY AND BOROUGH OF SITKA

A COAST GUARD CITY

## MEMORANDUM

**To:** Mayor Eisenbeisz and Assembly Members

**Thru:** John Leach, Municipal Administrator , Acting

**From:** Melissa Lunas, Public and Government Relations Director

**Date:** December 10, 2025

**Subject:** Third Annual Update of the Sitka Strategic Plan 2022-2027

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### **Background**

The third annual update of the Sitka Strategic Plan 2022-2027 is on the Assembly agenda for discussion and Assembly adoption. This plan was originally approved in September 2022 and serves as the organization's five-year road map in pursuing the mission, vision, values, goals, and actions reflective of current community and organizational needs to improve service to the Sitka community.

As part of the original plan adoption, an implementation structure was included to promote accountability and transparency as CBS pursues the goals and actions. Additionally, the implementation structure supports regular annual updates to keep the plan relevant and responsive to community and organizational needs. CBS contracted with SSW Consulting to assist in gathering the strategic plan progress updates and facilitating a workshop with the Assembly and CBS leadership to identify and discuss updates to the plan.

In October, engagement was conducted with the Sitka community and CBS organization that included an online survey, Assembly interviews, and outreach to CBS' Boards and Commissions. The engagement focused on understanding the current community context to inform the updates. In November, the Assembly members and CBS staff convened for a workshop to review the progress highlights from the first year of plan implementation, discuss the results of the outreach, and propose updates to the strategic plan. See attached Sitka Strategic Plan Workshop – November 2025.

The strategic planning process is an opportunity for ongoing engagement with the Assembly, community, partners, and staff to provide future direction for CBS. While we can't focus on every issue simultaneously, this is a way to understand the community's highest priorities and guide the organization in addressing those needs using the goals and actions in a systematic, incremental manner.

Proposed third year updates to the goals and actions are included. The Assembly recommended making minor changes to the actions and priorities.

**Fiscal Note**

While there is not a direct cost to the approval of the strategic plan updates, there are likely to be resources required to achieve some of the goals and actions outlined in the plan. New initiatives, new resources, or significant changes to the status quo budget will be tied to goals in the strategic plan to ensure that any expenditures are in line with the approved goals. While CBS will still face the same revenue constraints, the strategic plan will help prioritize what available resources are spent on, ensuring that those expenditures are in line with the approved plan.

**Recommendation**

Approve this resolution adopting the third annual updates to the Sitka Strategic Plan 2022-2027.