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Introduced by: Borough Assembly  
Requested by: Borough Assembly  
Drafted by: Borough Assembly  
Introduced on: 03/17/2016  
Adopted on: 03/17/2016

**KODIAK ISLAND BOROUGH  
RESOLUTION NO. FY2016-32**

**A RESOLUTION OF THE KODIAK ISLAND BOROUGH ASSEMBLY  
ADOPTING THE KODIAK ISLAND BOROUGH STRATEGIC PLAN  
FOR THE YEARS 2016-2021**

**WHEREAS,** a strategic plan consisting of priorities of the Borough is needed to guide the budget process and ensure that the Assembly clearly communicates its priorities to Borough staff and the public; and


**WHEREAS,** the Kodiak Island Borough Assembly conducted a strategic planning meeting on Saturday, January 16, 2016 to determine the priorities for the Borough; and

**WHEREAS,** the Assembly identified four strategic directions for its strategic plan and desires to adopt these by resolution; and

**NOW, THEREFORE BE IT RESOLVED BY THE KODIAK ISLAND BOROUGH ASSEMBLY THAT** that the Kodiak Island Borough Strategic Plan for the years 2016-2021 is hereby adopted; and

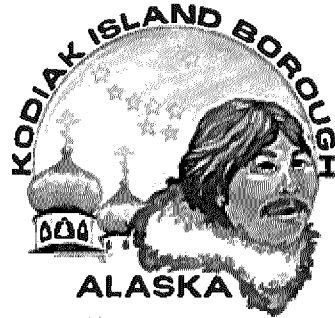
**NOW, BE IT FURTHER RESOLVED BY THE KODIAK ISLAND BOROUGH ASSEMBLY THAT** Borough staff is hereby directed to develop action plans on the four 2016 priorities and in a period of six months to a year, submit performance measure reports on how these priorities were addressed.

**ADOPTED BY THE ASSEMBLY OF THE KODIAK ISLAND BOROUGH  
THIS SEVENTEENTH DAY OF MARCH, 2016**

**KODIAK ISLAND BOROUGH**  
  
Jerrol Friend, Borough Mayor

ATTEST:  
  
Nova M. Javier, MMC, Borough Clerk

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## **STRATEGIC PLAN (FISCAL YEARS 2016-2021)**

### **PURPOSE**

The Kodiak Island Borough government exists to provide effective and efficient government services within our powers and duties that will improve the quality of life in our community.

### **ENVISIONED FUTURE 2030**

Citizens have entrusted the Kodiak Island Borough government with powers that promote a vibrant, diverse, and healthy community centered on Kodiak's unique qualities. This includes a focus on a reasonable cost of living and a great quality of life where diverse cultures and viewpoints come together; and an engaged community of citizens who are working, living, and thriving together.

### **STRATEGIC DIRECTION**

- 1. OPTIMIZE THE EFFECTIVE USE OF COMMUNITY RESOURCES AND ASSETS FOR THE BENEFIT OF THE BOROUGH CITIZENS.**
  - a. Explore ways to collaborate with local governments to capitalize on community partnerships.
  - b. Work in partnership with State and Federal Agencies.
  - c. Develop a long-term solid waste plan.
  - d. Encourage land use for the maximum benefit of Borough citizens
    - Develop land sale plans to maximize potential for our community's quality of life.
    - Develop plans for utilization of borough land that achieves multiple land and housing options.
    - Collaborate with other land owners for land development.
    - Review building and zoning codes to ensure they serve the best interest of the community.
    - Encourage options to meet the local need for affordable housing.

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**2. PROVIDE EFFICIENT, EFFECTIVE, AND CONSISTENT GOVERNMENT PROCESSES**

- a. Promote a culture of public trust of elected officials, appointed officials, and staff.
  - Facilitate involvement of all citizens and multi-cultural engagement in civic activities.
  - Foster positive relationships with cities, service areas, tribes and rural communities within the borough.
- b. Develop clearly defined protocols that govern the relations between the Borough's elected officials and staff.
- c. Explore the potential impacts of consolidation (legally defined in statutes).

**3. PROMOTE FISCAL POLICIES THAT ENSURE STABILITY, GROWTH AND RESPONSIBLE GOVERNMENT**

- a. Balance expenditures to revenues on an annual basis to ensure the health of our community.
- b. Foster public understanding of borough finances and operations.
- c. Develop a Borough-KIBSD multi-year fiscal plan.

**4. FOSTER RESPONSIBLE ECONOMIC DEVELOPMENT THROUGHOUT THE BOROUGH.**

- a. Develop economic development policies that promote a diverse economy and business development.
- b. Promote and advocate for a healthy and vibrant fisheries industry.
- c. Advocate for enhancement of local resources such as Kodiak based seafood and marine science and education opportunities, tourism, agriculture, mineral extraction, etc.