MISSION AND VISION

Mission:
To promote our living heritage by connecting people to its lands, stories, and communities.

Vision:
A place of belonging and shared responsibility.

PRIORITY 1: BOARD GOVERNANCE
Cultivate a nonprofit board governance culture rooted in best practices to effectively support organizational growth, sustainability, and impact.

Goals and Strategies:
1. Strengthen board diversity and inclusion
- Regularly evaluate board composition to assess and fill gaps in representation and skills.
- Develop and implement a targeted outreach effort to increase diversity of board in each recruitment effort.
- Create a strong board building cycle by Sept 2024 to sustain a healthy, diverse, and high-functioning board.

2. Ensure consistent, meaningful board engagement in alignment with organization priorities and needs:
- Board members participate in community outreach and events as representatives of our organization.
- Evaluate quarterly the depth and effectiveness of board contributions to identify areas of needed support.
- Increase frequency of board meetings to facilitate regular engagement.
- Board members self-report contributions to the organization on a regular basis.

3. Develop board expertise and knowledge to support informed decision-making:
- Provide relevant professional development and training opportunities to board members as available.
- Conduct annual skills and knowledge assessments to identify areas for development across the board.
- Facilitate monthly organizational updates and training sessions to ensure 100% board understanding of and ability to articulate core programmatic areas.

4. Refine board processes, policies, and materials to align with recommended standards for nonprofit governance:
- Adopt updated board materials inclusive of standards of ethics, board agreement and responsibilities, bylaws, and board calendar by the end of 2024.
- Create and implement procedures to review and update all governing documents annually.
- Establish and activate essential board committees with meeting procedures, functions, and leadership by the end of 2024.

PRIORITY 2: ORGANIZATION PROFILE

Strengthen awareness and relevance of our nonprofit organization to inspire public support and engagement.

Goals and Strategies:

1. **Tell a representative and inclusive narrative of our region.**
   - Identify the narratives, voices, and stories that have been underrepresented or excluded in our materials and programs.
   - Create and implement a plan to ensure accurate, comprehensive, and inclusive storytelling that amplifies the voices and contributions of those who have been historically excluded, especially Alaska Native People.
   - Collaborate, gather input, and permission from the audiences and communities portrayed in the narratives we promote.
   - Provide cultural competency training and workshops for staff, the board, and public.

2. **Establish a brand awareness framework to strengthen the organization's importance and relevance.**
   - Create policies that protect and trademark our designed materials, brand, and programming by Sept 2024.
   - Create an interpretive plan for the KMTA National Heritage Area by Dec 2024.
   - Develop and use inclusive language that recognizes and respects different identities in our communications.
   - Develop a marketing and outreach plan for the nonprofit to align all messaging and create a positive presence.

3. **Clarify the distinction between our nonprofit organization and the KMTA National Heritage Area as a physical region.**
   - Rename our nonprofit organization by May 2024.
   - Establish distinct logos, colors, and branding elements to visually differentiate the organization and the managed NHA.
   - Provide comprehensive training for staff and board members to help communicate the distinction between the organization and the NHA when engaging with the public.
   - Restructure our website to place our nonprofit's identity at the forefront and NHA management as a defined program.

PRIORITY 3: BUILD ORGANIZATIONAL CAPACITY

Prioritize building organizational capacity and sustainability through financial and human resources.

Goals and Strategies:

1. **Create and implement a diverse funding model that leverages support from a wide variety of donors.**
   - Develop a membership program to generate consistent revenue and deepen connections with our network.
   - Increase donations from diversified funding streams (corporate, individuals, major donors, foundations) to achieve an annual revenue target of $1M over the next 5 years.
   - Develop a long-term plan with annual benchmarks to achieve self-sustaining operations independent of federal Heritage Development Program funds by 2038.

2. **Cultivate strategic partnerships through board and staff relationships.**
   - Foster partnerships with Alaska Native people and tribal entities to enhance mutual understanding, respect for cultural diversity, and collaboration.
   - Leverage board support to establish new connections with prospective donors and partners.
   - Create committees for community members and partners to regularly engage in our work and communicate their needs.
   - Strengthen existing partnerships with public lands agencies, peer organizations, schools, donors, community leaders, and others to scale our collective impact.

3. **Invest in staffing needs and culture.**
   - Grow our staff size to effectively sustain current programs by Sept 2025.
   - Ensure continued balance of staffing needs with programmatic growth.
   - Prioritize staff retention and satisfaction through transparent career pathways, equitable wage structures, professional development, supportive leadership, healthy work-life balance, and benefits.
   - Develop core values and diversity, equity, and inclusion commitments to use as the foundation for workplace culture, operations, and programming.

4. **Explore short- and long-term physical space needs for organization operations.**
   - Create a task force made up of both internal and external representatives to lead a feasibility study around physical space.
   - Develop a space needs assessment outlining the full scope of our current and future needs.
   - Create a database of the facility and space resources that already exist within our operational geography.

PRIORITY 4: SIGNATURE PROGRAMMING AND EVENTS

Align all programming and offerings with the new refocused mission of the organization.

Goals and Strategies:

1. **Deepen engagement through high-quality education programs.**
   - Increase the frequency and reach of existing year-round youth education programming.
   - Create or partner with existing workforce development programs that connect students to relevant career pathways.
   - Expand educational opportunities that engage families and adult learners.
   - Incorporate indigenous knowledge and cultural learning into all education programs.

2. **Establish new diverse programs that align with other priority focus areas and enable diversification of funding opportunities.**
   - Evolve the current federal sub grants programs into a joint organization- and-community-led projects program focused on deeper collaboration and relationship building by FY25.
   - Explore the feasibility of a future non-federally funded grants program.
   - Create new signature environmental stewardship, arts, history and cultural programs.

3. **Grow our community-based events program.**
   - Increase participation in existing recreational races by 25% in the next 5 years.
   - Create new signature events with a goal of having one in each community by 2029.