

SUSTAINABILITY 2021

A five-year plan for our self-determination





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OUR BOARD

We gratefully acknowledge the CITC Board of Directors for their vision in developing this plan, and for guiding our organization in its Mission through thoughtful leadership and bold planning:

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[B. Agnes Brown](#) | CIRI

[Diane Buls](#) | CIRI

[Debra Call](#) | Knik Tribal Council

[Maria Coleman](#) | Native Village of Eklutna

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[Chris Monfor](#) | Salamatof Native Association

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* Cook Inlet Region, Inc. (CIRI) is one of 12 Alaska Native regional corporations created by the Alaska Native Claims Settlement Act of 1971 (ANCSA) with regional boundaries encompassing the traditional Dena'ina territory of southcentral Alaska. CIRI has more than 8,700 Alaska Native shareholders of Athabascan and Southeast Indian, Inupiat, Yupik, Alutiiq (Sugpiaq) and Aleut (Unangax) descent. All CITC Board members are Alaska Native people.

People. Partnership. Potential





FOREWORD

For more than 30 years, CITC has provided opportunities for individuals, families, and communities within the Cook Inlet region that promote self-determination for Alaska Native and American Indian people.



Gloria O'Neill
President and CEO

Guided by our Mission, Vision, and Values, and the resiliency and determination of our participants and partners alike, this work has been intentional, and has resulted in the steady, progressive growth of not only our organization, but of the individuals and communities we serve.

We have always believed that strengths, not challenges, are the appropriate base for designing the programs and services that fulfill our Mission, and that personal responsibility is not only essential in achieving one's potential, but is the cornerstone of our partnership with those we serve.

It was around this idea that CITC began its migration from a traditional social services provider to an impact investor in Our People's potential nearly a decade ago. By harnessing the humanness of CITC, we stand in the promise that we will provide participants with the tools for self-sufficiency that nurture opportunities for self-empowerment.

CITC began its migration from a traditional social services provider to an impact investor in Our People's potential nearly a decade ago. We stand in the promise that we will provide participants with the tools for self-sufficiency that nurture opportunities for self-empowerment.

In its early days, CITC essentially acted as an arm of the Federal government and, by using its tribal authority as granted by Cook Inlet Region, Inc. (CIRI), provided critical services to Alaska Native people during a time of great social flux and a shifting political climate.

CITC has since embarked on a conscious paradigm shift from performing simply as a service provider, to being an agency determined to engage participants as partners and meet them where they are in life, equally vested in their potential and life success.

At the same time, we realize the need for our organization to develop a foundation in determining its own destiny as it relates to program sustainability and meeting the needs of an evolving community. This knowledge has guided us in the ongoing development of a greater breadth of opportunities and resources for our participants and staff.

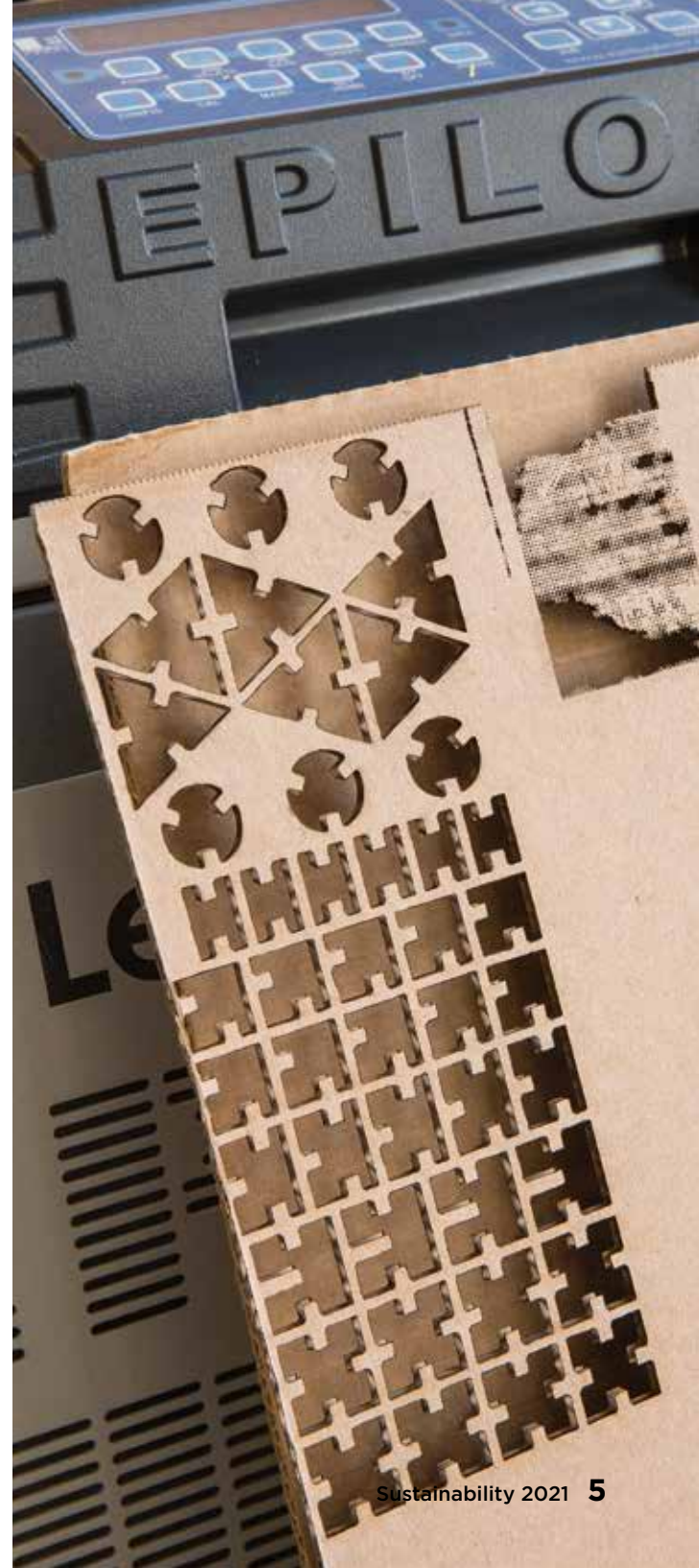
We have increased our impact by creating diverse, collaborative models with partners sharing common goals and values as CITC's and by using innovative approaches to services and program delivery that promote the

advancement of our participants, and all our stakeholders.

Realizing our sustainability as an organization relies on the same optimism and dedication brought forth in both our long-term strategies and our daily efforts, we unveiled the first draft of our sustainability plan in 2009. The plan was intended to be a guide along our journey toward CITC's self-determination and provide a clear vision of our collective future.

Since the plan launched, and during the past five years specifically, I am proud of the remarkable progress and change realized at CITC. The boldness and vision of our Board of Directors, the resolve and focus of a strong leadership team, and the commitment of a dedicated staff has facilitated this transformation.

Time has shown us that CITC is in a constant state of evolution in order to meet the needs of our growing community. By infusing diverse voices of multiple generations into our efforts, we are able to respond more appropriately to these needs through increased program effectiveness.





By partnering with our tribes and placing a specific priority on the support of our children and our youth, we strengthen families and communities through increased equity for those who are most vulnerable. By leading as a pioneer in social enterprise to expand our partnerships and resources, we demonstrate innovative examples of successful service delivery and sustainable program models, allowing us to have a greater collective reach.

During a recent retreat, the Board recognized the idea of *Tsil'qu*,—that “togetherness creates one”—such that, when people share, listen, and learn together, challenges become opportunities and lead the way for adaptive change. As this updated plan reflects, this idea of unified strength is manifested in our partnership models—and the relationships forged with our participants, staff and communities—to achieve the population-level results and systems change we seek.

Considering the future of CITC and how we approach our daily business, Sustainability 2021 will serve as a focal point and a primer of how we engage our participants, staff, and stakeholders for the next five years. Through a willingness to question conventional models and systems, CITC will realize next-generation outcomes and impact, and will serve as a catalyst for the advancement of our participants, our community, and all Native people.

I am excited about our collective future and look forward to our continued journey together. ❖

—Gloria
September, 2016





EXECUTIVE SUMMARY

Sustainability 2021 represents a Vision—one for Our People and our organization—and provides a framework for fulfilling it. The plan has evolved over many years and includes the collective insight and efforts of many individuals across the organization and beyond.

In that time, CITC has promoted self-empowerment and cultural identity to ensure its programs and advocacy result in a strongly held pride in Alaska Native heritage. We have increased our self-sufficiency with a reduced reliance on external funding sources to ensure CITC's programs and advocacy create a community in which individuals take responsibility for both themselves and each other.

CITC has fostered the increased health and stability of families through a network of relationships that nurture and support Our People, especially our youth. We have worked tirelessly to generate increased equity and social justice to ensure CITC's programs and advocacy actively challenge and reform detrimental attitudes and systems. The 2009 plan has served as a compass in reaching our current destination and has

allowed us to evaluate the impact of CITC's work during the past five years.

Highlights include:

- served nearly **10,000 individuals** annually through an array of more than **50 programs** and services.
- increased capacity for placement in sustainable and well-paid jobs for our participants with nearly **4,000 individuals** employed in the past five years; expanded relationships with business leaders in emerging job sectors, increasing capacity for training, certification, and job readiness.
- transitioned nearly **2,000 participants** from welfare to employment, and increased wages by nearly **\$7 per hour** through workforce development programs.
- demonstrated good stewardship of resources and fostered partner relationships that created efficiencies and program expansion; garnered support for the most critical components of our service-delivery models, like serving at-risk youth in transition through the **Dena'ina House** and

We are ultimately defined by the relationships we create with our participants, staff, and community that empower us to determine our own destiny.

providing **Early Head Start** services to infants and toddlers up to three years of age.

- expanded **Social Enterprise** through ventures carefully aligned with programs, financial growth, and opportunities for participants, including **Chanlyut Enterprises, Inc.**, which generated **\$746,000** in earned income last year—covering 43 percent of the program costs.
- achieved an operating budget of nearly **\$60 million**, with an annual self-generated revenue base of **\$14 million** (28 percent of the annual budget), with an increase in total net assets of **\$10 million** during the past decade.
- served nearly **2,200 individuals** through detox services during the past five years and more than **700 individuals** in additional treatment services.
- integrated new service-delivery initiatives through the philosophy of endless potential, with a focus on strength-based and peer-to-peer support models.
- reunified nearly **400 families** during the past five years and prevented foster care placement for another 100-plus families.
- CITC's in-school program within the **Anchorage School District** is among our longest-running youth programs, and our high schools achieved an average graduation rate of **95 percent** during the past five years.





- expanded value-added after-school programs through youth-based service-delivery models, including **Fab Lab**, **Schoolyard**, and **Techno-culture camps** that reach more than **370 students** annually.
- through a partnership with **E-Line Media**, made a strategic and long-term impact-based investment in **CITC Enterprises, Inc. (CEI)** of more than **\$10.5 million**, making CEI's total holding value \$11.8 million to date.
- expanded the **Alaska Native voice** and role in designing and influencing systems that impact Our People, such as ensuring Alaska Native villages and tribes control funding in education, labor, and recovery services.

Developed in thoughtful collaboration, this plan reinforces a new standard of effectiveness through increased alignment of CITC's Mission, Vision, and Values throughout its programs, partnerships, and organizational capacity. In updating the plan, we examined the directives put forth by the Board over several years and reviewed our progress toward CITC's evolution.

We invest in Our People and their endless potential; we invest in our relationships and partnerships to advance our mutual objectives; and we invest in resources and program innovation, constantly evaluating our success and developing new ways to reach a wider audience with greater impact.

CITC defines itself through a deep commitment to Alaska Native culture and its traditions, while at the same time, applies itself as an innovator in service delivery and new investment opportunities.

CITC sees itself as a family, and is defined by a philosophy well beyond the transactions and activities that make its operations possible. We are ultimately defined by the relationships we create with our participants, staff, and community that empower us to determine our own destiny. This shift is intentional, and is directed by the goals as defined by our Board and management, and the Values which define how we approach our work each day.

With the success of Our People at its heart, this revision focuses on the next five years of organizational growth and charts the course for reaching CITC's long-term goals. These strategies will allow us to diversify and strengthen CITC's collective resources as we grow as an organization, expand collaborative partnerships and capacity, and generate new means for sustainability.

Our goals are realized through the persistence and dedication of our mutual efforts and the willingness to apply ourselves well beyond conventional models and outcomes as we move toward expanded, community-wide impact:

GOAL 1: PARTICIPANT AND COMMUNITY IMPACT—operate as an organization actively moving from “output” to “impact,” and be more precise in the ability to serve, support, and be guided by Our People.

GOAL 2: SUSTAINABILITY—demonstrate CITC as an Impact Investor in Social Enterprise and move from a historical culture of financial dependence, to an organization with a sustainable and self-determined operating base.

GOAL 3: OUR PEOPLE—fulfill our identity as an Impact Investor in Our People and the collective potential residing in all of our participants, staff, stakeholders, and partners.

Using our experience and what we have learned, CITC looks ahead to the next five years through the following objectives that will define our intentions and mark our progress.

CITC will:

- continue its evolution from a social services organization to an **impact investment leader** through profitable, strategic





opportunities in alignment with our core Values.

- build resiliency through the expansion of **peer-to-peer models** and bring participants' voices into program design and delivery.
- expand its focus on youth and **youth-centric service models**.
- commit to **data-driven decision making** to measure program effectiveness and impact.
- **prioritize staff development** and demonstrate CITC as a life-long learning organization committed to engaging, evolving, and empowering our multigenerational workforce.
- through effective advocacy, increase the **voice and influence of Alaska Native people** across multiple systems and models.
- grow CEI's capacity to expand our investment base and create a **\$50 million endowment-type model** of investment in service to CITC's long-term Mission.

At the heart of CITC's self-determination is its sustainability as an organization and the investment in the human and financial capital required to effectively perform our Mission. We believe the following plan bears witness to the commitment of our Board and staff and reinforces our pledge to fulfill CITC's Vision at the highest possible level. ♦





MISSION, VALUES, VISION

As a potential-based organization, we believe that strengths, not weaknesses, are the proper starting point for designing programs to fulfill our Mission. We help people to help themselves, guiding their sight toward a Vision of their own endless potential. We create opportunities for gaining knowledge, skills, and employment. We provide hope to individuals in recovery, and nurture the integrity and well-being of families.

Our Mission

Our Mission is based on the single, unshakeable belief that every person possesses gifts and capabilities waiting to be unlocked. This potential provides every individual with the capacity for fulfillment and happiness, and the ability to assume a valued place in the community. The Mission of CITC is:

To work in partnership with Our People to develop opportunities, that fulfill Our endless potential.

Our People have always understood that no one lives in isolation and that individuals depend on each other, as well as themselves. Each person has a responsibility to others, and to the community as a whole. These are some of the enduring tenets of Our People, and the basis of our values at CITC.



We do not achieve our Vision independently, but with the support of others who share a belief in the outcomes toward which we strive—these are our stakeholders.

Our Values

We are interdependent. We trust one another and work as a team toward our common goals. We recognize that each of us has an equally important role in the community, and that we are stronger together than as individuals.

We are resilient. We look to the future with steadfast optimism, hope, and faith in Our People. We adapt to change with persistence and determination. We engage in creative solutions and endure adversity with courage.

We are accountable. We are ultimately responsible for fulfilling our Mission and serving Our People. We are reliable, work with integrity, and lead by example. We honor our obligations and correct our mistakes.

We are respectful. We treat one another with dignity and kindness. We value and embrace our diversity, respect ourselves, and understand boundaries. We approach each experience with gratitude and humility.

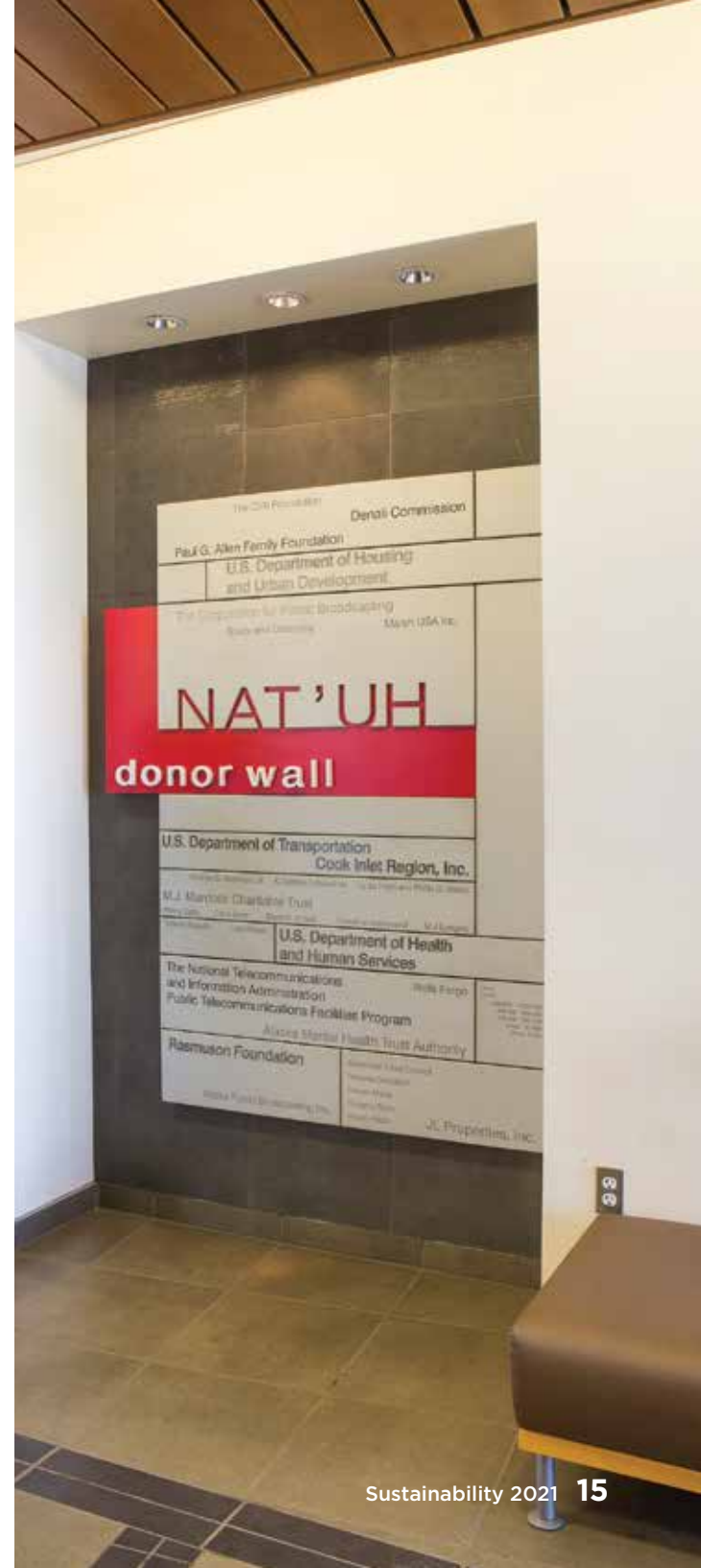
Our Vision

We envision a future in which all Our People—especially Our Youth, the stewards of our future—have access to vast opportunities, and have the ability, confidence, and courage to advance and achieve their goals, infused with an unshakeable belief in our endless potential.

Our Stakeholders

We do not achieve our Vision independently, but with the support of others who share a belief in the outcomes toward which we strive—these are our stakeholders. Stakeholder support is fundamental to this plan's success and can take many forms—participation, partnership, endorsement, and financial and human resources. Our stakeholders serve as ambassadors, helping to tell our story and share our mutual impact.

Developing and nurturing these relationships requires careful stewardship and a deep understanding of our stakeholders' needs and motivations, as well as our own need for their support. We are accountable to all our stakeholders, as our success is directly





linked to theirs and demands an infusion of a collective voice in our planning—a voice that represents not only where we are going, but where we have come from.

CITC does not operate independently or through siloed activities, but works with the support of all our stakeholders and partners for the maximum benefit of our participants. For areas outside our capacity, we have a responsibility to partner with other service providers to administer effective referral services and address gaps in critical service provision.

In addition to our partnerships with social service agencies and healthcare providers, we seek broad-based partnerships throughout our community, and with government agencies, funders, and private sector investors who share a commitment to finding new and better strategies for addressing the social, educational, and economic issues of our time.

We also work in partnership with our tribes, as CITC collaborates with the eight federally recognized tribes within Cook Inlet region to strengthen program and service capacity

COOK INLET TRIBAL COUNCIL

For Alaska Native people, working together has always been an essential prerequisite to survival, along with deep family connections and shared heritage and values.

for the region's tribal communities. Our CITC Board of Directors includes a representative from each of the tribes within the region—Chickaloon Village Traditional Council, Native Village of Eklutna, Kenaitze Indian Tribe, Knik Tribal Council, Ninilchik Traditional Council, Salamatof Tribal Council, Seldovia Village Tribe, Native Village of Tyonek—and nine Cook Inlet Region, Inc., representatives. Each of our tribes bring a strong, authentic, and relevant voice to our Board, helping to shape the organization through their unique cultural insight and tribal representation.

Through collaboration with our stakeholders, we make a commitment to expanding our already deep partnerships and developing new relationships that harness innovative approaches for engagement and learning, which result in aligned and expanded impact within our organization and our community.

This is achieved by:

- infusing **multigenerational voices** throughout CITC service models, while amplifying the voice of our young people and gleaning from the wisdom of our elders.

- increasing our **focus on youth** through youth-driven programming that develops necessary life skills and serves their fundamental needs.
- investing in our workforce by developing innovative and engaging approaches for fostering leadership and prioritizing flexible work-life options and growth opportunities for our staff.
- discovering new, **innovative ways to measure impact**, maximize reach, and eliminate barriers to program success, including strategic partnership initiatives with our tribes, Native corporations, and other community partners to achieve broad policy and systems change.

Our Community

Planning for our future requires that we understand underlying external factors having a dramatic bearing on the current status of Alaska Native people and the needs and challenges within the communities we serve. We have always understood that living in Alaska demands not just self-reliance and independence—but strong interdependence.





As an impact investor, we understand that as we look to the future, investments and partnerships devoted to the success of the Alaska Native community will influence the success of our state.

For Alaska Native people, working together has always been an essential prerequisite to survival, along with deep family connections and shared heritage and values.

In the past, Our People lived almost entirely in small, remote communities sharing a common heritage, language, and way of life. In today's Anchorage, there are about 300,000 residents, and of those, more than 22,000—8.2 percent—self-identify as Native. The influx of migration into our service area from remote communities has contributed to Anchorage's total population growth of six-fold in the past half century, with the Native community growing proportionately more than three times faster.

The face of Anchorage and our service area has become a Native one, and is a culmination of a variety of cultural, economic, and other factors which continue to actively shape our community's future character. Young people and families from across rural Alaska continue to relocate here in search of jobs, education, and healthcare, sometimes migrating from traditional homelands in rural areas, and facing a variety of challenges and demands when they arrive.

Many struggle with the adjustment to urban

life, the difficulty of finding jobs without previous training and experience, and a lack of transportation or housing. Our children face the challenge of adapting to schools that are massive and impersonal compared to those of their home villages. High school graduation rates are not what they should be; graduates are often not fully prepared for entering college, and the skill sets that the educational system instills are not always in alignment with the rapidly changing requirements of a modern workplace.

Combine these factors with the current state budget crisis, and the challenges facing Our People are dramatically compounded. Alaska has historically depended upon oil revenues to fund its operating budget. A collapse in oil prices in recent years coupled with a decline in oil production has resulted in a current \$3.6 billion budget deficit for the state.

As these state funding streams are cut and fewer resources become available for social programs, education, and other vital safety nets serving the public, the urgency for CITC and similar organizations is greatly heightened, and we need to be creative as we explore new ways for establishing independent and sustainable revenue streams for our future programming.

It is virtually impossible to conceive of a prosperous Anchorage, or even Alaska, without including the success and potential of all Alaska Native people. As an impact investor, we understand that as we look to the future, investments and partnerships devoted to the success of the Alaska Native community will influence the success of our state.

As we move into planning for the next five years, we will focus on the pillars that support our Mission—program excellence, financial sustainability, and a deep investment in our staff— and lead to the population-level outcomes we desire.

Our Self-determination

CITC's governance strategies support its sustainability goals by maintaining transparency of operations, consistency of leadership, and a commitment to being an organization of innovation and life-long learning. CITC applies these same strategies toward actively developing new business models, such as for-profit subsidiaries and social enterprise initiatives that promote long-term sustainability and self-determination.

As we move from a traditional social service provider to an impact investor through a

People. Partnership. Potential.







hybrid model that furthers self-reliance, CITC's governance ensures operational alignment through leadership at every stage of organizational growth. Extending from the Board to the Executive team, our governance efforts reflect strong and consistent leadership, values-based decision-making, a strong commitment to multigenerational approaches, and a willingness for rigorous and continuous self-evaluation.

These strategies combine to produce significant results in program services and advocacy, financial stability, and human potential throughout all levels of CITC. Such models allow CITC to be flexible, engage in fundamental systems change, and expand our voice as appropriate into new arenas.

While holding the federal government accountable to its trust responsibility for Alaska Native people, CITC combines strategies of self-reliance and autonomy by working effectively in values-based partnerships with other stakeholders, organizations, and tribes to further our Vision. Positive regard for all of our participants, employees, leadership, and Board fosters mutually respectful partnerships with outside entities and promotes an expectation in these partnerships for equitable dedication of resources, shared control, and access to information.

Our approach to governance also ensures values-based principles for guiding organization and Board development, allowing the Board to function at the highest level in providing strategic guidance for CITC's future growth. ❖





SUSTEN—“BREAKING TRAIL”

GOAL 1: TSIL’QU—PARTICIPANT AND COMMUNITY IMPACT

CITC is an organization actively moving from “output” to “impact.”



“We are interdependent.” This is one of CITC’s four core values, also captured as *tsil’qu*, or “togetherness creates one.” At CITC, *tsil’qu* takes many forms: it is in the conference room full of community leaders, flip-charts, and a commitment to common goals despite any disaccord; it is an elder in recovery, head down, listening carefully to a young man struggling with addiction; it is a small group of parents sharing lunch and information every weekend out of a passionate insistence that our children have every right to succeed in school; it is our Board of Directors and senior staff working together, sharing ideas, and inventing a way forward—*susten*, or “breaking trail,”—for Our People; and it is in the attitude of unconditional positive regard that we hold our partners at work, at home, and in our community.

This value of interdependence lies at the very heart of CITC’s strategic direction and Mission. We seek broad-based partnerships throughout our community with government agencies, funders, and private-sector investors to fund needed services. We work with local organizations to stretch our reach and extend opportunities for Our People. We join with tribal partners, community agencies, and the families and supporters of our participants to enrich and inform our work.

Our strategy of intentional interdependence has guided our work to this point and will continue to do so as we plan for the next five years. As directed by **Board Resolution 16-06**, our focus will be on data-driven strategies, participant and community voices, peer-to-peer models, and advocacy. Our springboard for this journey is a com-

mitment to data-driven analysis, which embeds our respect for data into a profound respect for Our People. Those we serve deserve and require the truth-telling that only scrupulous examination of data and outcomes can provide.

For many years, CITC has been a leader in the practice of data-driven service delivery. We have successfully demonstrated to a family of funders and partners that their support has been effectively utilized, through timely and accurate reporting of program outcomes.

Our participants have also been well served by programs that are designed according to best practices and refined by ongoing analysis of program results. Examining what works best—or what does not work at all—is critical to improving our ability to work in partnership with Our People.

But we are now at an important juncture. CITC needs to move beyond its current well-established ability to report to funders and support our programs. We need to take a closer look at the communities in which Our People live, and create a clear path between our participants' journeys and the outcomes we seek.

Six years ago, CITC identified four areas of community change that are essential to the overall health and well-being of Our People and have served as the foundation of our work since that time:





CITC is now turning its attention to more precision in its ability to serve, support, and be guided by Our People.

1. Increased self-esteem and cultural identity: ensure CITC's programs and advocacy help bring about a community in which strong self-esteem and pride in Alaska Native identity and heritage is widespread.

2. Increased self-sufficiency: ensure CITC's programs and advocacy capitalize on the collective endless potential of Our People, and create a community that reinforces self-reliance where individuals take responsibility for both themselves and each other.

3. Increased health and stability of families: ensure CITC's programs and advocacy foster a network of healthy, loving families that nurture and support Our People, especially our children; we want to help build a community of families that help and strengthen each other.

4. Increased equity and social justice: ensure CITC's programs and advocacy actively challenge and reform attitudes and systems that hold Our People back.

Because we understand our future success is directly linked to one another, we have set our sights on working closely with our participants and partners in a concerted effort to create deep, lasting, identifiable change in these four areas.

We also understand that, although such an effort requires even more rigor in our data-collection and analysis abilities, it also requires incorporating the voices of our participants—especially our youth—regarding their strengths, challenges, and aspirations. Only through careful listening and the inclusion of these voices will we be able to fully open the doors to new opportunity.

CITC is now turning its attention to more precision in its ability to serve, support, and be guided by Our People. The following strategies derive from information collected from CITC staff, our Board, and participant surveys, and have been reinforced through board direction:



DATA-DRIVEN PROCESSES

In deepening our focus on data, and by incorporating the voices of our participants and community members, CITC has become more adept at determining “success” for our participants, our community, and Our People. We now need to enhance what we’ve learned with new expertise, commitment, and rigor.

- Review existing data collection methods; map the connection between short-term program measures and desired community impacts; invest in appropriate best practices review of research for measuring progress.
- Identify measures of success and strategies to support these measures.
- Review data and progress annually; adjust interventions as appropriate.

EXAMPLE: Through a 10-year, widespread partnership, our Strategic Prevention project has helped reduce underage drinking among Alaska Native youth in Anchorage by over 14 percent.

PEER-TO-PEER STRATEGIES

Initially through the work of Recovery Services, peer-to-peer services have been successfully implemented. Goals for this area are:

- “Peer-to-peer strategies” involve the benefits of staff having similar life experience as participants, in order to establish stronger, reciprocal, and mutually assisting relationships.
- Develop and implement peer-to-peer strategies in all departments (e.g. parents-as-teachers, youth-driven program design, Child and Family/Recovery Services peer supports, navigating the employment system).
- Develop and implement peer-to-peer networks with our region’s tribes as requested to do so.

EXAMPLE: 1,200+ individuals were impacted by peer services through CITC programming

PARTICIPANT AND COMMUNITY VOICES

Largely through the collective impact work of Anchorage Realizing Indigenous Student Excellence (ARISE), CITC has developed parent outreach strategies, paving the way for broader community outreach in other areas. Goals for this area are:

- Develop and implement community outreach systems for the inclusion of participant and community voices, particularly from youth, regarding the development of services in all departments.
- Develop and implement community outreach systems for the development of community activism and advocacy.

EXAMPLE: The ARISE initiative organized connections to partners, community data, students’ parents, project management, funding, and collectively defined goals to reduce the achievement gap for youth.

ADVOCACY

“In order to assist in accomplishing our program goals, CITC commits to advocate for broad policy and systems change to remove barriers Our People face, increase the reach of our programs, and expand the acquisition of resources and flexibility of their use.” —Board Resolution 16-06

- Remove barriers through changes in law and regulation and increased Native control of programs.
- Act on strategically critical legal, regulatory, and funding issues—especially those that create disparities with regard to Alaska Native people.
- Anticipate expanded opportunities through impacting reauthorizing statutes and consultation.
- Advocate for maximum flexibility and accountability from external agencies to maintain our ability to operate in accordance with our values.
- Work with partners as advocates.

EXAMPLE: used statewide and national coalitions to ensure Alaska Native tribes and tribal organizations received priority in expanded funding in areas such as education, workforce development, and state crime reform.



GOAL 2: SUSTAINABILITY

CITC as an Impact Investor in Social Enterprise



CITC seeks to move from an organization whose services are partially dependent on the availability of grants and other external funding sources, to an organization with a sustainable and self-determined operating base. This sustainability will be achieved by mapping a path built on partnership flexibility and program innovation, and will position CITC to provide opportunities that fulfill the current, emerging, and future potential of Our People.

Sustainability will be realized through social enterprises both within CITC and CITC Enterprises, Inc. (CEI). CITC will harness the potential of investments that go beyond traditional endowment models. This will be achieved through leveraging the resources available in businesses that align with CITC's Mission and Values. To achieve this, CITC will need to ensure a strong base of financial and organizational practices:

FINANCIAL

- Audit compliance
- Stewardship of funds
- Access to flexible financial resources

ORGANIZATIONAL

- Dedication to measuring data
- Sustainable facilities and technology infrastructure
- Access to a talent pool and expertise

With the investment in **E-Line Media**, CITC has defined a new standard for how a nonprofit organization can create impact through strategic, values-aligned investments. CITC's desire for self-determination and the revenue flexibility to identify and administer programs to meet specific needs of the community will serve as the catalyst for the next phase of organizational development. These investing opportunities will align and complement areas such as educa-

tion, technology, care for our elders, inter-generational models, and connecting with the potential of our young people.

Financial sustainability will be achieved through the careful seeding and realization of a \$50 million endowment through the value of CEI within five years. Our Board has affirmed its dedication to growing a sustainable financial base for CITC’s mission through investing in CEI and supporting effective partnerships, and the path toward this endowment will be realized through our commitment to developing partnerships, fostering leadership, and generating additional financial resources:

LIVING PEOPLE’S ENDOWMENT: <i>Build Opportunities, Build Value, Build People</i>
PARTNERSHIP
■ Establish or expand partnerships that help sustain CITC’s Mission.
■ Connect with impact investors through aligned efforts with CEI.
■ Investments will create shared risk and return as well as a deeper network for CITC.
LEADERSHIP
■ Build expertise in CEI and investment holdings through partnerships.
■ Build a core of talent in CEI anchored with young professionals.
■ Demonstrate excellence in stewardship through audit compliance and measuring outcomes.
FINANCIAL
■ Increase flexibility in CITC’s existing and new funding streams while creating a pool of core funding for innovation.
■ Expand program self-sufficiency through building programs that have self-generating resources.
■ Leverage CEI resources to achieve \$50 million value.





GOAL 3: OUR PEOPLE

CITC as an impact investor in Our People



CITC is an evolving, dynamic organization that seeks to move from a conventional employer to a progressive organization committed to attracting, developing, and engaging employees across multiple generations.

Those who join our CITC family become an invaluable member of a dynamic and committed workforce that carries out our Mission—one that is intrinsically rewarding, impactful, socially responsible, and values-based.

CITC's sustainability is, in part, dependent upon these imperatives:

- staying true to our core Values of interdependence, resiliency, accountability, and respect.

- establishing meaningful investments in human potential.
- the ability to be innovative in staff recruitment, development, and retention.

Our focus on recruiting, developing, and retaining the most qualified employees to walk alongside participants on their journey to self-determination is critical in achieving our Mission. Creating space in our organization for participants to be considered for future employment and development opportunities supports self-discovery and taps into Our People's endless potential.

CITC will continue to advance as a progressive, multigenerational employer by infusing the voices of Our People into the creation and integration of sustainable, flexible, and

valuable workplace programs and practices. These practices will benefit staff throughout the organization, and as a result, lead to increased support and improvement of services for participants:

- **Sustainability** will be achieved through a commitment to innovating, adjusting, and prioritizing funding to invest in our staff in order to build an organization steeped in leadership capacity.
- **Flexibility** will be infused into the development of programs and work environments intended to enhance productivity, morale, life-balance, and commitment to our Mission.
- **Value** will be realized through strengthened employee morale, depth and breadth of leadership, and retention of high-performing employees.

To achieve this, CITC commits to engaging, renewing, and empowering our workforce through an innovative and people-oriented focus:

COMMUNICATION

- Strengthen employees' connection to Mission and strategies to build institutional knowledge and engagement.
- Develop programs that support internal information sharing, external outreach, and professional networking.

TRAINING/DEVELOPMENT/MENTORING

- Build organizational leadership capacity through holistic training, development, and mentorship programs that are innovative, relevant, and values-based.
- Create leadership development, employment, and new learning opportunities through system-wide programs focused on people, partnerships, and potential.
- Increase opportunities for multigenerational engagement and information sharing.
- When appropriate, engage and share knowledge with our Tribal partners.

WORK-LIFE BALANCE

- Implement formalized programs that support a flexible working environment.
- Develop innovative approaches to encourage and support employee volunteer and community outreach activities.

COMPENSATION/BENEFITS/WELLNESS

- Ensure compensation and benefits programs are regularly evaluated and aligned with industry and other comparable standards.
- Enhance health and wellness programs to support an increased quality of life for employees and their families. ❖



THE NEXT FIVE YEARS

As this plan reflects, we believe our strength lies within our interdependence. The value we hold for our partnerships resides at the heart of our organization's future and serves as the catalyst for CITC to achieve its Mission. We cherish old wisdom and the knowledge and experience of those who came before us. Our investment in Our People—and all our stakeholders—cements the reverence we place in our potential as individuals and the human capital that makes our work possible. We use this insight to lead us through new ventures and to exciting destinations.

The plan encompasses what we have learned from our past—both our successes and challenges. As an organization experiencing an evolution of what it is and how it operates, we embrace a clear Vision of our present course and desired outcomes. Our participants have been well served by programs designed according to best practices and refined by ongoing analysis and evaluation of our efforts. We will continue to improve the quality and impact of CITC's service delivery and programs, governance, and advocacy, and increase effectiveness as realized in the outcomes for our participants, stakeholders, and staff.

Through rigorous evaluation of data and demonstrated outcomes, we'll hold ourselves accountable—to our participants, our partners, and our funders—and measure ourselves against annual strategic goals as defined by our Board to achieve the full impact of this plan. We'll keep our values close and be careful stewards of our evolving resources, while being creative in establishing an environment of innovation for program development. CITC will shape its own destiny by responding to the needs of our changing community, and find



new ways of facing familiar challenges that yield more effective and lasting results for a greater number of individuals.

Our CITC workforce, represented by individuals across multiple generations, will reflect our identity as an impactful, socially responsible, and values-based organization, and serve as ambassadors who embody our Values on behalf of our service to all Our People.

As CITC continues its transformation from an organization whose services are dependent on the availability of external funding to an organization with a sustainable operating base, our ongoing efforts will solidify opportunities that fulfill the future potential of all our stakeholders.

Through resiliency and a commitment to life-long learning, we will demonstrate our resolve in providing a circle of learning between our participants, staff, and partners that will define the journey toward our self-determination, and create the opportunities that support the future growth and advancement of Alaska Native people for generations to come. ♦

People. Partnership. Potential



CITC's Mission:
To work in partnership with Our People to develop
opportunities, that fulfill Our endless potential.

In Recognition of Congressman Don and Lu Young for their commitment to Our people.

Nat'uh

"Our Special Place"

