Sitka Tribe of Alaska
2022-2027 Five-Year Strategic Plan

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Sitka Tribe of Alaska
2022–2027 Five-Year Strategic Plan Summary

Vision

Sitka Tribe of Alaska envisions a future for Sheet'ká:
- Strengthened by the Tribe's exercising of our sovereignty;
- Characterized by a strong sense of community, connectedness, and wellbeing;
- Rooted in our Lingít values, culture, and Haa Kusteeyí ("our way of life");
- Where stable, sustainable, and diverse economic opportunities allow all residents to live in balance; and
- Guided by our original instruction and ongoing history that perpetuate principles of partnership, healing, and innovation.

Mission

Short Version
To exercise sovereign rights and powers, to preserve the integrity of Tribal society, and to improve the lives of individual Tribal Citizens.

Full Version
To exercise sovereign rights and powers, to preserve the integrity of Tribal society, and to improve the lives of individual Tribal Citizens; to conserve and retain Tribal lands and resources; to establish and carry out justice pursuant to [Lingít] Tribal law and custom, and to increase the variety and quality of services provided to Tribal Citizens. Sitka Tribe of Alaska is dedicated to preserving the integrity of Tribal society and improving the lives of individual Tribal Citizens.

Principles of Governance & Values

Principle of Governance 1—Protect and Preserve This Place and Our Sovereignty
- Strengthening Sovereign Rights and Power
- Yáa At Wooné (Respect for All Things)
- Balance
- Integrity of Tribal Society
- A Lingít Place

Principle of Governance 2—Thriving People and Culture
- People, Culture, Tribe
- Lingít Culture
- Health and Safety of Our Tribal Citizens
- Self-sufficiency

Principle of Governance 3—Family and Community Focus
- Respect for Self and Others
- Tribal Citizens and Their Children, for All Generations

Principle of Governance 4—Strong Forward Thinking Leadership
- We Have Knowledge and We Share It Freely
- We Sustain and Grow Our Cultural Values and Knowledge
- To Act to Understand and Lead to Love and Unite

Goals

1. Goal Theme 1—Sovereignty
    1.1. Tribal sovereignty is increased
    1.2. Staff, Council, Tribal Citizens, and Tribal Youth are increasingly well educated on Tribal government practices & laws

2. Goal Theme 2—Programs
    2.1. All Tribal Citizens enjoy enhanced wellbeing
    2.2. Lingít values and culture, Lingít Yoo X̲'atángi ("language"), and Haa K̲usteeyí ("our way of life") are grown and perpetuated
    2.3. Tribal Citizens more easily access and engage in traditional practices
    2.4. All residents of Sheet'ká are better able to access stable, sustainable, and diverse economic opportunities that allow them to live in balance

3. Goal Theme 3—Partnerships
    3.1. External personal relationships and organizational partnerships across all departments and levels of the Tribe are built and deepened to advance STA's goals
    3.2. Partnerships with Tribes and Native organizations are strengthened
    3.3. The number of Tribal Citizens experiencing homelessness is reduced through implementation of systems-level approaches and permanent solutions with relevant partners

4. Goal Theme 4—Engagement
    4.1. A relationship with every Tribal Citizen is fostered and maintained
    4.2. Active Tribal and broader civic engagement by Tribal Citizens in Tribal, local, state, federal, and nonprofit governance is supported and encouraged

5. Goal Theme 5—Organizational Development
    5.1. STA's finances are sustainable
    5.2. STA's organizational culture increasingly reflects and embodies Lingít values
    5.3. Programs are increasingly efficient and effective

Five-year Objectives

- Objective 1—Expand housing programs to meet the needs of Tribal Citizens
- Objective 2—Provide services and activities for Elders, youths, and families
- Objective 3—Advance healing work and services to address societal issues that stem from colonization, such as systemic racism, domestic violence and sexual assault, mental health, and substance abuse
- Objective 4—Implement programs that grow and perpetuate Lingiít values and culture, Lingít Yoo X̲'atángi ("language"), and Haa K̲usteeyí ("our way of life")
- Objective 5—Strengthen the capacity of Tribal Citizens to secure employment and succeed in careers
- Objective 6—Advance organizational development and develop partnerships with other organizations to advance priorities

1. Introduction, Process, and Framework

Intro to Project

In 2021, Sitka Tribe of Alaska (STA) contracted Spruce Root, Inc. to facilitate a strategic planning process for the Tribe to establish a strategic plan that will guide its operations for the next five years.

The Five-Year Strategic Plan will assist STA to perpetuate Lingít values while implementing activities and programs that drive STA closer to its vision, mission, and goals.

The goals of the strategic planning process included the following:
- Conduct assessment and visioning activities to revise the vision, mission, and values of the Tribe;
- Convene regular meetings with project team to guide and inform the project;
- Facilitate a process that encourages open dialogue, engagement with Tribal Citizens, improvement of processes, and implementation of the strategic plan;
- Produce outward facing collateral to share the strategic plan with Tribal Citizens and other community stakeholders;
- Deliver a final plan document to be adopted by the Tribal Council; and
- Clear next steps to keep the Tribal Council, staff, and community engaged in annual review and update of the strategic plan.

This project builds on the numerous planning processes that STA has implemented since 2004, including previous strategic plans developed in 2004 (with 2006 updates), and 2018[1], and the annual planning that departments and programs successfully care out, and included completion of the following deliverables:
- Five-Year Strategic Plan (this document)
- Public-facing Overview of the Strategic Plan (Appendix A)
- Assessment Report (Appendix B)
- Community Engagement & Input Report (Appendix C)
- STA Logic Model (Appendix D)
- Guide to Annual Action Planning (Appendix E)
- Mural of Planning Activities (Appendix F)

Plan Outline
The Five-Year Strategic Plan includes the following main sections:
- **Introduction, Process, and Framework:** This section (the current section) provides an introduction to the project, a summary of the benefits of strategic planning, background information on the plan development process, and an overview of the community capitals framework that underpins the process and plan document.

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[1] The 2018 dated strategic plan for 2018-2023 was never adopted.

- **Assessment & SWOT:** This section summarizes key takeaways from the Assessment Report including details of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.
- **Summary of Surveys & Community Meetings:** This section shares some highlights from the community survey and two community meetings conducted to solicit feedback from Tribal Citizens and other residents of Sheet'ká.
- **Vision:** This section establishes an updated vision for the community of Sheetká—the change STA is intending to achieve for the benefit of STA's citizens or STA's *"Why"*.
- **Mission:** This section confirms the mission statement of STA—the actions STA believes will build toward the vision or STA's *"How"*.
- **Values:** This section confirms the values of STA—the standards and principles STA adheres to or STA's *"Who"*—as in the spirit, tone, and essence that best represent STA's character as a Tribe.
- **Strategic Issues:** This section lists the fundamental questions or challenges that STA should address by developing and implementing goals, objectives, and programs.
- **Goals:** This section lists the goals that will guide STA's operations over the next five years and help STA move closer to answering its strategic questions, practicing its mission, and achieving its vision.
- **5-Year Objectives and Supporting Actions:** This section lists five-year objectives and supporting actions that align with STA's goals. These ideas arose through the planning process and should serve as a starting point for conversation with management and staff during the annual action planning cycle.
- **Decision Criteria:** This section lists criteria that STA can use to help make decisions and prioritize objectives and projects.
- **Metrics:** This section lists potential measures that STA may use to gauge the impact and effectiveness of its actions and projects.
- **Next Steps & Annual Action Planning:** This section recommends next steps to make this plan useful in the future and introduces the annual action planning cycle that is articulated in greater detail in the Action Plan.

Why Develop a Strategic Plan?

Every Tribe has some sort of inherent strategy or logic for how it manages policies, staff, and programs. Developing a strategic plan is about creating awareness about a Tribe's current strategy and direction, creating a shared and collective vision for the future, and adding and adjusting strategies as needed. The intention of the strategic planning process carried out for this project was to develop a long-term, high-level direction co-developed and supported by Tribal Council, STA staff, and Tribal citizens. This Five-Year Strategic Plan will provide a guide to present and future STA Council, management, and staff with respect to decisions that drive human and economic development, environmental stewardship, transportation, community infrastructure and services, as well as the traditional values and social customs of the people of the community of Sheet'ká.

The strategic planning process used to develop this Five-Year Strategic Plan builds on the Lingít principle of kuxhadahaan.adaayoo.analgein ("stop, observe, examine, act") practiced by the

Indigenous people of Sheet'ká since time immemorial, which guides the Tribes of Southeast Alaska to work with intentionality and seek continuous improvement based on reflection and adaptation. When practiced, kuxhadahaan.adaayoo.analgein leads Tribes to develop and implement actions that are strategic and reflect a coherent plan. This principle also motivates continuous learning from each other and the environment, giving rise to innovation. This process was a moment for STA to stop, observe, and examine—to develop a cohesive vision, mission, set of values, goals, and five-year objectives. The next step will be to act—to implement objectives and projects that move STA closer to achieving its goals.

Development Process

This Five-Year Strategic Plan was developed in coordination with the STA General Manager and a core group of STA staff and Council members, who served as the Project Team for the process. The project team met approximately 12 times from August 2021 to March 2022 and developed a vision, identified decision criteria, helped design the community survey, engaged with staff, the Council, and Tribal Citizens to identify priorities, reviewed draft goals and strategies, and provided input on project prioritization. The Project Team met primarily via video conference. This plan was developed during the COVID-19 pandemic, which was a significant factor in the design of the process including community meetings, solicited surveys, and overall methodology for meetings and facilitation.

The Project Team's approach to the development process for the Five-Year Strategic Plan included three phases: Discovery, Design, and Development. The activities completed during each of these three phases is briefly described below.

Discovery
The Discovery Phase began with research and analysis to better understand the current state of STA to inform the Design Phase. The 2021 Assessment was developed through a series of conversations with the Tribal Council and Project Team, interviews with individual Project Team members, and a qualitative analysis of documents including past needs assessments, strategic plans, department overviews, and work plans provided by STA. Through this research Strengths, Weaknesses, Opportunities, and Threats (SWOT) of STA were identified.

Design
The Design Phase of the project applied the analysis of the Discovery Phase to achieve the following milestones:
- Regular convenings of the project team guiding the process, informing the development of the project, and ensuring the project produced desired results.
- Visioning activities with the Tribal Council, STA staff, Tribal Citizens, and community stakeholders which resulted in the drafting of a new vision statement. Through this process it was determined that the existing mission statement was aligned with the new vision statement and still served as a quality, guiding mission statement for STA.

- A series of two-hour work sessions with the Tribal Council to develop goals that provided the framework for the strategic plan. The process identified (based on SWOT analysis) strategic issues that the council wants to address over the next five years. Council discussion and analysis of the strategic issues guided the development of goals that align with the new vision statement and existing mission statement.
- A series of work sessions with staff (key department staff and managers) to identify primary action steps that the STA will implement to achieve the five-year objectives.
- A survey of STA Tribal Citizens and other residents of Sheet'ká to ensure that the strategic plan reflects the experience, opinions, and priorities of Tribal Citizens and to retain a strong connection between the Tribal government and Citizens..

Development

Once all the work sessions and activities from the Design phase were completed, the project team entered the Development Phase of the project, during which both outward facing collateral to be shared with the public, as well as the final strategic plan draft (for approval and adoption by the council) were drafted. Finally, a template for an action plan—which can serve as a step-by-step guide for implementing the strategic plan—was developed and shared with the Tribal Council and staff.

Community Capitals Framework

In its entirety, the strategic planning process was framed through a Community Capitals framework, which employs a whole-systems perspective to assess communities and direct community development activities.[2] Analysis using this framework aims to provide a holistic and comprehensive analysis on the current situation, and guidance on strategic direction. The community capitals framework is different from the traditional rural economic development strategies—which usually begin with infusions of financial capital or built capital—in that it addresses eight different forms of community capitals, which must all be taken into account in order to assess a community's wealth and assets. This asset-based approach provides a framework for constructively applying a community's strengths and opportunities to improve upon its weaknesses and threats. This framework was used as a bridge between traditional Lingít values and Western economic development concepts.

The community capitals framework encourages communities to:
A. create wealth, broadly defined, and aspire to do no harm;
B. root wealth in local ownership and control;
C. build lasting livelihoods by improving individuals' ability to overcome vulnerability, maintain dignity and control, take risks, and to seize opportunities; and
D. think about their roles in systems, focus on root causes, and build deep collaborations through planning, implementation, problem solving, and across private and public sectors.

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[2] The Community Capitals Framework, developed by Cornelia and Jan Flora (2013)

Each of eight different types of community capitals are required to grow and sustain a healthy community, not just financial capital. Every region and community has a stock of each type of capital—meaning the combined quantity and quality of the many components of that capital in the community. Taken together, the existing stocks of these capitals constitute a community's current wealth and assets.

Form of Capital	Explanation	Investment Opportunities
Individual	The skills and capacity, including health, that allow individuals to be productive	Spending on skill development, education, training, and health maintenance and improvement
Intellectual	The knowledge, creativity, and innovation needed to solve problems and develop new ways of doing things	Support for activities that increase creativity and innovation, as well as diffusion of diverse knowledge systems and application of this knowledge; sharing with other people and communities
Social	The trust, networks, and inclusive relationships needed to get things done	Investments in social capital are those that lead to new conversations, shared experiences, and connections between individuals and groups and/or strengthen relationships within groups
Cultural	The traditions, customs and beliefs shared by the community, including the way community members see the world	Investments in cultural capital can help to preserve tradition while also helping to shift and align beliefs in ways that help people develop shared values and history
Natural	The productive environmental assets of a community including air, water, land, minerals, plants, animals, fish, and ecosystem services	Restoration, regeneration, and maintenance of ecosystems
Built	The fully functioning constructed infrastructure needed to support community well-being including buildings, sewer treatment plants, manufacturing and processing facilities, energy infrastructure, transportation, and communications infrastructure	Construction, renovation, and maintenance of physical infrastructure; built capital depreciates with use and requires ongoing investment to maintain its value
Political	The voice, power and influence over decisions needed to achieve a community's goals, including the distribution of resources	Inclusive organizing—as with the Project Team organized to develop this plan—and in gathering and sharing information, providing access to decision makers, and creating broader, empowered constituencies
Financial	Financial capital, including investments and personal savings, generates monetary returns that can be used for further investment or consumption; in creating wealth, communities strive to invest financial capital in ways that increase and improve the quality of the other forms of capital	Stewardship of financial capital implies responsible investment to generate added income as well as eliminate unnecessary cost or waste.

2. Assessment and SWOT

Assessment

The first stage of the strategic planning project was an analysis of the current situation; culminating into a document titled "STA Strategic Plan Assessment"(a.k.a. the "Assessment"). The first draft Assessment was presented to the project leadership team on October 4, 2021. The Assessment offers a point-in-time analysis for STA's current state and general recommendations for STA's vision, mission, values, and goals.

The 2021 Assessment was developed through conversations with the Tribal Council and Project Team, interviews with individual Project Team members, and a qualitative analysis of documents including past needs assessments, strategic plans, department overviews, and work plans provided by STA.

Recommendations for STA's strategic plan were developed based on the assessment findings and analysis. These recommendations served as the basis for the Design Phase.

SWOT

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a tool used to describe the current state of the Tribe—including its internal and external contexts. Giving full reign to internal strengths and minimizing the impact of weaknesses can assist STA in more effectively fulfilling its mission. Similarly, paying attention to the opportunities and threats facing the Tribe lays the groundwork for STA to uncover the forces and trends, key resource controllers, and potential collaborators that are influencing the social and political environments vital to STA's sustainability and effectiveness.

Table 1: SWOT Analysis of STA

	Helpful to achieving objectives	Harmful to achieving objectives
Internal attributes of Tribe	**Strengths** *resources, present strategies, performance* ● Sovereign Nationhood ● Leadership and Responsiveness ● High Capacity and Strong Direction ● Community Itself ● Collaboration with Partners ● Abundance of Natural Resources ● Programming	**Weaknesses** *resources, present strategies, performance* ● Staffing and Human Resource Challenges ● Workforce Development as a Low Priority ● Resistance to Change ● Technological Gaps ● Questions of Equity and Access
External attributes of environment	**Opportunities** *forces and trends, resource controllers, competitors or collaborators* ● US Administration Changes / Shifting Federal Priorities ● Community Representation and Visibility ● Growing Partnerships ● Program Development ● Technological Innovation ● Internal: Strategic Inclusion, Deliberation, and Growth ● Internal: Education and Leadership Grounded in Culture	**Threats** *forces and trends, resource controllers, competitors or collaborators* ● High Cost of Living and Threat of Outmigration ● Community Division ● Long-term Consequences of Colonization (Exacerbated by COVID-19)

More information on the Assessment and full SWOT can be read in detail in the Assessment Report (Appendix B).

3. Summary of Surveys & Community Meetings

In conjunction with project team meetings and meetings with STA Council, public input was gathered through a community survey and two in-person community meetings.

The community survey was open from November 1–December 15, 2021. A total of 326 survey responses were collected. The community meetings took place at Harrigan Centennial Hall on October 20 and December 8, 2021, with a total of 79 attendees at the meetings. These public input mechanisms were designed to gather information about Tribal citizens' and Sitka residents' quality of life in Sitka, ranking of potential projects, and visions for the future.

Key takeaways from the survey and community meetings are:

● 75% of all participants in the survey and community meetings were STA Tribal Citizens.
● 73% of all survey respondents were STA Tribal Citizens, and 11% of survey respondents were STA employees.

- 40% of respondents have lived in the community of Sheet'ká for over 40 years.
- 40% of respondents said they were satisfied with their quality of life in Sheet'ká, and 19% were *very* satisfied. 11% said they were unsatisfied and only 6% reported being *very* unsatisfied.
- The qualities of Sheet'ká that people were most satisfied with are: being close to family and friends; natural beauty; hunting and fishing opportunities; and relationships with others in the community.
- The qualities of Sheet'ká that people were least satisfied with are: cost of living; housing; employment opportunities; and health care.
- When asked to assess community well-being across the community capitals, the capitals that received the highest scores were: culture; environment; resourcefulness and creativity; safety; and social.
- When asked to assess community well-being across the community capitals, the capitals that received the lowest scores were: economy; politics and governance; community infrastructure; and personal mental and physical health.
- When asked to rank the five most important objectives (for STA), the top priorities in ranking order were:
  1. Expanding affordable housing and housing improvement programs;
  2. Providing Elder, youth, and family services and activities;
  3. Sharing traditional foods;
  4. Healing work and services to address societal issues;
  5. Sustaining and revitalizing the Lingít language and culture; and (tied) Strengthening the capacity of Tribal Citizens to secure employment and succeed in careers.

The survey and community meetings were vital in getting community input to inform the strategic plan. The results of each affirmed the work of the Council and Project Team in drafting STA's vision, mission, values, and goals. A secondary outcome of the survey and community meetings was in building relationships with community members to provide input on the well-being of Sheet'ká and to suggest ways STA might achieve its goals, mission, and vision. Please refer to the Community Engagement & Input Report (Appendix C) for complete data and analysis for the community survey and community meetings.

4. Vision

Background Info for the Vision

A vision statement is a tool that drives the work of a Tribe toward its intended future. A vision is the compass—it tells a Tribe if it is going in the right direction with its goals, strategies, and projects. An articulated community vision may support long-term unity and guide the mission and goals of STA. Previous STA strategic plans have included vision statements, and the Assessment recommended that STA develop and adopt a vision statement or set of vision statements that describe how Sheet'ká would look if STA fulfilled its mission—the change STA believes it can make for the benefit of STA's citizens. Such a vision statement or set of statements should articulate the

direction of STA for staff and Council members, assist STA in choosing appropriate strategies, provide STA with criteria for making decisions, and motivate alignment across the Tribe, staff, and citizens. STA's vision should describe STA's *"Why"*.

STA's Vision Statement

Sitka Tribe of Alaska envisions a future for Sheet'ká:
- Strengthened by the Tribe's exercising of our sovereignty;
- Characterized by a strong sense of community, connectedness, and wellbeing;
- Rooted in our Lingít values, culture, and Haa Ḵusteeyí ("our way of life");
- Where stable, sustainable, and diverse economic opportunities allow all residents to live in balance; and
- Guided by our original instruction and ongoing history that perpetuate principles of partnership, healing, and innovation

5. Mission

Background Info for the Mission

A mission statement is built on a Tribe's values and clarifies its purpose and how it expects to reach its vision; it describes the work a Tribe does every day to work towards its vision for the future. STA's mission should describe STA's *"How".* The Assessment found that STA's current mission— adapted from the preamble of its Constitution—generally meets the current needs of STA.

STA's Mission Statement

Short Mission Statement
To exercise sovereign rights and powers, to preserve the integrity of Tribal society, and to improve the lives of individual Tribal Citizens.

Full Mission Statement
To exercise sovereign rights and powers, to preserve the integrity of Tribal society, and to improve the lives of individual Tribal Citizens; to conserve and retain Tribal lands and resources; to establish and carry out justice pursuant to [Lingít] Tribal law and custom, and to increase the variety and quality of services provided to Tribal Citizens. Sitka Tribe of Alaska is dedicated to preserving the integrity of Tribal society and improving the lives of individual Tribal Citizens.

6. Principles of Governance & Values

Background Info for the Values

Values describe who STA is and what it thinks is important. Values speak to STA's principles and standards of behavior. When frequently referred to and perpetuated, values help STA to make decisions and take actions that align with its principles. STA's values should describe STA's *"Who"*—as in, who is STA: the spirit, tone, and essence that best represent STA's character as a Tribe.

The 2018 (not adopted) strategic plan articulated "Principles of Governance" and the Project Team confirmed their relevance as overarching values for this current strategic plan. The Tribal Council also developed more specific value statements as part of this strategic planning process, and each of these is presented below, grouped by each overarching value (i.e. principle of governance).

STA's Principles of Governance & Values

Principle of Governance 1—Protect and Preserve This Place and Our Sovereignty
- We will continue to Strengthen our Sovereign Rights and Power
- Yáa At Wooné (Respect for All Things) is our ancestral imperative
- We seek Balance in all that we do
- We must maintain the Integrity of Tribal Society
- All we do is rooted in A Lingít Place

Principle of Governance 2—Thriving People and Culture
- Our purpose is to prosper as a People, Culture, Tribe
- We specifically uphold our Lingít Culture
- Health and Safety of Our Tribal Citizens will create this
- Self-sufficiency of people and culture will lead to a thriving Tribe

Principle of Governance 3—Family and Community Focus
- Respect for Self and Others in all of our activities
- Tribal Citizens and Their Children, for All Generations

Principle of Governance 4—Strong Forward Thinking Leadership
- We Have Knowledge and We Share It Freely
- We Sustain and Grow Our Cultural Values and Knowledge
- To Act to Understand and Lead to Love and Unite

7. Strategic Issues

Background Info for Strategic Issues

Strategic issues are the fundamental questions or challenges affecting the Tribe and can be related to its vision, mission, values, service level and mix, clients, funders, structure, systems, staffing, and management. Identification of strategic issues is at the core of strategic planning; these issues will shape what the Tribe does and help it focus on what is most important. The following strategic issues were developed through a series of interviews with the Project Team and input from Council members during their first work session.

STA's Strategic Issues

Generally, STA should strive to address the following strategic issues:
- How might STA use its strengths to take advantage of opportunities?
- How might STA use its strengths to reduce the probability of threats?
- How might STA overcome its weaknesses that may prevent taking advantage of opportunities?
- How might STA overcome its weaknesses to make the threats less likely?

More specifically, STA should address the following strategic issues:
- How can STA better contribute to the development of a resilient and prosperous Sheet'ká?
- How can STA advance policies and processes that serve Tribal Citizenship?
- How can STA create opportunities for citizens to heal, thrive, and connect with each other?
- How can STA employ infrastructure, technology, and systems to support staff and create and maintain opportunities for citizens to learn about and access services?
- How can STA better engage with youth to meet the future leadership and workforce needs of STA and Sheet'ká?
- How might STA build on existing strengths of culture and education programming while growing to meet the needs of Tribal Citizens in the future?
- How can STA prioritize Lingít language and cultural aspects of current and future programs?
- How can STA increase opportunities for citizens to access and harvest traditional foods and the abundance of resources around Sheet'ká?
- How can STA strategically exercise its inherent sovereignty to advantage STA in achieving its goals?
- How can STA create greater vertical and horizontal alignment between staff, leadership, and the Council?
- How can STA address its staffing and human resources challenges to ensure staff are not overworked, wages are competitive, and onboarding and training programs are sufficient?
- How can STA build an organizational culture that moves it closer to accomplishing its goals?
- How can STA build partnerships to further its goals?
- How can STA encourage and empower active Tribal engagement by Citizens?

- How can STA Better reach people and provide services during the COVID-19 Pandemic?[3]
- How can STA improve its Tribal justice system?[3]

8. Goals

Background Info for Goals

This section lists the goals that will guide STA's operations and help STA move closer to answering its strategic issues, practicing its mission, and achieving its vision. Goals should center on what is truly important and clarify what STA and the wider community are striving to do. The goals should guide which objectives, programs, and projects are developed and implemented by STA's leadership and staff. Combined with the objectives, programs, and projects listed later in this plan, STA's goals should describe STA's *"What"*—as in, what specific results will the Tribe organize and activate and specific work it will lead.

STA's goals are grouped by five themes below: Programs, Sovereignty, Partnerships, Engagement, Organizational Development. Grouping goals by theme can lend some helpful structure to a plan and demonstrate balance across a spectrum of topics important to the Tribe.

STA's Goals

1. <u>Goal Theme 1—Sovereignty</u>
    1.1. Tribal sovereignty is increased
    1.2. Staff, Council, Tribal Citizens, and Tribal Youth are increasingly well educated on Tribal government practices & laws

2. <u>Goal Theme 2—Programs</u>
    2.1. All Tribal Citizens enjoy enhanced wellbeing
    2.2. Lingít values and culture, the Lingít Yoo X̱'atangi, and Haa Ḵusteeyí ("our way of life") are grown and perpetuated
    2.3. Tribal Citizens more easily access and engage in traditional practices
    2.4. All residents of Sheet'ká are better able to access stable, sustainable, and diverse economic opportunities that allow them to live in balance

3. <u>Goal Theme 3—Partnerships</u>
    3.1. External personal relationships and organizational partnerships across all departments and levels of the Tribe are built and deepened to advance STA's goals
    3.2. Partnerships with Tribes and Native organizations are strengthened

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[3] This strategic issue was added after the Assessment was completed.

3.3. The number of Tribal Citizens experiencing homelessness is reduced through implementation of systems-level approaches and permanent solutions with relevant partners

4. <u>Goal Theme 4—Engagement</u>
   4.1. A relationship with every Tribal Citizen is fostered and maintained
   4.2. Active Tribal and broader civic engagement by Tribal Citizens in Tribal, local, state, federal, and nonprofit governance is supported and encouraged

5. <u>Goal Theme 5—Organizational Development</u>
   5.1. STA's finances are sustainable
   5.2. STA's organizational culture increasingly reflects and embodies Lingít values
   5.3. Programs are increasingly efficient and effective

9. Five-Year Objectives & Supporting Actions

Background Info for Objectives

As described in Section 8. Goals, when combined with goals, STA's five-year objectives describe STA's "What"—as in, what specific results will the Tribe organize and activate and specific work it will lead over the next five years. Objectives are time bound and more precise or focused than longer-lasting goals. Making measurable progress towards STA's five-year objectives should help STA achieve its goals and each of the five-year objectives can lead to progress on multiple goals and goal themes (see tables under Potential Supporting Actions by Five-Year Objective). Objectives can be organization-wide, related to financials or business, product- or program-specific, or internal objectives.

STA's Five-Year Objectives

- Objective 1—Expand housing programs to meet the needs of Tribal Citizens
- Objective 2—Provide services and activities for Elders, youths, and families
- Objective 3—Advance healing work and services to address societal issues that stem from colonization, such as systemic racism, domestic violence and sexual assault, mental health, and substance abuse
- Objective 4—Implement programs that grow and perpetuate Lingít values and culture, the Lingít Yoo X̱'atangi, and Haa Ḵusteeyí ("our way of life")
- Objective 5—Strengthen the capacity of Tribal Citizens to secure employment and succeed in careers
- Objective 6—Advance organizational development and develop partnerships with other organizations to advance priorities

Background Info for Supporting Actions

Supporting actions should describe—at an increasingly narrower scale than objectives— what STA will do to achieve its objectives and goals in the near-term (such as, annually). These supporting actions can be programs, projects, initiatives, strategies, tasks, sub-objectives, etc. and are the tangible outputs of strategic planning, and each should be clearly linked to one of STA's five-year objectives (see above) and to at least one of STA's goal themes (i.e. Sovereignty, Programs, Partnerships, Engagement, Organizational Development) or as an organizational approach (labeled as "Strategy" in the tables below).

The Project Team generated a draft list of ideas for possible supporting actions during plan development that was included in the community survey and community meetings to gauge the level of community support and relative priority.

The tables in the section below list the top supporting actions (a combination of processes, programs, and projects) identified by the 326 community survey respondents, 79 community meetings attendees, Tribal Council, and Project Team, as well as projects STA is already doing. The programs and projects are grouped in the first column by overarching objectives that the programs and projects are connected to. The second column references the relevant goal or goal themes that the project best fits. The third column the status of the program or project as Brand New, Started, Ready for Action, On-going, or Nearing Completion. **Brand New** programs and projects need to be reviewed by management and staff before assigning a responsible party to develop an action plan for launch. **Ready for Action** programs and projects have been reviewed by management and staff but do not yet have a responsible party or action plan. **Started** programs and projects already have a responsible party assigned, have an action plan, and implementation has begun (e.g., proposals written, feasibility studies completed, engineering completed, etc.). **On-going** programs and projects are at stage somewhere beyond started or are activities that STA plans to carry out for the foreseeable future. **Nearing Completion** programs and projects are those for which STA has already made significant progress but which are important to list in this plan because other programs and projects listed will build on them.

While the programs and projects list below is a good snapshot of the most popular project opportunities as identified during this planning process, it is recommended that management and staff update and refine this list annually through a process such as the one described in the Guide to Annual Action Planning (Appendix E).

2022 and 2023 Supporting Actions by Five-Year Objective

Objective 1—Expand housing programs to meet the needs of Tribal Citizens

2022 and 2023 Supporting Actions	Goal Themes	2022 Status
Work with BIHA to offer or sponsor home weatherization services for Tribal Citizens	Programs Partnerships	Ongoing
Promote applications to housing improvement program (HIP) for Tribal Citizens	Programs	New
Address issues of unhoused Sitkans through Housing First model in collaboration with Sitka Homeless Coalition	Partnerships	Ongoing

Objective 2—Provide services and activities for Elders, youths, and families

2022 and 2023 Supporting Actions	Goal Themes	Status
Advance excellent legal adjudication through Tribal Court and youth courts	Sovereignty	New
Offer assistance to Tribal Citizens for groceries and utilities	Programs	Ongoing
Expand and improve public transit	Programs	Ongoing
Hold STA community events	Programs	Ongoing
Connect youth and Elders	Programs	Ongoing

Objective 3—Advance healing work and services to address societal issues that stem from colonization, such as systemic racism, domestic violence and sexual assault, mental health, and substance abuse.

2022 and 2023 Supporting Actions	Goal Themes	Status
Facilitate and sponsor community opportunities around healing	Engagement Partnerships	Ongoing
Offer intake assessment and referral for counseling services	Programs Partnerships	Ongoing
Promote restorative justice rather than criminal justice	Sovereignty	New
Connect with SEARHC	Partnerships	Ongoing
Engage in advocacy and education with local, state, and federal agencies	Programs Partnerships	Ongoing

Objective 4—Implement programs that perpetuate Lingít values and culture, Lingít Yoo X'atangi, andHaa Kusteeyí ("our way of life")

2022 and 2023 Supporting Actions	Goal Themes	2022 Status
Build an artist studio and carving shed and offer associated activities	Programs	New
Invest in strengthening dance groups	Programs Partnerships	New
Provide Lingít Yoo X'atangi classes	Programs Partnerships	Ongoing
Provide arts classes to include beading, sewing, weaving, and carving	Programs	Ongoing
Create traditional foods harvesting internships, apprenticeships, assistantships	Programs	New
Build a community smokehouse and offer associated activities	Programs	New
Strengthen STA's Traditional Foods Program with an emphasis on food sharing for Elders	Programs	Ongoing
Implement summer subsistence program for youth created in collaboration with Sitka School district for high school credit	Programs Partnerships	Ongoing
Ensure that Tribal values and cultures are honored in Sitka's educational and human services environments	Programs Partnerships	Ongoing
Build the capacity to establish a Tribal K – 12 School	Programs	New
Increase Tribal co-governance at UAS	Partnerships	New
Provide safe access to Haa Kusteeyí resources through cultural and natural resource stewardship and advocacy	Programs Partnerships	Ongoing
Protect the Yaaw (herring)	Sovereignty Programs Partnerships	Ongoing

Objective 5—Strengthen the capacity of Tribal Citizens to secure employment and succeed in careers

2022 and 2023 Supporting Actions	Goal Themes	2022 Status
Strengthen workforce development and training programs for Tribal Youth and Tribal Citizens	Programs Partnerships	Ongoing / Ready for Action
Prioritize the creation of jobs for Tribal Citizens when designing programs and applying for funding opportunities	Strategy Engagement	Ongoing
Expand partnerships with relevant organizations to offer small business and entrepreneurship trainings to Tribal Citizens	Programs Partnerships	New
Implement entrepreneurship mentorship program as well as other relevant mentorships such as carving and Native arts	Programs	New / Ongoing
Ensure profitability of Tribal enterprises and Tribally-run businesses and prioritize hiring of Tribal Citizens	Programs	Ongoing
Develop and expand the STA Cottage Industry Development Center	Programs	Ongoing
Offer tours to visitors that highlight Tribal values and history	Programs	Ongoing

Objective 6—Advance organizational development and develop partnership with other organizations to advance priorities

2022 and 2023 Supporting Actions	Goal Themes	2022 Status
Prioritize and improve energy efficiency in STA new and/or renovated facilities	Organizational Development	New
Transition current vehicle fleet to more environmentally friendly vehicle fleet for the RIDE	Programs	New
Increase inclusion of Tribal Citizens in planning efforts and decision-making processes	Engagement	Ongoing
Hire an engagement / communications staff person to improve communication and outreach efforts	Organizational Development	New
Engage in policy and legislation at various levels of government	Sovereignty Partnerships	Ongoing
Develop plan to increase collaboration with other relevant entities	Partnerships Sovereignty	Ongoing
Develop a process for staff capacity development opportunities and growth pathways	Organizational Development	New
Continue development of hiring and retention plan	Organizational Development	Ongoing
Analyze processes and implement performance measures	Organizational Development	Ongoing
Under one roof - staff from each department are represented at STA Tribal Headquarters at Siginaka	Organizational Development	Ongoing

10. Decision Criteria

Background Info for Decision Criteria

Decision criteria should help STA decide which goals, objectives, and projects to include in the strategic plan and work moving forward, which ones to reject, and to rank and assess chosen objectives and projects against each other. Use of decision criteria is particularly important during the annual action planning process described in the Guide to Annual Action Planning (Appendix E). Six broad decision criteria are listed below with explanations for each: Value Alignment, Value Creation, Effectiveness, Legitimacy, Feasibility, and Flexibility.

STA's Decision Criteria

Decision Criteria	Explanation
Value Alignment	● What level of alignment does the option have with STA's values? ● How well does the option reinforce STA's values? ● How well does this option protect and preserve this place and our sovereignty? ● How well does this option contribute to thriving people and culture? ● How well does this option focus on family and community? ● How well does this option support strong, forward-thinking leadership?
Value Creation	● What level of value does the option create for Tribal citizens?
Effectiveness	● How effective is the option in working towards STA's vision and mission? ● How well does this option assist the Tribe in exercising our sovereignty? ● How well does this option enhance community, connectedness, and wellbeing? ● How well aligned is the option with our Lingít values, culture, and Haa K̲usteeyí ("our way of life")? ● How well does this option create stable, sustainable, and diverse economic opportunities that allow all residents of Sheet'ká to live in balance? ● How well is this option guided by our original instruction and ongoing history that perpetuate principles of partnership, healing, and innovation?
Legitimacy	● What level of support is the option likely to receive from Tribal Citizens? ● What level of support is the option likely to receive from Tribal

	Council?
	● What level of support is the option likely to receive from leadership and managers?
	● What level of support is the option likely to receive from Staff?
	● What level of support is the option likely to receive from external partners?
Feasibility	● How likely can STA complete the option in five years?
	● How likely can STA complete the option with current staff?
	● How likely can STA complete the option with current funding?
	● What is the cost of the option?
Flexibility	● What level of flexibility does the option offer (to adapt to changing circumstances, challenges, or opportunities)?

11. Metrics

Background Info for Metrics

A metric is a quantifiable or qualitative measure used to assess the result of a specific process. Established and agreed-upon metrics provide a benchmark for determining progress in achieving goals and can be useful for ensuring that goals are measurable and include specific targets. Metrics can help describe what impact the Tribe plans to create.

Selecting the right metrics can be hard, so many organizations measure the wrong things, which results in a misrepresentation of their impact. By measuring what matters, STA can gain credibility with funders, donors, and the public. There are two ways to define metrics: (1) selecting them from well-known standards, or, (2) creating custom metrics.

Baseline metrics are measurements taken 'before' an intervention, in year zero of a program or project. This is what STA will compare metrics to as time goes on to identify the change that has occurred. STA may also elect to compare with areas outside of Sheet'ká, such as national or regional averages, as 'benchmark data.'

Examples:
- Persons assisted, households assisted
- Acres restored
- Jobs created
- Business created

Design considerations for metrics include the following:
- What changes are STA's programs or projects generating?
- Is the metric mission-critical?

- Is the metric realistic to measure?
- Is measuring the metric resource effective? Will this metric be logistically manageable? Is it cost-effective? Do we have the human resources to collect the results? Is it already being measured?
- What is the reason for measuring? Is this for your own measurement needs or to report to an external entity? If external, do they require a standard metric?
- Should the metric be qualitative or quantitative?
- Should the measure be an input metric, output metric, or outcome metric?

STA's Metrics

Goal Theme	Goal	Metrics
Programs	All Tribal Citizens enjoy enhanced wellbeing	# or % of Tribal Citizens reached through STA initiatives # or % of Tribal Citizens that participate in STA opportunities # of Tribal Citizens reporting enhanced wellbeing (through feedback/evaluations)
	Lingít values and culture, the Lingít Yoo X'atangi, and Haa Ḵusteeyí ("our way of life") are perpetuated	# of Lingít language and cultural events or educational opportunities hosted/supported by STA #of students enrolled in SNEP program (or other k-12 culture programs) #of Tribal Citizens receiving direct support in classroom from SNEP program # of years STA Citizen graduates participated in K-12 SNEP programming
	Tribal Citizens more easily access and engage in traditional practices	# of participants in language and cultural events or educational opportunities # of community events supported or hosted by STA

	All residents of Sheet'ká are better able to access stable, sustainable, and diverse economic opportunities that allow them to live in balance	# of Tribal Citizens that participate in financial education/employment programs/internships with support from STA # of entrepreneurs and/or small businesses served through STA programs $ of grants/scholarships disbursed to Tribal Citizens
Sovereignty	Tribal sovereignty is increased	# of government to government agreements and MOUs signed
	Staff, Council, Tribal Citizens, and Tribal Youth are increasingly well educated on Tribal government practices & laws	# of educational opportunities provided by STA # of outreach and communications disseminated by STA
Partnerships	External personal relationships and organizational partnerships across all departments and levels of the Tribe are built and deepened to advance STA's goals	# of internal STA staff capacity-building events # of external partners engaged in supporting STA programs (and vice versa)
	Partnerships with Tribes and Native organizations are strengthened	# of programs supported in partnership with other Tribes and/or Native organizations # of formal agreements and $ attached
	The number of Tribal Citizens experiencing homelessness is reduced through implementation of systems-level approaches and permanent solutions with relevant partners	# of Tribal Citizens experiencing homelessness # of Tribal Citizens no longer experiencing homelessness as a result of STA programs and partnerships $ spent on programs addressing homelessness

Engagement	A relationship with every Tribal Citizen is fostered and maintained	# or % of Tribal Citizens participating in STA events*
		# or % of Tribal Citizens reached through STA communications
		# of Tribal Citizens using the STA website*
	Active Tribal and broader civic engagement by Tribal Citizens is encouraged and empowered	# or % of Tribal Citizens participating in STA elections
		% change in Tribal Citizens participating in STA elections (2019 - 2021 average as baseline)
		#, % or % change of STA Tribal Citizens on city boards and commissions, other positions within local (government and nonprofit), state, federal, and tribal leadership / boards.
Organizational Development	STA's finances are more sustainable and stable	# of audit findings and recommendations
		# or % of implemented audit recommendations
		% of budget funded by Tribal enterprises
	STA's organizational culture increasingly reflects and embodies Lingít values	# or % of Tribal Citizens and staff in agreement based on annual Needs Assessment
	Programs are increasingly efficient and effective	Measurement of program efficacy in Program/Outcome Evaluation Plan (to be developed)
		# of positive outcomes reported through program surveys

12. Next Steps & Annual Action Planning

Next Steps

Immediate next steps for implementing this Five-Year Strategic Plan include:
- Presenting the draft plan to key Managers and Staff for input, suggestions, and prioritization prior to Council final review.
- Presenting the plan to the Tribal Council for review and adoption
- Introducing the final adopted plan to to all STA staff

To make this plan useful in the future, additional next steps include:
- Sharing the adopted plan (one-pager) with Tribal Citizens and the community of Sheet'ká and making the full plan available for review on the STA Website.
- Integrating this plan into STA's annual action planning process (introduced in the next section and expanded upon in Appendix E)
- Council, General Manager and Directors referring to this plan in written format (codify by referencing in Memos, Resolutions, Agreements, etc.) when making major decisions
- Reviewing and updating this plan after five years or when facing a major shift or fundamental change in an aspect of STA

Intro to Annual Action Planning

STA operates on a five-year strategic planning cycle, for which a project team works closely with Tribal Council to identify goals, objectives, and desired outcomes that will help STA achieve its mission and vision. STA translates its five-year strategic plan into an annual action planning cycle to ensure continuity across its activities and alignment with the mission and vision. For this annual action planning process, managers and staff of each department of STA complete internal assessments and identify draft objectives to plan programs, identifying program goals, proposed solutions, milestones, specific tasks, and roles and responsibilities for team members. Then all the managers meet to finalize annual objectives together with their budgets. The Tribal Council will then review the annual objectives and their alignment with the budget and Five-Year Strategic Plan. STA's Guide to Annual Action Planning (Appendix E) serves as a detailed, step-by-step process for managers and the Tribal Council to use together to implement the strategic plan. This includes tools, templates, decision criteria, and meeting processes and cycles, including ongoing quarterly reviews to help measure progress against annual objectives.

STA 2022 - 2027 Strategic Plan
Community Engagement & Input Report

In addition to weekly meetings with the Project Team and periodic meetings with the Tribal Council, gathering robust public input was integral in informing this strategic plan. The process was deliberately iterative, with opportunities for public input at various points along the project timeline. The primary aim of the public input activities was to distill the areas of highest priority for STA Tribal Citizens and the community of Sheet'ká in order to inform the focus of the Tribe's five-year strategy. The process and findings of these community engagement efforts are described below.

Process

Input was gathered through three separate engagement efforts: two in-person community meetings, and a community survey. The questions and activities presented through the three engagement efforts were developed with feedback from the Project Team. These engagement opportunities were promoted through targeted emails, flyers, radio and newspaper advertisements, and social media postings. Three participants, one from each of the community meetings and the survey, were randomly selected to receive a $250 gift card. All survey respondents who provided their contact information received a $25 gift card to a Sheet'ká supermarket.

Community Survey: The survey was launched on November 1, 2021 and remained open through December 15. A total of 328 participants completed the survey, 74 percent of whom are enrolled Tribal Citizens of STA. Printed copies of the survey were distributed to a mailing list of 450 elders, and were also made available at the Sitka Public Library. Online surveys were available through SurveyMonkey, and links were shared on social media and through QR-coded flyers shared around Sheet'ká. In addition to gathering some basic demographic data, the survey invited participants to share their satisfaction with various aspects of life in Sheet'ká; reflect on the role STA might play in their visions of the future; select the most important projects and/or program areas that STA should focus on in their five-year strategy; and provide other open-ended feedback. A total of 23 survey participants had also participated in the first community meeting, where some of the questions and activities were similar. See attached survey instrument.

Flyers were posted throughout Sheet'ká to encourage participation from Tribal Citizens and community members in Fall 2021.

Community Meetings: Two all-day (10am-6pm), drop-in community meetings were held, with a variety of interactive activities—and COVID-19 mitigation strategies—in place. A total of 79 participants participated in the two community meetings; 58 percent were Tribal Citizens.

At the October 20, 2021 community meeting, 39 Sheet'ká residents (22 Tribal Citizens) shared their input on strategic planning in the Raven Room of Harrigan Centennial Hall. Participants provided feedback on vision statements drafted by the Tribal Council and the Project Team; shared project ideas on sticky notes; shared their level of agreement in how well Sheet'ká was doing in nine categories of community capitals from "Environment" to "Resourcefulness and Creativity;" and collaboratively illustrated a large map of Sheet'ká, to highlight the most important parts of their community.

At the December 10, 2021, community meeting, 40 Sheet'ká residents (24 Tribal citizens) shared their input in the Steelhead Room of Harrigan Centennial Hall. At this meeting, participants shared investment priorities by "voting with their money"; provided feedback on how they prefer to communicate with STA; shared their level of agreement with potential STA goals; and were invited to draw a personal map of Sheet'ká and write a haiku or short poem.

Findings

Primary findings from the survey and community meetings are summarized below.

Participant Demographics

While there was some overlap with people participating in more than one community engagement event, it is estimated that around 384 unique individuals (including 36 STA staff) contributed feedback. It is important to note that only information on age and Tribal citizenship was collected at the community meetings. Additional demographic information was collected through the survey only.

Tribal Citizenship

The community meetings and survey garnered considerable participation from Tribal Citizens, who accounted for three-quarters of all respondents.
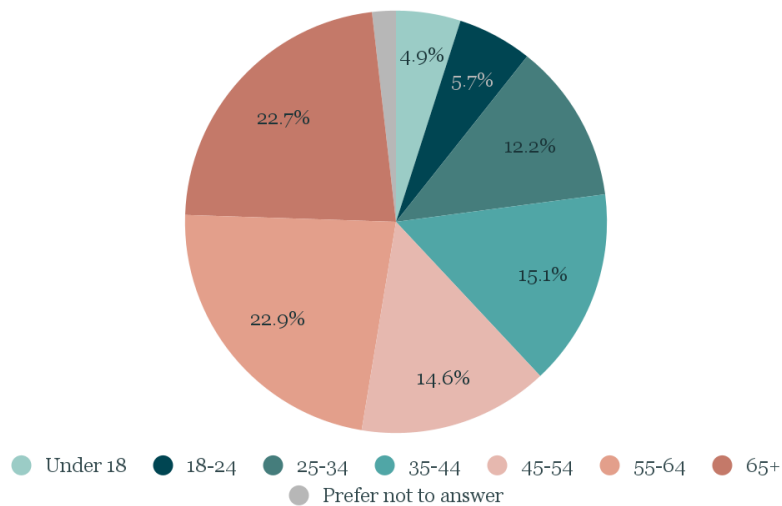
Are you an enrolled Tribal Citizen with STA?

- ● Yes ● No
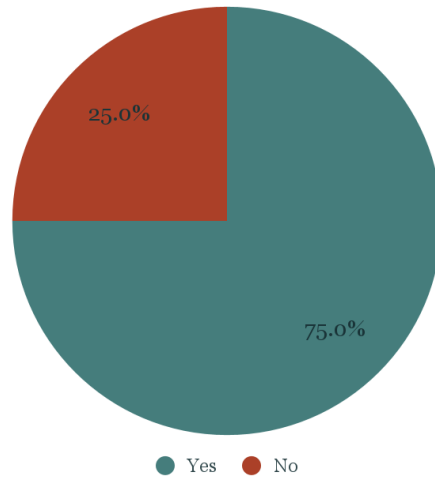
Age

Almost half of the survey and community meeting participants were aged 55 and above. Input was collected from 41 individuals aged 24 years and under.
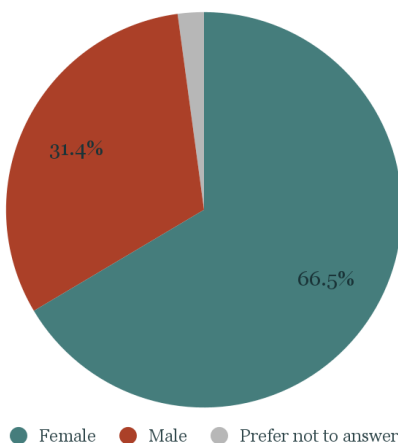
Age (in years)

- ● Under 18 ● 18-24 ● 25-34 ● 35-44 ● 45-54 ● 55-64 ● 65+
- ● Prefer not to answer

Gender

A majority of survey respondents were female; only 31 percent of responses came from men.

Gender

- Female   ● Male   ● Prefer not to answer

Residence in Sheet'ká

Ninety-six percent of respondents currently live in Sheet'ká, and less than one percent live there seasonally. Forty percent of respondents have lived in Sheet'ká for over 40 years, while 18 percent have lived there for less than 10 years. Most respondents live between three areas of town: 30 percent in the downtown area, 27 percent around Halibut Point Road, and 20 percent out Sawmill Creek Road.

Life in Sheet'ká

Several questions in the survey and community meetings were used to gauge Tribal Citizen and community members' opinions and general level of satisfaction about life in Sheet'ká.

Quality of Life

Around 40 percent of respondents said they were satisfied with their quality of life in Sheetká, and 19 percent were *very* satisfied. Eleven percent said they were unsatisfied, and only six percent reported being *very* unsatisfied.

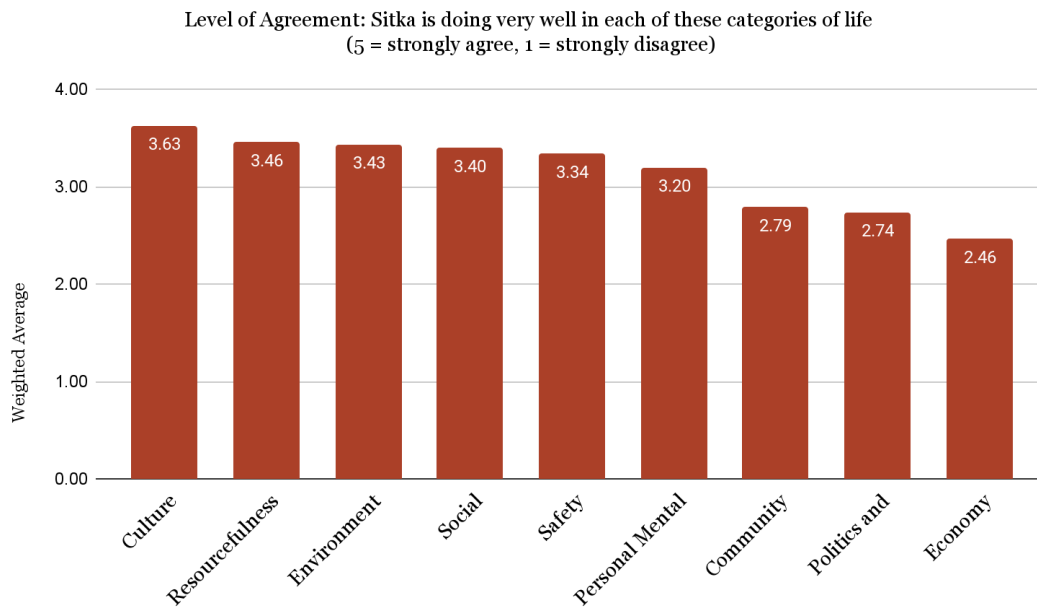## How satisfied are you with your quality of life in Sitka?
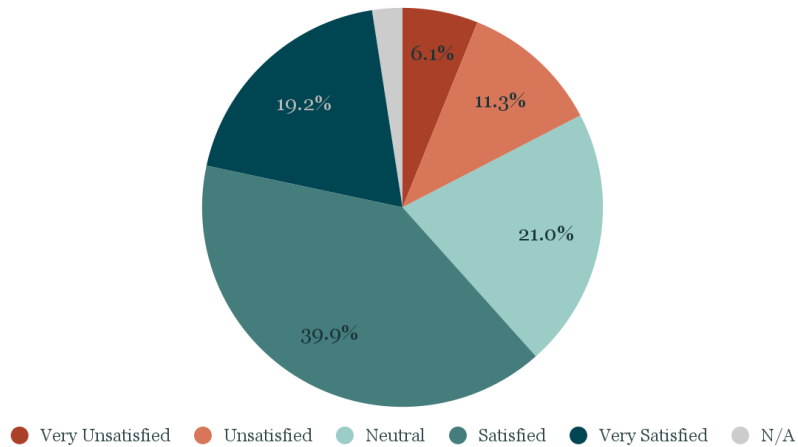
How well is Sheet'ká Doing?

Participants were asked to rank their level of agreement with the following statement: Sheet'ká is doing very well in each of these categories of life from strongly agree (5) to strongly disagree (1). Participants shared the highest level of agreement with "Culture" and "Resourcefulness and Creativity," while "Economy" and "Politics and Governance" scored the lowest, indicating general satisfaction with the current cultural situation, and less satisfaction with the current economic situation.

Combined table of survey and community meeting responses:

Category	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	N/A	Mean	Median	Mode
Culture	52	151	93	21	6	5	**3.63**	4	4
Resourcefulness and Creativity	46	132	104	27	11	8	**3.46**	4	4
Environment	44	145	77	42	11	9	**3.43**	4	4
Social	35	136	108	32	8	9	**3.40**	4	4
Safety	32	144	88	41	14	9	**3.34**	4	4
Personal Mental and Physical Health	35	115	92	61	17	8	**3.20**	3	4
Community Infrastruc-	17	64	129	84	20	14	**2.79**	3	3

ture									
Politics and Governance	15	71	114	82	34	12	**2.74**	3	3
Economy	11	39	109	110	50	9	**2.46**	2	2

Level of Agreement: Sitka is doing very well in each of these categories of life
(5 = strongly agree, 1 = strongly disagree)

Likes/Dislikes

Survey participants selected the four aspects they liked *most* about life in Sheet'ká, as well as the aspects they liked *least.* Most appreciated the closeness to family and friends; natural beauty; hunting and fishing opportunities; access to natural resources; and cultural heritage and related activities. The open-ended responses to "other" included the remoteness; youth activities; and Elders staying in the community post-retirement.

What do you like most about life in Sitka?
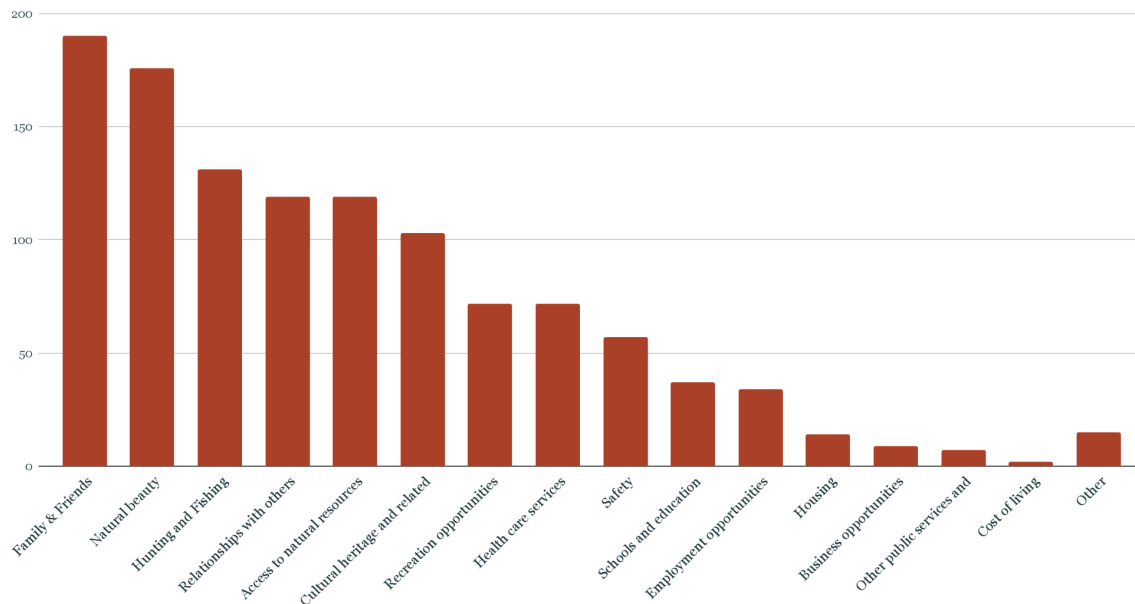
The categories that respondents liked the *least* were the cost of living; housing; employment opportunities; health care; and public services and infrastructure. Cost of living was overwhelmingly the most common response, with 263 people (over 80 percent of survey respondents) including it in the four things they liked least about life in Sheet'ká. The open-ended responses to "other" included the political climate; lack of food security; the state of the ferry system; and community members' attitudes to the ongoing COVID-19 pandemic.

What aspects of life in Sitka are you least satisfied with and/or have the most room for improvement?
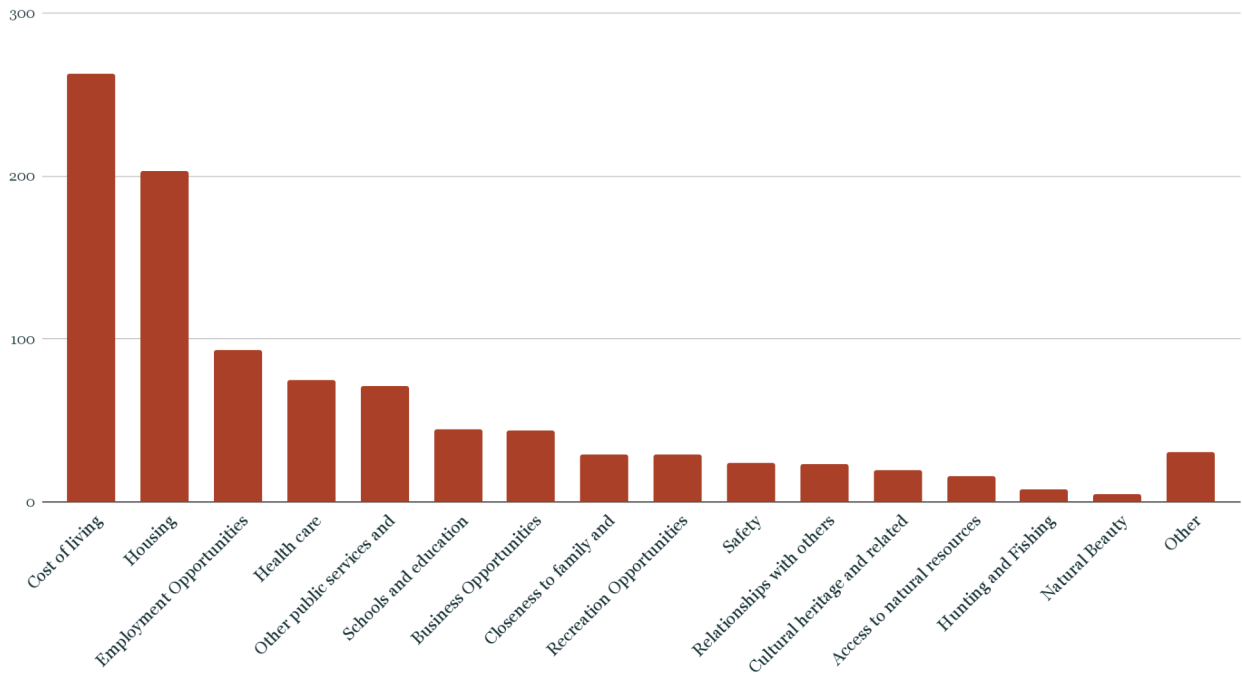
**Mapping**

At the community meetings, Tribal Citizens and community members were invited to build maps of Sheet'ká. At the first community meeting, participants built a map together, illustrating how the community sees itself.
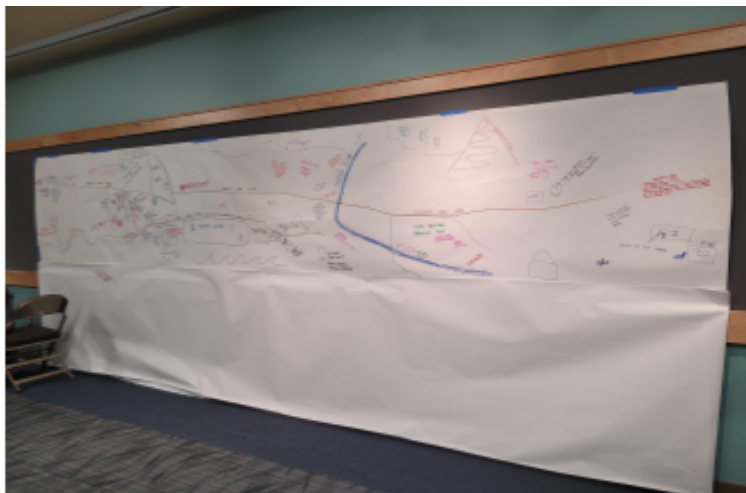
Landscape features including mountains and rivers were present in the community map, as well as roads, playgrounds, and harbors. October 2021.
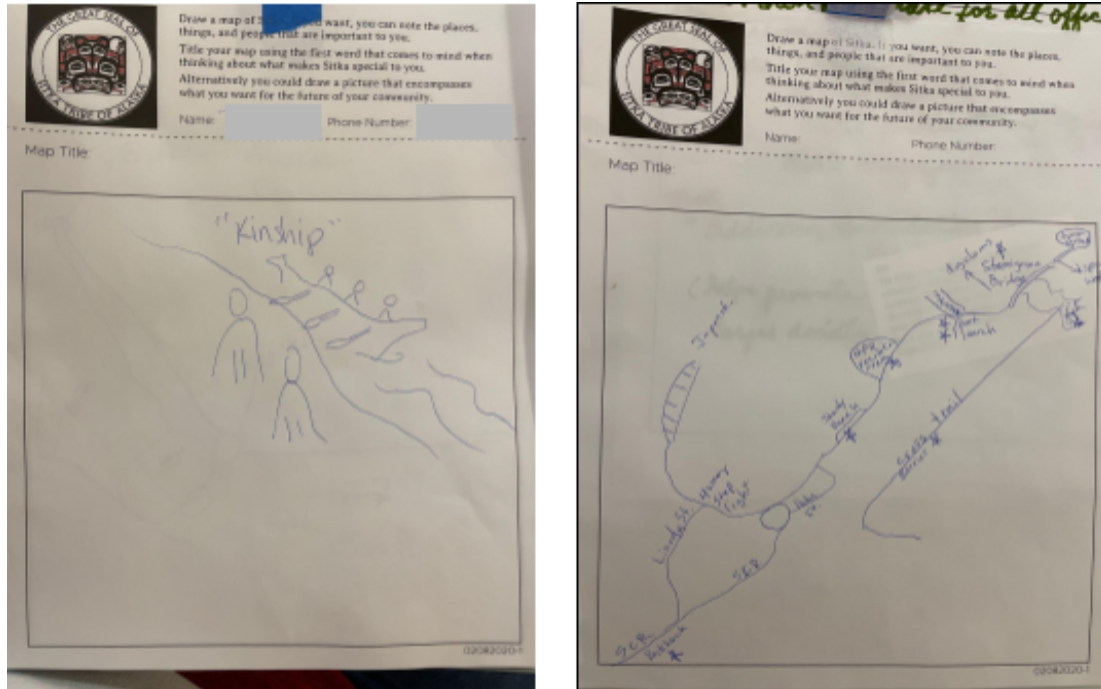
Citizens and community members drew their own visions of Sheet'ká. December 2021.

Envisioning the Future

Open-ended survey questions prompted respondents to imagine where they see themselves or their families in the next 10 to 20 years. They were also asked to reflect on what role STA might play in contributing to that vision.

Many respondents hoped to continue living in Sheet'ká, retiring comfortably, staying close to their families, and seeing their future generations thrive. Affordable housing (including rent, homeownership, and housing for the elderly) and overall cost of living were among the most common hopes for the future. Many shared concerns that they and future generations may not be able to afford life in Sheet'ká in the long-term. Several wished to continue subsisting off the land and waters, aided by the responsible management of natural resources. Vibrant, sustaining culture and strong, Indigenous leadership was also a common vision for the future.

When asked how they thought STA might play a role in achieving their visions, common responses included providing cultural learning and activities; employment opportunities; support for students, families, and Elders; and supporting subsistence and food security.

Visions & Goals

Through the public engagement activities, participants provided feedback on the higher-level direction of STA, by reacting to some language around the revised vision and goals.

Strategic Plan Vision Statements

Participants were asked to share their reactions to the strategic vision statements developed by the Tribal Council. The majority of respondents were supportive of the five shared statements. The vision statement, "Sitka Tribe of Alaska envisions a future for Sheet'ká guided by stories & teachings that perpetuate principles of partnership, healing, and innovation," had the strongest positive support and fewest neutral and negative responses.

Vision Statement	Happy (3)	Neutral (2)	Sad (1)	Mean	Median	Mode
Guided by stories & teachings that perpetuate principles of partnership, healing, and innovation	60	4	1	**2.83**	3	3
Strengthened by the Tribe and use of our sovereign rights and power;	48	8	2	**2.64**	3	3
Rooted in our Tlingit values, culture, and ways of life;	54	10	3	**2.58**	3	3
Characterized by a strong sense of community, connectedness, and wellbeing;	45	18	1	**2.56**	3	3
Where stable, sustainable, and diverse economic opportunities allow all residents to live in balance;	39	12	6	**2.28**	3	3

How do the vision statements make you feel?
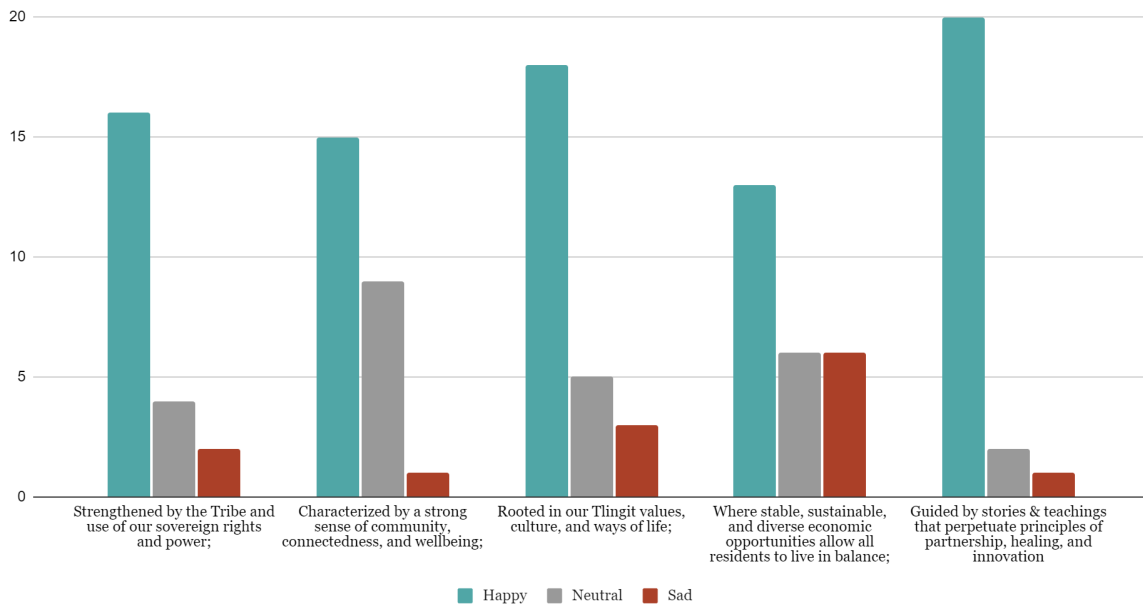
Strategic Plan Goals

At the December community meeting, participants were asked to share their level of agreement on strategic goals that had been developed with the Tribal Council and the Project Team over the course of the project. All goals were largely supported, and averaged with a score between "strongly agree" (5) and "agree" (4).

Strategic Goal Agreements Level:

Strategic Goal	Mean	Median	Mode
Tlingit values and culture, the Lingít language, and haa kusteeyí ("our way of life") are perpetuated	4.47	5	5
STA's organizational culture increasingly reflects and embodies Tlingit values	4.43	5	5
All residents of Sheetká are better able to access stable, sustainable, and diverse economic opportunities that allow them to live in balance	4.38	4	4
Partnerships with Tribes and Native organizations are strengthened	4.38	4.5	5
The number of Tribal Citizens experiencing homelessness is reduced through implementation of systems-level approaches and permanent solutions with relevant partners	4.37	4	5
All Tribal Citizens enjoy enhanced wellbeing	4.30	4	5
Programs are increasingly efficient and effective	4.27	4	4.5

11

Tribal Citizens more easily access and engage in traditional practices	4.19	4	5
STA's finances are more sustainable and stable	4.15	4	5
Active Tribal and broader civic engagement by Tribal Citizens is encouraged and empowered	4.08	4	4
External personal relationships and organizational partnerships across all departments and levels of the Tribe are built and deepened to advance STA's goals	4.07	4	5
A relationship with every Tribal Citizen is fostered and maintained	4.04	4	5
Tribal sovereignty is increased	3.82	4	4
Staff, Council, Tribal Citizens, and Tribal Youth are increasingly well educated on Tribal government practices & laws	3.81	4	4

Project Priorities and Participant Feedback

Respondents shared ideas for projects and priority areas through the survey and community meetings. The initial project ideas received at the October 20 meeting were used to outline the priority areas listed in the community survey the December 8 meeting, and ultimately informed the strategic and action plans.

Participants shared feedback on priority projects at community meetings. October 2021.

Priority Projects

Through the community survey, participants were asked to select the top five projects they believed STA should prioritize over the next five years. "Expanding affordable housing and housing improvement programs" was the highest-ranked priority, with nearly 55 percent of respondents including this in their top five. "Expanding and improving public transit" received the lowest prioritization ranking, with just over six percent of respondents including it in their top five.

Responses to "Please select the five most important projects and/or program areas you think STA should focus on in the next five years":

Ranking	Project or Program Area	% of Respondents Including Area as their Top-Five

		Priorities
1	Expand affordable housing and housing improvement programs (e.g. weatherization)	54.9
2	Providing Elder, Youth, & Family services and activities	46.0
3	Sharing Traditional foods (e.g. access, education and distribution)	40.9
4	Healing work and services to address societal issues such as systemic racism, domestic violence and sexual assault, mental health, substance abuse (e.g. community opportunities, talking circles, counseling)	38.1
5	Sustaining and revitalizing the Tlingit language and culture	35.4
6	Strengthen the capacity of Tribal Citizens to secure employment and succeed in careers (e.g. workforce development and training)	35.4
7	Providing K-12 education support services and activities	30.5
8	Ensure that Tribal values and cultures are honored in Sitka's educational and human services environments	20.7
9	Provide more community infrastructure and host associated activities (e.g. community boat share, community smokehouse, artist studio/carving shed)	20.1
10	Legal services	16.8
11	Increase collaboration with other entities (e.g. Shee Atika, CBS, USFS, etc.)	16.5
12	Encouraging more engagement of Tribal Citizens (e.g. improving communication and outreach efforts, including more Tribal Citizens in planning and decision-making)	16.2
13	Mainstreaming sustainability measures in all programs (e.g. energy efficient buildings, electric vehicles for Ride, zero waste initiative)	15.5
14	Social services	14.3
15	Expand other social enterprises/Tribally-run businesses	13.4
16	Engage more in policy and legislation at various levels of government	13.1
17	Establish more Tribally-run schools (e.g. a K-12 Tribally-run school, Tribal college)	8.8
18	Other (open-ended)	7.6
19	Internal/organizational development (e.g. staffing, process development)	6.7
20	Expand and improve public transit	6.1

Open-Ended Responses: Top Priorities
In addition to selecting the top five project and program areas from the above list, people were asked to list three things that they believe STA should prioritize in the next five years. This question prompted 660 unique responses. Many called out affordable housing; cost of living; supporting elders; K-12 education; revitalizing Tlingit language and culture; and social services. The word cloud below highlights much of the recurring language:

Vote with Your Money: Community Meeting Activity

At the December 8 community meeting, participants were invited to "invest" in their top priority areas. Through this ranking activity, the most important areas included expanding affordable housing and housing improvement programs; increasing collaboration with other entities; providing more community infrastructure and associated activities; and strengthening the capacity of Tribal Citizens. It is noteworthy that the top project/program priority from both the community survey and this community meeting activity were the same. Housing is a top priority for the community of Sheet'ká.

 The full breakdown of allocated dollars is listed below:

Project Idea	Dollars Awarded
Expand affordable housing and housing improvement programs (e.g. weatherization)	$2,000,000.00
Increase collaboration with other entities (e.g. Shee Atika, CBS, USFS, etc.)	$1,700,000.00
Provide more community infrastructure and host associated activities (e.g. community boat share, community smokehouse, artist studio/carving shed)	$1,700,000.00
Strengthen the capacity of Tribal Citizens to secure employment and succeed in careers (e.g. workforce development and training)	$1,600,000.00
Mainstreaming sustainability measures in all programs (e.g. energy efficient buildings, electric vehicles for Ride, zero waste initiative)	$1,500,000.00
Sustaining and revitalizing the Tlingit language and culture	$1,400,000.00
Sharing Traditional foods (e.g. access, education and distribution)	$1,300,000.00

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Healing work and services to address societal issues such as systemic racism, domestic violence and sexual assault, mental health, substance abuse (e.g. community opportunities, talking circles, counseling)	$1,000,000.00
Legal services	$1,000,000.00
Providing K-12 education support services and activities; increasing HS graduation rates	$900,000.00
Providing Elder, Youth, & Family services and activities	$700,000.00
Social services	$700,000.00
Expand and improve public transit	$700,000.00
Ensure that Tribal values and cultures are honored in Sitka's educational and human services environments	$600,000.00
Establish more Tribally-run schools (e.g. a K-12 Tribally-run school, Tribal college)	$400,000.00
Encouraging more engagement of Tribal Citizens (e.g. improving communication and outreach efforts, including more Tribal Citizens in planning and decision-making)	$400,000.00
Engage more in policy and legislation at various levels of government	$400,000.00
Expand other social enterprises/Tribally-run businesses	$300,000.00
Internal/organizational development (e.g. staffing, process development)	$200,000.00
Prioritize community self-sufficiency and food security as policy objectives	$200,000.00
Addressing homelessness	$100,000.00
S.C.O.R.E. (outdoors youth programming for middle schoolers)	$100,000.00
Traditional Food Sovereignty	$100,000.00
Address drop out rate	$200,000.00

Communication and Engagement

Both the community survey and December 8 meeting asked participants to share their top three preferences for how to hear from and/or engage with STA. Most preferred email and social media; followed by community meetings. The open-ended survey responses for "other" included Council meetings, and text updates. Several responses also indicated that the current website should be improved to better facilitate Citizen engagement.

While email and social media were offered as two separate options at the December 8 community meeting, the online survey did not differentiate between the two. It is recommended that future surveys separate the two to better understand specific communication preferences, particularly by age range, in order to better serve certain demographics.

Responses are summarized below:

Preferred Communication Method	Total
Email & Social Media	280
Community Meetings	139
Print (Mailings, Newsletters, Newspaper Ads)	136
Surveys	131
Website	123
Voting	118
Phone	75
Radio*	9
Other (open-ended responses)	25

Preferred Communication Methods
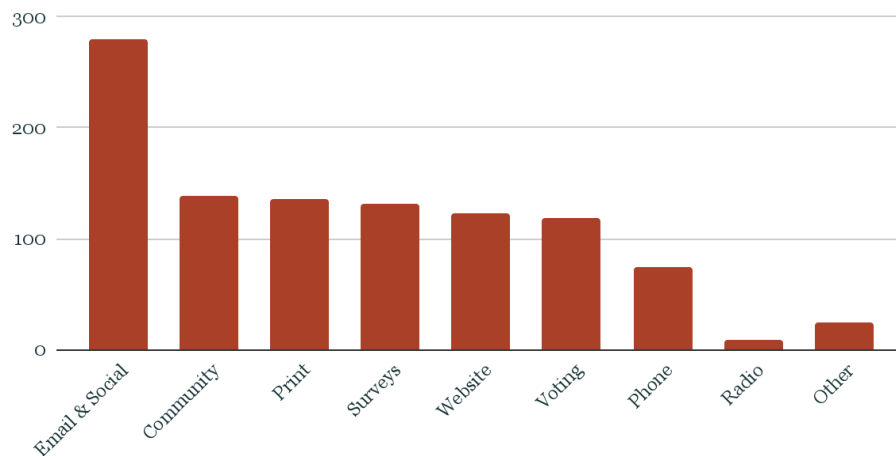
Radio was not included as a selection in the community survey, but was included as a category in the community meeting.

Engaging STA Tribal Citizens

The community survey also offered the space for respondents to offer ways that STA could better encourage and empower more active engagement of Tribal Citizens. There was strong support for more communications from STA, both virtual and in print. Some suggested that more community events and activities such as potlucks and workshops would help build STA's presence. To that end, showing up - including in schools, small group discussions, or community meetings - was seen to be an effective form of outreach. Many encouraged providing incentives for participation.

Additional Comments

Finally, respondents were asked to share anything else they would like STA to consider in developing the strategic plan. Responses were broad-ranging, but most people expressed their appreciation for STA, and voiced interest in supporting their work into the future.
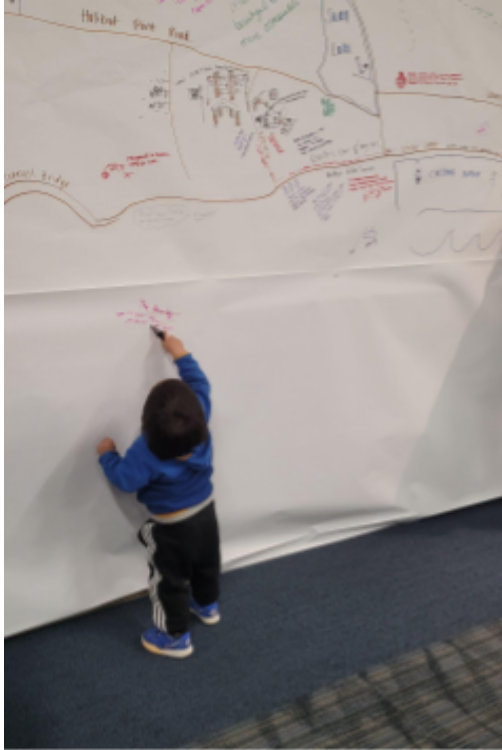
Sheet'ká's youngest community members shared their visions for the future at the October 2021 community meeting.

Conclusion

Tribal Citizens and members of the Sheet'ká community robustly participated in the strategic planning process, and guided the creation of the strategic plan, from start to finish. Both the survey and community meetings demonstrated the vast interests of Tribal Citizens and community members, all of whom are investing in creating a bright future for Sheet'ká. Continued engagement as the strategic and action plan is followed may be beneficial for STA and Sheet'ká as a whole. In the future, additional outreach to youth and Elders may be helpful.

Raw data from SurveyMonkey and Google Sheets has been made available to STA.