



Strategic Plan

2021 - 2025

KETCHIKAN WELLNESS COALITION



The Ketchikan Wellness Coalition Strategic Plan (2025) & Operating Priorities (2020-2022)

Our Vision: “Ketchikan is a healthy, vibrant community that people choose to live in”

CORE PURPOSE | Promote community wellness through assessment and action

CORE VALUES Inclusive 🌸 Integrity 🌸 Collaborative 🌸 Evidence-Based 🌸 Diversity 🌸 Sustainability

ENVISIONED FUTURE (2031): KWC has established and is growing an endowment for sustainability

ENVISIONED FUTURE (2026): The board envisions an inspiring future in which the coalition is widely recognized locally as the “go-to” organization for cultivating community wellness. The KWC is:

- *A well-established organization with a strong financial foundation – this translates to a larger, more diverse revenue stream supported by expanded charitable giving and growing operating reserves*
- *Supported by a solid, diverse network of community partners focused on health and wellness, with a robust membership including large and small businesses and organizations, more community members, and providing ample volunteer opportunities focused on promoting community wellness*
- *The acknowledged hub for collecting and distributing wellness data and resources for the community*
- *Sustaining robust, well-led task forces that are demonstrating positive change in wellness indicators*
- *A respected, trusted voice at the forefront of advocating for wellness-focused public policy initiatives*
- *Known as an incredible place to work, with great success in attracting and retaining amazing staff*

In order to achieve the Envisioned Future for end of 2025, and to make progress on achieving the 10-year Envisioned Future, KWC will be working on the following Operating Priorities in the next 12 – 18 months.

OPERATING PRIORITIES (2020-2022)

NOW Priorities

- Board Development
 - Improve board’s financial acumen – invite accountant to talk about financial statements
 - Foraker to share document “Understanding Nonprofit Financial Statements”
 - Pursue recruitment of new board members with financial expertise
 - Add Youth Liaison position to the board (requires adjustment in Bylaws)
 - Develop a formal on-boarding/orientation process/protocols for new Governance Board members, new KWC task force members, and volunteers
 - Clear orientation on purpose and operations of KWC as an umbrella organization
 - Begin effective governance training series, starting with Board Roles and Responsibilities, followed by High Performing Board and Effective Board Leadership
- Begin development of a formal Marketing and Outreach strategy to increase community awareness of the work of the coalition
- Support KWC’s Task Forces
 - Compile a “How-To Guide” for task forces
 - Continue to clarify role of admin support for task forces
 - Consider how to best develop strong leadership among the task forces
- Fund Development
 - Pursue obtaining a Charitable Gaming permit for KWC
 - Begin consideration of the first post-COVID fundraising event
 - Ensure KWC’s financial business partnerships aligns with our core purpose and core values
- Continue to expand KWC’s awareness of how COVID-19 negatively impacts community wellness



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6-12 Month Priorities

- Develop Community Wellness dashboard as first step to becoming data hub
 - Make sure the KWC website is able to handle the navigator role
- Board to gain clarity on the role of a high-performing Finance Committee
 - Develop formal Job Description clarifying roles and responsibilities of the committee
 - Pursue relevant training
 - Build capacity of committee/staff to make financial projections 2-3 years in the future
 - Change meeting schedule to a least meet quarterly
 - Pursue obtaining an Alaska Airlines credit card
 - As part of building a more efficient financial operation, better reporting, and accruing Alaska Airline benefits
- Incorporate an annual Volunteer Recognition event/protocols
 - Building on “Volunteer of the Month” program
- Focus on improving staff wellness
 - Begin consideration of fully incorporating wellness into staffing decisions/operations
 - Explore and highlight non-monetary benefits – what makes people want to stick around
 - Revisit the health insurance conversation
- Complete the in-progress review and update of KWC Bylaws and operating policies and procedures
 - Including HR and Financial Policies
- Work to increase the diversity of the Governance Board and task force memberships to better reflect the composition of the community, and reflecting a focus on wellness
 - Increase community involvement in task forces
 - Work to improve the commitment of bigger community organizations to the coalition including KIC, Community Connections, and Saxman, among others
- Begin discussion of completing a new Community Wellness Assessment to roll out in 2022
- Expand Coalition membership
 - Explore new partnerships/encourage membership
 - Create an orientation packet/process for all new members who participate in KWC with mission, values, long-term direction, etc.

12 – 18 Month Priorities

- In collaboration with community partners, conduct Community Wellness Assessment
- Establish an annual fundraising/friend-raising event – key to expanding philanthropy
- Board begins development of a formal Reserve Policy in pursuit a strong financial foundation
- Revisit staff health insurance conversation
- Begin incorporating formal staff development and providing leadership opportunities to staff
 - Complete professional development around convening/facilitation for leadership staff
- Continue making progress on becoming the Wellness Hub
 - Consider technology requirements, pursue grant funding as necessary
- Finalize development of a part of a larger, more formalized process/protocol for recognizing volunteers a Volunteer Management system
 - Start a “Volunteer of the Month” program
 - Begin consideration of an annual Volunteer Recognition event