

The Trust Strategic Plan: A Strategic Vision to Support Generations of Alaskans

Background and Context

The Alaska Mental Health Trust Authority administers the Mental Health Trust, a perpetual trust, to improve the lives of Alaskans who experience mental illness, developmental disabilities, chronic alcoholism and substance use disorders, Alzheimer's disease and related dementia, or traumatic brain injuries. Since its creation in 1994, the Alaska Mental Health Trust Authority has carried a dual responsibility: to protect and grow its assets in perpetuity and to catalyze systems that ensure Alaskans can live with dignity, purpose, and community. Trustees and staff alike recognize that the Alaska Mental Health Trust Authority is more than a grantmaker; it is a steward of public resources and a leader in shaping Alaska's mental health system.

This stewardship is reflected through the Alaska Mental Health Trust Authority (Trust) and the Trust Land Office (TLO). Together, teams at the Trust and the TLO fulfill a shared mission to serve beneficiaries today and for generations to come.

At the center of the organization is the Trust: the catalyst that turns vision into action. This is where the Trust's purpose comes to life; where data and insight become strategy, and strategy becomes meaningful change. The Trust leads in grantmaking and systems work, translating resources into partnerships, advocacy, and investments that strengthen Alaska's systems of care. Working alongside state agencies, advisory boards, and community organizations, the Trust connects efforts, amplifies innovation, and helps remove barriers that stand in the way of progress. Through this catalytic role, the organization doesn't just manage its grantmaking processes; it mobilizes them to spark collaboration, ignite change, and create lasting impact for beneficiaries and communities across Alaska.

Trust beneficiaries include Alaskans living with mental illness and substance use disorders, who may recover with the right supports, as well as individuals with intellectual and developmental disabilities, Alzheimer's disease and related dementia, and traumatic brain injury, who need lifelong supports to live with dignity and independence.

The TLO is a foundational driver that helps make the Trust's catalytic work possible. Managing nearly one million acres of non-public, Trust-owned land and natural resources across Alaska, the TLO turns stewardship into sustainability - ensuring that the Trust's land assets help to generate both financial return and long-term opportunity. Its work extends beyond revenue; it's about responsible development that builds and strengthens local economies, creates jobs, and bolsters the very systems the Trust supports. Every decision is guided by the same principle: to protect and grow the Trust's endowment for future generations. In this way, the TLO connects the Trust's land to Alaska's people, transforming natural assets into enduring impact for beneficiaries statewide.

Together, the Trust and TLO form the Trust's engine for lasting impact. The Trust catalyzes change across systems of care while the TLO helps sustain that work through forward-looking management of

the Trust's lands and natural resources for revenue generation. Aligned in purpose, they embody the Trust's promise to improve lives today while building the foundation for lasting well-being across Alaska to support beneficiaries in the future.

Overseeing the Alaska Mental Health Trust Authority and the TLO is the Board of Trustees. Trustees have a fiduciary obligation to ensure that all Trust assets - both land and natural resources, as well as financial and investment assets - are managed prudently and in the best interest of the Trust's beneficiaries. This includes: 1) ensuring the Trust's lands and resources are prudently managed and monetized by the TLO for future generations of beneficiaries; 2) preserving and protecting the corpus of the Trust fund, managed by the Alaska Permanent Fund Corporation; and, 3) coordinating with beneficiary serving partners across Alaska.

In order to meet Trust beneficiary needs, strong partnerships are required. By engaging with Statutory Advisors, state agencies, Alaska Native Tribes and Tribal organizations, fellow funding organizations, and community and beneficiary organizations, the Trust can advance its mission through shared purpose and coordinated action.

A Collective Effort to Define the Next Era of the Trust

In 2025, the Trust embarked on a new strategic planning process to chart its path for the future. Thirty years of investment had brought meaningful progress - but also new complexity, new opportunities, and new questions about how to sustain and amplify the Trust's impact in a changing Alaska. The organization set out to create a clear, unifying framework that connects the Trust's founding mission to the realities of today and the possibilities of tomorrow.

This effort was about more than setting priorities; it was about reimagining how the agency works to serve beneficiaries across generations. The Trust's catalytic leadership in programs, partnerships, and beneficiary-related advocacy is intentionally aligned with the TLO's stewardship and development of land and natural resources, creating a single, integrated approach to impact and sustainability. Together, Trust and TLO embody a shared vision: to invest in systems of care that help Alaskans thrive today, while protecting and growing the assets that will sustain that care long into the future.

Through this process, the Trust sought to:

- Define a strategic direction that links its statutory mission to modern realities
- Clarify how the Trust leads as both catalyst and steward: through investment, collaboration, and long-term resource management
- Strengthen alignment across grantmaking, partnerships, and advocacy
- Ensure that beneficiaries' voices continue to guide every decision and direction the Trust takes

From Vision to Framework: Our Blueprint for Generational Change

For three decades, the Trust has invested in mental health services and supports that improve the lives of beneficiaries and strengthen the systems they rely on. These investments have delivered real progress, yet Alaska's system of care can improve upon meeting beneficiary needs. The needs of

beneficiaries are evolving, expectations for systems of care are higher than ever, and new opportunities for innovation and collaboration are emerging.

To meet this moment, the Trust recognized the importance of setting a clear direction; one that leverages Trust and other resources, strengthens the beneficiary-serving workforce, accelerates impact, and unites partners around a shared vision for the future. This vision takes shape in the Trust's new framework for systemic change, ***The Trust Strategic Plan: A Strategic Vision to Support Generations of Alaskans*** (Framework).

More than a plan on paper, the Framework defines the levers the Trust will use to strengthen systems, support beneficiaries, and build lasting impact. It clarifies where the Trust can play a catalytic role, how resources will be aligned with beneficiary needs, and how progress will be measured over time. Above all, this Framework is the engine that will allow the Trust to realize its mission and vision:

Mission Statement

The Alaska Mental Health Trust Authority and the Trust Land Office work together to improve the lives of Trust beneficiaries by strengthening Alaska's system of care, prudently managing Trust assets, and driving lasting, positive change across the state.

Vision Statement

A future where every Alaskan supported by the Trust has care, connection, and the opportunity to thrive.

How to Read the Framework

The Framework is built around two elements: **Core Commitments** and **Priorities**. Together, they show *how* the Trust drives progress and *where* it focuses its efforts to best support Alaskans.

Through these Commitments and Priorities, the Framework sets a clear course for strengthening Alaska's behavioral health system. Every effort, from stewardship to partnership, works not only to support beneficiaries today, but to build a future where fewer Alaskans need that care because the system itself engages earlier, is stronger, and is more effective

The Core Commitments

The Trust's three Core Commitments define *how* the Trust fulfills its mission. They capture the ways in which the Trust leads change across Alaska: using data to make decisions, working alongside partners to strengthen the systems that help Alaskans thrive, and managing its resources with care.

1. **Make Data-Informed Investments**
2. **Foster Transformative Partnerships**
3. **Steward Natural Resources for Impact**

The Priorities

The Trust's four Priorities describe *where* the Trust directs its focus to strengthen Alaska's system of care. They envision a future where families get support early, crisis response is timely and accessible, treatment and recovery are within reach, and long-term supports help people live with purpose and belonging. Each Priority helps align the Trust's investments and partnerships to bring that future closer.

- **Prevention & Early Intervention**
- **Crisis Response**
- **Treatment & Recovery**
- **Ongoing Support and Wellbeing**



The Framework in Action

The Framework's three Core Commitments serve as the foundation for how it delivers impact through data-driven decisions, collaborative partnerships, and stewardship:

Core Commitment 1: Make Data-Informed Investments

To put this new Framework into action, the Trust will embark on an effort to more clearly understand Alaska's full system of care: what's working, where gaps remain, and where there's real opportunity to make things better. Building on existing research, statewide assessments, and partner data, the Trust will bring together what's already known - and look deeper where questions remain - to create a clear, data-informed picture of beneficiary needs across the state.

The Trust will systematically identify and address opportunities within Alaska's continuum of care to help ensure that beneficiaries have access to the right supports at the right time. Through this work, the Trust will strengthen its role as Alaska's leader in behavioral health and disability services, using data, experience, and on-the-ground insight to inform our work on

behalf of beneficiaries, and guide partners and decision-makers toward a shared understanding of need and opportunity.

Core Commitment 2: Foster Transformative Partnerships

Transformative change happens through shared leadership and respect. Across the Trust and the TLO, the agency is deepening collaboration at every level to create lasting impact for beneficiaries and communities statewide.

The Trust seeks to strengthen partnerships with its grantees, state agencies, Alaska Native Tribes, community organizations and fellow funders to align priorities, collaboratively invest, and accelerate progress across Alaska's continuum of care. Acting as a convener and catalyst, the Trust will bring partners together to help build capacity, attract funding, and scale innovations that strengthen the systems beneficiaries rely on most. Rooted in collaboration and cultural respect, this work empowers communities to design and deliver solutions that ensure the investment contributes to enduring systems change.

At the same time, the TLO aims to position itself as a development and investment partner for Alaska's business community. By contributing to the advancement of development opportunities and forging partnerships that link strong financial performance with impact, the TLO looks to support sustained revenue generation while helping to strengthen the broader Alaska economy. Through strategic collaboration with industry, the TLO ensures that every resource is managed not only for return, but in the best interest of the Trust and its beneficiaries.

Core Commitment 3: Steward Natural Resources for Impact

The Trust's ability to serve beneficiaries - today and for generations - depends on the strength and stability of its land and resource portfolio. Through the TLO, this portfolio is managed with purpose: to generate steady, diversified revenue.

The TLO's work reflects Alaska's unique story in natural resource development. The TLO strives to balance opportunity with stewardship, growth with responsibility, and near-term returns with enduring value. Through this work, the TLO aims to:

- **Advance responsible mineral exploration and development**
- **Explore nature-based solutions**
- **Leverage high-potential urban and commercial lands**
- **Expand alternative energy leasing**
- **Grow tourism and recreation-based income**
- **Manage land and natural resources for renewal and productivity**
- **Maximize utilities, easements, and rights-of-way**
- **Pursue innovative opportunities**

Together, these efforts ensure that the TLO's management of Trust lands continues to create strength, stability, and opportunity; fueling the Trust's ability to help improve lives and support thriving communities across Alaska.

Collectively, the Core Commitments form the foundation for the work ahead. Building on them, the Framework turns to the Trust's four strategic Priorities; the areas where the Trust's focus and investments take shape to strengthen Alaska's system of beneficiary care and improve lives across the state.

Priority 1: Prevention & Early Intervention

Prevention and early intervention represent the Trust's most powerful opportunity to change the trajectory of Alaskans' lives. **Our North Star for this work is simple: every child in Alaska has the chance to grow up healthy, supported, and resilient, with families and communities equipped to meet their needs from the very beginning.** Success means fewer children entering state systems, stronger families staying together, and healthier youth who are ready to learn and thrive in their communities. By investing in early childhood screening, culturally grounded prevention, family-centered supports, and innovative solutions, the Trust can reduce youth suicide, substance use, and adverse childhood experiences while equipping parents and caregivers with the tools they need. Early action ensures that developmental needs are identified, addressed, and supported at the right time, leading to better outcomes across education, health, and long-term independence.

Priority 2: Crisis Response

Our North Star guiding this priority is clear: no Alaskan faces a crisis without a direct and timely path to help and support. The Trust's vision is a coordinated, compassionate response to crisis, through mobile teams, stabilization centers, crisis lines, and supports that reflect the strength of Alaska's people and places. This vision includes swift access to help, seamless transitions to care, and communities that rely on prevention and support rather than emergency rooms or incarceration. By catalyzing initiatives like Crisis Now, advancing technology, and deepening partnerships, the Trust aims to help support a statewide crisis response network that delivers timely, life-saving support as close to home as possible.

Priority 3: Treatment & Recovery

Access to effective, timely treatment remains one of Alaska's greatest challenges. Every year, thousands of Alaskans seek care for mental illness, substance use, dementia, or traumatic brain injury , often navigating barriers of distance, cost, and workforce shortage. **Our North Star guiding this work is that every Trust beneficiary has access to timely, quality, and culturally grounded treatment as close to home as possible.** Building on existing strengths across Alaska's behavioral health system, the Trust is working to expand local capacity, strengthen the care workforce, leverage technology, and support treatment that reflects the diversity and needs of Alaskan communities. Through these efforts, the Trust envisions a

future where barriers of distance or cost no longer stand between Alaskans and the care they need .

Priority 4: Ongoing Support and Wellbeing

For many Trust beneficiaries, support is not temporary - it is a lifelong need. Sustaining quality of life requires more than services; it depends on stability and belonging. **Our North Star guiding this work is that every Trust beneficiary has the support needed to live with dignity and self-determination across the lifespan.** The Trust envisions an Alaska where every beneficiary has access to stable living conditions, reliable, person-centered care, meaningful work, and opportunities for connection in their community of choice. By strengthening long-term support systems, the Trust aims to ensure that the Alaskans it serves can live with independence, dignity, and a lasting sense of belonging.

Looking Forward

This Framework marks the beginning of a new chapter for the Trust. It builds on three decades of progress, the insight of Trustees, staff, partners, and beneficiaries, and a clear resolve to strengthen Alaska's system of beneficiary care for the future. Guided by these Core Commitments and Priorities, the Trust will continue to learn, adapt, and lead with purpose, turning data into action, and action into the pursuit of system-wide impact. Together, the Trust and TLO aim to carry this vision forward, working toward a future of thriving communities and strong systems of care across Alaska.