

ALASKA MENTAL HEALTH TRUST AUTHORITY

Operational Plan Summary: FY2026–2027

Operationalizing the Strategic Framework | Prepared by Commonality | April 29, 2026

The Alaska Mental Health Trust Authority (Trust) adopted a new Strategic Framework (Framework) in 2025. The Framework defines what the Trust aspires to do, the priorities it will pursue, and the commitments that will guide its work. Now comes the equally important process of Framework operationalization: how the Trust will function to achieve those ambitions.

The Trust is developing an Operational Plan that translates its Strategic Framework into action. The plan is organized into six operational domains:

Trust Operational Domains		
1	Grants and Investments	How we deploy resources: on what basis, through what process, toward what ends.
2	Moonshot	How we identify and launch our highest-leverage catalytic investments.
3	Data	How data informs investment decisions, progress, and impact measurement.
4	Partner & Stakeholders	How we engage partners, advisors, state agencies, and communities.
5	Annual Operating Cycle	How we structure our annual rhythm of budget, trustee engagement, and reporting.
6	Organizational Structure & Staffing	How we organize work, build capacity, and sustain operational continuity.

The Operational Plan was developed through a series of leadership working sessions, internal meetings, and staff workshops facilitated between January–April 2026 (Appendix A). The following document summarizes the structure of the Trust’s Operational Plan, outlining the core objectives that the Trust will aim to achieve within each domain.

Please note: The Operational Plan is a living document which will be updated as the Trust makes decisions, completes activities, and responds to new information.

DOMAIN 1

Grants and Investments

Objective 1.1: Design the Grantmaking Model

Clarify the balance of proactive, responsive, and moonshot investments; define when multi-year funding applies; and establish clear criteria and internal processes for grant decisions.

Objective 1.2: Scope the Four Priority Areas

Align the existing portfolio to the Strategic Framework and clarify scope, roles, and transition decisions for each priority area to guide investments, staff work and partner communication.

DOMAIN 2

Moonshot

Objective 2.1: Develop the Moonshot Process Architecture

Create a clear, repeatable process for identifying, evaluating and advancing moonshot initiatives.

Objective 2.2: Select the Moonshot(s)

Identify and advance high-potential initiatives through a full development and approval process.

DOMAIN 3

Data

Objective 3.1: Define Performance Measures & Data Goals for Each Priority Area

Develop population-level and grant-level measures for each priority area to support decision-making and reporting.

Objective 3.2: Establish Grant-Level Data Requirements

Create a consistent, scalable approach for collecting performance data across the grant portfolio.

Objective 3.3: Assess and Modernize Data Systems

Identify gaps in the Trust's data systems and workflows and develop a roadmap for improvements.

DOMAIN 4

Partners & Stakeholders

Objective 4.1: Create Tools for External Communication of the Strategic Plan

Provide staff with clear, consistent materials to explain the Strategic Framework and associated changes.

Objective 4.2: Design a Structured Stakeholder Engagement Model

Develop a consistent approach for gathering and using stakeholder input across the state.

DOMAIN 5

Annual Operating Cycle

Objective 5.1: Build and Adopt a Revised Governance & Annual Operating Cycle

Create a predictable annual calendar that aligns grant processes, board deadlines, and reporting requirements to improve workflow.

Objective 5.2: Clarify Budget Structure and Allocation Mix

Set clear budget parameters and establish budgeting structures to support moonshots and emerging needs.

DOMAIN 6

Organizational Structure & Staffing

Objective 6.1: Conduct an Organizational Capacity and Structure Assessment

Evaluate internal capacity and structure, with external support, to define and prioritize organizational opportunities and gaps to implement the Strategic Framework.

Objective 6.2: Align Staff Roles and Build Capacity for New Work

Ensure the organization's structure and staffing align with the Strategic Framework and operational plan.

APPENDIX A

January – April Operationalization Activities

Workshops & Working Sessions

- January 28th: Leadership Workshop Facilitated by Commonality
- February 3rd: Data Briefing with Commonality
- February 5th: Leadership Workshop Facilitated by Commonality
- February 25th: Internal Working Session (Framework Deep Dive)
- February 26th: Internal Working Session (Data and Budget)
- February 27th: Internal Working Session (Comms, Operations, Governance)
- March 4th: Leadership Workshop Facilitated by Commonality
- March 23rd: Half-Day Full Staff Workshop Facilitated by Commonality
- March 24th: Leadership Workshop Facilitated by Commonality
- April 8th: Leadership Workshop Facilitated by Commonality
- April 15th: Leadership Operational Plan Iteration Session Facilitated by Commonality
- April 22nd: Leadership Operational Plan Iteration Session Facilitated by Commonality
- April 24th: Leadership Operational Plan Iteration Session Facilitated by Commonality
- April 29th: Leadership Operational Plan Iteration Session Facilitated by Commonality

Insight Exercises

- Staff Feedback Spreadsheet: What processes, workflows, team structures, or protocols need refinement to support the new framework?
- Process Visualization: What are the components of a data-informed investment process?

Project Progress Discussions

- February 11th: Progress Check-in with Commonality
- February 23rd: Progress Check-In with Commonality
- March 2nd: Progress Check-in with Commonality
- March 11th: Progress Check-In with Commonality
- March 17th: Progress Check-In with Commonality
- March 18th: Progress Check-In with Commonality