

Heather Miller

- **How do your knowledge, skills, and abilities match with critical skills sets ACA's Board has identified?**

The board identified Fundraising and Finance and Human Resources as top priorities for the ACA. In my professional capacity with the National Wildlife Federation, I serve as the Mid-Atlantic Regional Director for Conservation Partnerships. In my role as a regional director, one of my many duties is working directly with our state based affiliates to provide organizational capacity building. This work involves skills related to creating and building organizations from the ground up in addition to providing consult for organizations that may have hit a stumbling block and are in need of help rebuilding. Some of the things that I do on a regular basis involve fundraising through small and large grants as well as individual and corporate donor outreach. Moreover, as a part of fundraising and settling finances, every organization must set organizational goals through strategic planning. In my current role and in past positions, I have provided strategic planning guidance and expertise for organizations in need. In addition to my experience with non-profit fundraising and assistance with finance such as issues related to non-profit lobbying, I also have experience helping affiliate organizations work through human resource issues. Many of our state affiliates hold small operating budgets which do not accommodate the staffing of human resource personnel, so I have stepped into the role to help mediate many situations at the staff level.

- **Which of ACA's major tenets (instruction, recreation, competition and stewardship) do you feel is most important? Why?**

As a conservationist, my personal opinion is that stewardship/policy advocacy is the most important tenet of the ACA. Our waterways are our resource not just for recreation and competition, they also sustain plant, animal, and human life, and as water men and women, we should be doing all that we can to keep the clean and protected through on the ground stewardship projects in addition to providing vocal/written support on policy issues that affect the places where we live and play on the water. HOWEVER, as someone who had not ever kayaked prior to 2010, recreation is what draws people in and is where we can have the most impact. Pulling in people through recreation to sign up for instructional courses, as I did in sea kayaking, can lead people to competition as it did with me in surf ski, sprint, and marathon kayak. Moreover, we can easily engage recreational paddlers in stewardship activities that are fun, educational and engaging in our instructional courses.

- **How will you serve all of ACA's diverse membership?**

As an athlete, coach, conservationist, and recreational adventurer, I am interested in helping to grow and ACA in all of these facets. While ACA is serving as an NGB for our competitive paddle sports, it is important to remember that there is a base of people who support, either financially or emotionally, our athletes when they are at home and abroad. In serving everyone, it will be crucial to know what the needs are of our instructors, stewards, recreational providers, coaches, and athletes. Knowing what our members and constituents need will allow us to develop a cohesive vision and strategic plan to appropriately fund, implement, and accomplish our goals as an organization who serves everyone from the recreational to the elite paddler.

- **Please list your top three priorities if you are elected to ACA's Board.**
 1. Developing a strategic plan with 1 year and 5 year outlooks.
 2. Helping the board develop key competencies that will support the Executive Director in successfully leading the ACA.
 3. Helping to raise funding that supports the various aspects of our work as an organization.

- **Do you have any conflicts of interest that would impact your ability to serve on ACA's Board? Conflicts include any area where a Board members action or service on the Board might reasonably be expected to create benefit for themselves or a family member that they would not otherwise gain.**

No, I do not.