

2022-2027 STRATEGIC PLAN



September of 2022 marks Wisconsin's Green Fire 5th Anniversary. Part of the recognition of that milestone was a recognition that after many successes, significant growth, and an ever-changing conservation landscape, it was time to re-assess our work and where we should focus for the next five years. In May and June WGF's Board of Directors, members of our Science Council, and our staff met to chart our course. Our assessment led to great ideas for sharpening our execution and challenged us to focus our talents and efforts on our most important conservation priorities, while operating in ways that are more inclusive, and building teams that are more diverse. This plan reflects the outcome of that effort and includes a revised Mission and Vision statements, and a set of 5-year goals and strategies to carry us through our first decade.



MISSION

To advance science-informed analysis and policy solutions that address Wisconsin's greatest conservation challenges.

VISION

Wisconsin citizens enjoy the benefits of clean water, clean air, and healthy ecosystems achieved through scientific and thoughtful management of natural resources.

Strategic Goals

- 1.** Establish program priorities that reflect our most important conservation challenges while retaining capacity to identify and address emerging and critical issues.
- 2.** Support Wisconsin's conservation community with science-based analysis informed by foresight and deep expertise that addresses our most important challenges.
- 3.** Recruit subject experts and stakeholders to our teams who reflect a wide range of backgrounds and communities to inform and guide our work.
- 4.** Design our programs with indicators of success in mind and consistently measure our impact.



Goals, Strategies, and Metrics

Goal #1: Establish program priorities that reflect our most important conservation priorities while retaining capacity to identify and address emerging and critical issues.

Strategies

- A. Develop a set of annual or biennial program priorities with input from the WGF Science Council.
- B. Create a selection process to evaluate and prioritize proposed new projects with criteria that include resources, outcomes, outputs, and WGF's capacity.

Metrics

- A two-pronged approach is developed for identifying both a) planned, proactive projects self-contained in WGF and b) evaluating/vetting reactive projects that require WGF resources.
- Program priorities are created with input from the Science Council each year.
- Evaluation criteria are used to prioritize and select projects.
- WGF projects are better coordinated and are more easily managed and resourced.



Goal #2: Support Wisconsin's conservation community with science-based analysis informed by foresight and deep expertise that addresses our most important challenges.

Strategies

- A. Enlist affected stakeholders, sector experts to inform strategy on specific issues/topics.
- B. Conduct geographic and demographic analysis to understand how WGF can better serve diverse communities and inform selection of work topics.
- C. Tap ideas and skills from young people including students at colleges and universities.

Metrics

- Requests for WGF's science and policy information increases.
- The number of WGF recommendations that end in policy outcomes grow.
- WGF is asked to testify at more local, county and state hearings
- The number of committees WGF is asked to advise or sit on increases.
- WGF programs target new audiences such as underserved communities, young people, religious groups, and business.
- The number of organizations, policy bodies, or agencies WGF serves in an advisory capacity grows.



Goals, Strategies, and Metrics

Goal #3: Recruit subject experts and stakeholders to our teams who reflect a wide range of backgrounds and communities to inform and guide our work.

Strategies

- A. Cultivate prospective team members from a wider range of disciplines including economics and social science.
- B. Broaden and strengthen our relationships with communities of interest including Indigenous, Black, Latinx, and other under-represented populations.
- C. Support work group needs by reaching out to students, professionals and non-traditional conservation stakeholders for assistance.

Metrics

- The number of hours contributed by work group experts (with more than 5 years relevant professional experience) increases.
- The number of hours contributed by work group members from diverse or underserved populations grows.
- Work group assistance and leadership from students and young professionals increases.



Goals, Strategies, and Metrics

Goal #4: Design our programs with indicators of success in mind and consistently measure our impact.

Strategies

- A. Work with evaluation professionals to create assessment tools, analyze data, and communicate results.
- B. Create and implement data collection tools to capture our scope of program activities across the state.

Metrics

- Assessment templates are successfully used to collect meaningful data on the quality and effectiveness of core programs (webinars, field forums, etc.).
- Assessment information informs future program planning, which results in better outcomes.
- Demonstrating positive outcomes leads to more opportunities for funding.
- Communication about positive outcomes leads to an increase in partnerships, memberships, and more volunteers.