## FY 2020-24 OBJECTIVE:
‘What’ is Winning...
Grow a vibrant and inclusive wilderness stewardship community by providing excellent mission-driven programming and strengthening organizational capacity, funding and leadership.

### STRATEGIES:
‘How” we will Win...

#### Steward Existing & Create New Mission Delivery
Continue to increase sophistication and excellence in bedrock programming (Wilderness Fellows Program, Wilderness Trainings & National Wilderness Workshop [NWW]) while developing outward-facing programming to engage communities and meet organizational mission goals stated in the by-laws.

#### 2020-24 PLANS:

1a Create annual reports at the close of each year to highlight and communicate program success.
1b Work with agencies and academic institutions to expand scope of Wilderness Fellows program.
1c Participate in Wilderness training in each region of the country.
1d Increase outreach and social media presence to highlight programs and partnerships regularly.
1e Work with partners (like Serve Montana, Hydroflask and the National Forest Foundation) to further develop and implement the Gateways to Wilderness program.
1f Audit by-laws and create programming to address organizational goals not yet being achieved.

### GOALS

<table>
<thead>
<tr>
<th>S1: # Programs</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### Grow a Diverse and Inclusive Wilderness Stewardship Community
Broaden the wilderness stewardship community to be reflective of the diversity of the country and bring it to bear in wilderness management and wilderness stewardship.

<table>
<thead>
<tr>
<th>S1: # Participants</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>350</td>
<td>450</td>
<td>550</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### Develop Appropriate Staff Capacity
Manage current staffing and add staffing to provide work/life balance and sustainable positions for employees, and adequate coverage for the organization to manage current programming and grow programming.

<table>
<thead>
<tr>
<th>S2: # Coalition</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4</td>
<td>6</td>
<td>10</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### S2: % Diverse Engagement

<table>
<thead>
<tr>
<th>S2: % Diverse Engagement</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>15</td>
<td>25</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### Build Out Private Funding
Develop multiple streams of private funding to strengthen the organizational fiscal position, fund staff capacity and administration, and broaden programming, with an eventual goal of reaching 50% private funding.

<table>
<thead>
<tr>
<th>S3: # Year-Round Employees</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### S3: # Benefits offered

<table>
<thead>
<tr>
<th>S3: # Benefits offered</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### S4: % Private Funding

<table>
<thead>
<tr>
<th>S4: % Private Funding</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5%</td>
<td>10%</td>
<td>20%</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### S4: Store Sales

<table>
<thead>
<tr>
<th>S4: Store Sales</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$5,000</td>
<td>$10,000</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### Advance Organizational Governance & Leadership
Elevate board governance to be highly engaged, effective, and measurable. Create a board culture that is anchored by goal-setting, achievement, and assessment. Maintain a strong Board that is diverse in skill sets.

<table>
<thead>
<tr>
<th>S5: # Board Members</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### S5: # Hours Board Time Engaged

<table>
<thead>
<tr>
<th>S5: # Hours Board Time Engaged</th>
<th>20/21</th>
<th>22/23</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>708</td>
<td>756</td>
<td>756</td>
</tr>
</tbody>
</table>

**20/21**

**22/23**

**24**

#### S5: % Board Members

### 2020-24 PLANS:

2a Create a coalition of wilderness organizations advancing an inclusive community.
2b Hold NWWs in tandem with diverse communities.
2c Maintain a culture track at every Workshop.
2d Address wilderness diversity issues in all partnerships.
2e Engage membership monthly.
2f Create annual membership drive and membership retention metric.

#### 3a Develop and maintain competitive salary and benefits packages to retain quality staff.
#### 3b Audit position descriptions to ensure positions are achievable.
#### 3c Enact policies to support an appropriate work/life balance.
#### 3d Work with staff to implement individual development plans.
#### 3e Fund and hire a full-time, year-round Office Director.
#### 3f Fund and hire a full-time, year-round Development Director.

#### 4a Create annual private fundraising goals for board members and Executive Director and track quarterly.
#### 4b Select four events per year to display and sell store merchandise.
#### 4c Strengthen store SEO and promote widely online.
#### 4d Hold one large fundraising event annually.
#### 4e Develop and maintain a prospective donor list and attend 4 donor meetings with the Executive Director and one Board Member annually.
#### 4f Identify and apply for 10 grants per year.

#### 5a Create an annual Board goal setting and assessment process.
#### 5b Grow the board to 15-20 members and maintain that size through regular recruitment.
#### 5c Host board documents, hours and in-kind tracking on website.
#### 5d Develop standing committees for finance, fundraising, board development, and stakeholder outreach.
#### 5e Develop strategic plan annual tasks lists and committee/individual assignments.
#### 5f Fill officer vacancies and create an officer succession plan.