



# STRATEGIC PLAN FY2026-2028

## *Investing in Your Conservation Legacy*

**Strategic planning** has always been part of who we are. It's how we've stayed aligned with our mission, made thoughtful decisions and ensured long-term impact. With this plan for FY 2026-2028, we've taken the opportunity to **reimagine and refine that process to bring greater clarity, sharper focus and a renewed sense of direction to the work ahead.**

This plan doesn't mark a new beginning, but an **intentional evolution**. Building on the strong foundation we've created, it outlines our priorities for the next three years and identifies the strategies that will help us grow, adapt and invest in more conservation programs and projects than ever before.

Strategic planning helps us stay **grounded in our mission while remaining responsive to change**. It helps us focus our energy where it matters most and ensures our decisions reflect both ambition and accountability. We're excited to move forward with a **clear vision and a strong shared purpose**.

We're grateful to our team, board, partners and supporters who contributed their insights and helped shape this plan. With your continued support, we look forward to the **important work ahead**.

**Gina Meyer**

Board Member, Chair of Strategic Planning Committee

**Tricia Burkhardt**

Executive Director

### MISSION:

MCHF advances the conservation and appreciation of forest, fish and wildlife resources by applying financial resources to the priorities of the Missouri Department of Conservation in collaboration with donors and other partners.

### GUIDING PRINCIPLES:

- **Conservation For All** – We believe nature unites all, today and tomorrow.
- **Our Partners** – Together we share and leverage valuable resources to achieve shared conservation goals.
- **Your Trust** – We accomplish this through strong ethical behavior, sound financial management of resources, high fiduciary standards for investments and regular monitoring of the properties entrusted to us.

### VISION:

MCHF is the preeminent steward of donor and partner resources that ensures a legacy of conservation for future generations.



# GOALS & STRATEGIES



## 1 Enhance conservation partnerships and collaboration

### *Strategies:*

- Deepen existing relationships with partners by identifying shared priorities
- Foster new relationships and partnerships with individuals and organizations to broaden impact and outreach

**Measures of Success:** Each fiscal year, we'll ask "How many new programs did we partner on? Did our collaborative programs make the intended impact for all partners?"

## 2 Increase and diversify revenue sources

### *Strategies:*

- Increase unrestricted revenue to build organizational capacity and sustainability
- Accelerate Johnny Morris Institute of Fisheries, Wetlands and Aquatic Systems Capital Campaign Fundraising
- Invest in automation and internal systems to improve efficiency for events and donor tracking/communication
- Increase endowments

**Measures of Success:** Each fiscal year, we'll ask "Did we expand our fund development capacity and resources? Did we implement a fundraising plan that allowed us to meet our revenue targets?"

## 3 Grow the conservation community through our programs

### *Strategies:*

- Continue to support habitat projects and kids/veteran outdoor skills programs, including grasslands, wetlands, archery, fishing, hunting, etc.
- Engage crossover conservationists and the outdoor lifestyle audience such as birders, kayakers, hikers, climbers, campers, bikers, archery and shooting sportsfolk who don't hunt, etc.

**Measures of Success:** Each fiscal year, we'll ask "Did we increase cross-sector partnerships and programs that engaged a broader conservation audience?"

## 4 Improve brand recognition and visibility

### *Strategy:*

- Develop and implement a comprehensive branding and marketing plan

**Measures of Success:** Each fiscal year, we'll ask "Do partners, potential donors and event participants continue to understand who we are and differentiate us from our partners?"

