



STRATEGIC MANAGEMENT PLAN

2023 - 2027

ABSTRACT

The Strategic Management Plan for the Wild Rivers Invasive Species Coalition is an adaptable organizational work plan designed to align project goals with WRISC's mission and guide the organization for the next five years. This plan will be reviewed and updated annually.

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MISSION

The Wild Rivers Invasive Species Coalition (WRISC) is a multi-partner organization representing five counties in two states. WRISC is dedicated to the management of invasive species on our lands and waters through cooperation, education, prevention, and control.

BACKGROUND

The Wild Rivers Invasive Species Coalition (WRISC) was formed in 2009 and to this day operates across a five-county area in northeastern Wisconsin and the Upper Peninsula of Michigan. The group consists of formal Partners and informal members from local/state/federal agencies, businesses, individuals, and civic organizations, all committed to battling invasive species in the region. Formal Partners (**Appendix A**) express their support of WRISC by signing a Memorandum of Understanding (MOU), but participation is strictly voluntary. Partnership with WRISC is open to all local/state/federal/tribal agencies, businesses, civic organizations, and individuals and WRISC welcomes the participation of informal cooperators as well.

Invasive species are recognized as a widespread and increasing problem with serious economic and ecological impacts on public and private lands and waters, as well as hazards to human and animal health. Cooperation provides mutual benefits in managing invasive species across jurisdictional boundaries and improves working relationships between coalition members and the public.

To combat the threat of invasive species, WRISC outlined several goals in previous Strategic Management Plans. In the world of invasive management, various policies, priorities, threats, research, and funding sources are constantly in flux. As such, the best way for WRISC to continue to combat the threat of invasive species is to take an adaptable approach to its goals by way of a Strategic Management Plan. This Strategic Management Plan is intended to be dynamic and adjusted as needed to address changing needs and priorities. The plan will be reviewed annually, with adjustments made as needed, and formally revised and updated every five years.

WRISC MANAGEMENT AREA

The WRISC management area is geographically defined as the lands and waters within the geopolitical boundaries of Florence, Forest, and Marinette counties in Wisconsin, and Dickinson and Menominee counties in Michigan. This area encompasses 5,208 sq. miles and a population of approximately 104,989 people (2020-2022 census). Much of the management area is forested, with a large proportion under public ownership as national, state, or county forests.

Include list of state/federal natural areas included in the WRISC area (appendix)

Various Native Americans also call the WRISC area home, which includes a portion of the ceded territory, and reservations for the Forest County Potawatomi Community, the Sokaogon Chippewa Community, and the Hannahville Indian Community.

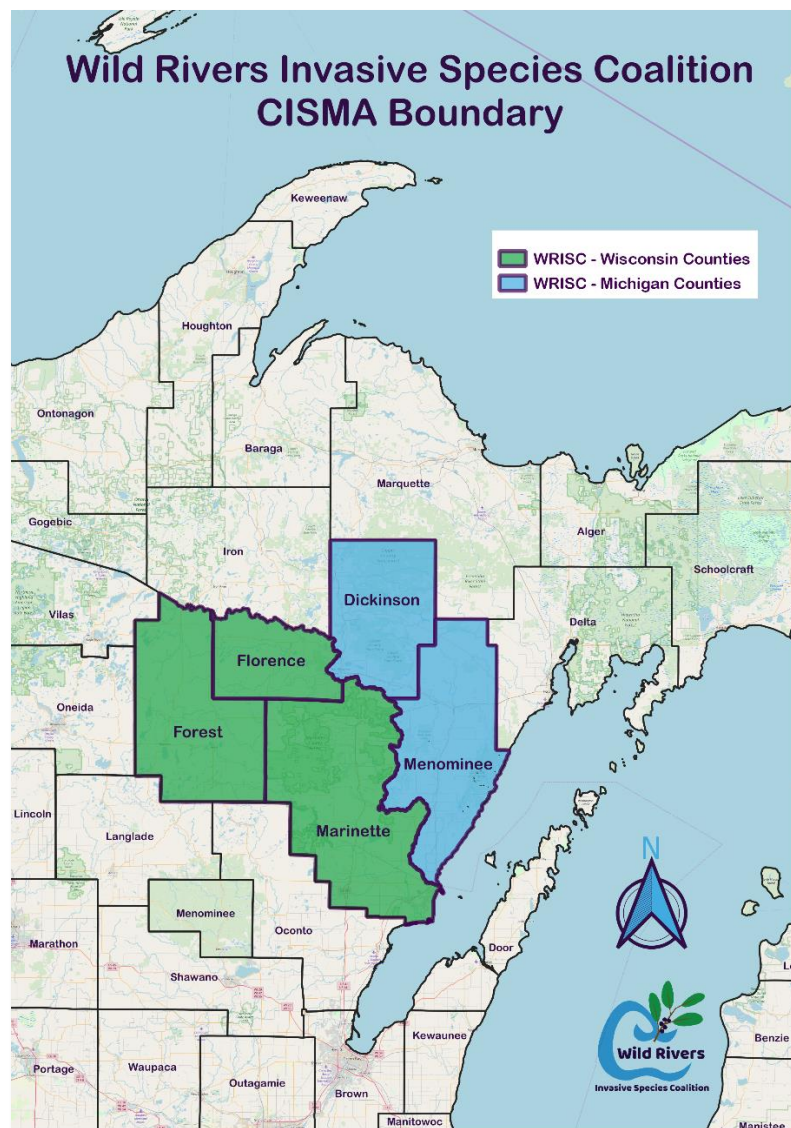


FIGURE 1. MAP OF WRISC MANAGEMENT AREA

GOALS and OBJECTIVES

The primary goals of WRISC are:

- » To raise public awareness about invasive species in the WRISC area,
- » Prevent the introduction and spread of invasive species through monitoring, early detection, and rapid response,
- » Address known populations of invasive species where appropriate utilizing Integrated Invasive Species Management methods,
- » Consider and employ restoration strategies during invasive species projects,
- » And continually work to enhance collaboration among all stakeholders involved with the WRISC organization.

These goals are the foundation for WRISC's operation and have been utilized to establish the following five-year work plan, which details the various activities, strategies, and objectives that WRISC will work to implement during this plan's timeframe.

The strategic actions included below were developed using the SMART goal parameters, which allow for the creation of clear, attainable, and meaningful goals. Strategic actions highlighted in green are considered "stretch goals" and are objectives WRISC hopes to achieve within the life of the plan, but may require extra effort, funding, staffing, etc.



GOAL 1: Prevention through Education and Outreach

Education is essential to meeting the goals of WRISC and its Partners. WRISC’s educational outreach is focused on increasing awareness of the problem of invasive species and the role that humans play in spreading invasive plants and animals, and helping people take action in their own communities. Through education, the public can help to reduce the impact of invasive species in the WRISC management area and community-based prevention measures can dramatically curtail the expansion of established populations.

Strategy 1.1: Establish and maintain Passive Outreach efforts through a variety of platforms.

Description: Raise awareness of invasive species throughout the WRISC management area via an array of outreach methods, including web-based platforms and resources, signage, and more.

Indicators: Impressions, engagement, reach, click-thru rates

- **Objective 1.1.1:** Provide easily accessible resources for a variety of topics on the WRISC website and other platforms. Include management and herbicide information, program opportunities, general invasive species information, etc.
 - **Action:** Develop and distribute a unique outreach product to highlight the value of native plant alternatives to common ornamental invasive species.
 - Year 1
 - **Action:** Include additional invasive species information on the WRISC website and link to these resources regularly.
 - - Year 1 – website overhaul
 - Year 2 – website development continued
 - Year 3-5 – ongoing updates, link to web-based resources
 - **Action:** Review WRISC website and update information as needed
 - Monthly, ongoing
- **Objective 1.1.2:** Develop training videos as a web-based resource. Videos could include decontamination walk-thru, management demonstrations, invasive species ID guides, etc.
 - **Action:** Film, edit, and distribute 3 training videos on priority topics as determined via annual partner surveys and stakeholder feedback.
 - Ongoing, years 1-5
- **Objective 1.1.3:** Increase the use of signage at priority locations, utilizing the WRISC logo to increase visibility of the organization.

- **Action:** Install 15 PlayCleanGo bootbrush stations at high-traffic recreational sites throughout the WRISC management area.
 - over 5 years
- **Action:** Install/update boat landing signage at primary Clean Boats Clean Waters landing sites.
 - Year 1 – assess need for updated signage
 - Year 2-5 – replace/install signage as needed
- **Objective 1.1.4:** Consider different formats of passive outreach to reach new and diverse audiences more easily (i.e. geofencing).
 - **Action:** Pilot a geofencing campaign, CBCW/boater focus within June-August, at least one location.
 - Year 2-3
- **Objective 1.1.5:** Incorporate the use of regional prevention campaigns and programs in WRISC’s outreach.
 - **Action:** PCG, SAH, CD3, Habitattitude, Ripple, Don’t Move Firewood, etc.
 - Ongoing

Strategy 1.2: Engage partners, landowners, and members of the public through Active/Direct Outreach activities and events.

Description: Engage people in educational opportunities to promote prevention and management of invasive species.

Indicators: engagement, attendance, hours

- **Objective 1.2.1:** Host educational presentations throughout WRISC management area.
 - **Action:** 2/year minimum, could be webinar
- **Objective 1.2.2:** Host skill building workshops to target audiences
 - **Action:** 1/year minimum, various topics (forest health, shorelines, management, etc.)
- **Objective 1.2.3:** Continue to host Invasive Species Trade-Up Day events to promote native plant alternatives to ornamental invasive species.
 - **Action:** Pair with updated outreach products, explore additional training opportunities.
 - **Action:** 1/year in spring, work to expand the project and partners

- **Action:** U.P. branding – U.P. wide grant and/or explore becoming regional hub for Go Beyond Beauty program.
 - Year 3-4
- **Objective 1.2.4:** Develop a Landowner Stewardship program that incentivizes landowner engagement in invasive species monitoring and management.
 - **Action:** Partner with local businesses to sponsor incentives
 - **Action:** Host related events
 - Year 4

Strategy 1.3: Deliberately connect with key partners and user groups through Targeted Outreach efforts utilizing tailored messaging and specific initiatives.

Description: Target key partners and audiences to develop meaningful relationships and improve understanding of invasive species in the region and increase engagement in prevention and management activities.

Indicators: Specific action/activity

- **Objective 1.3.1:** Engage with county and regional partners/stakeholders to communicate goals and successes, align management objectives, and explore opportunities for the county.
 - **Action:** Attend county board meetings and provide annual county-based report of WRISC activities.
 - Attend 1/county/year, Jan-Feb, what we did & what we're going to do, with map
 - **Action:** Review relevant county plans and identify mutual priorities.
 - Yearly review
 - **Action:** Send annual WRISC report to legislators and make them aware of regional invasive species priorities.
 - Yearly (MI & WI), 1st quarter (Jan-Mar)
- **Objective 1.3.2:** Collaborate with schools to provide project-based and in-field learning opportunities, such as school forest workdays.
 - **Action:** Minimum of 1 school/youth workday event per county per year
 - Years 1-5
- **Objective 1.3.3:** Diversify target audiences to make outreach efforts more impactful and relevant to our communities.
 - **Action:** Review demographics to identify gaps in current target audience outreach.
 - Year 2

- **Action:** Identify a minimum of 2 partner outreach groups, develop a yearly audience outreach goal.
 - Relators, hunting clubs, off-road groups, paddlers/silent sporters, campgrounds, Assisted living or elderly volunteers.
 - Year 2-5
- **Objective 1.3.4:** Pursue unique and innovative types of outreach events/products.
 - **Action:** Ride Clean Go outreach for horse riding and mountain biking, potentially install bike cleaning station(s).
 - **Action:** Disc golf workday – IM City Park – remove barberry, plant natives, volunteer effort would be entry to WRISC hosted tournament.
 - **Action:** Write a children’s book on invasive species
 - **Action:** Brewery campaign, winery campaign for SLF awareness/fundraising

Strategy 1.4: Maintain an active invasive species educational outreach program within WRISC.

Description: Maintain an active educational program within WRISC by participating in standard outreach activities and events annually.

Indicators: Number of events, Participant surveys, information distributed (brochures, handouts, etc.)

- **Objective 1.4.1:** Ensure that education and outreach activities are evenly distributed throughout the WRISC management area.
 - **Action:** 1 event per county per year
 - Ongoing
- **Objective 1.4.2:** Increase co-hosted event opportunities for better advertising and to improve event success.
 - **Action:** 2 co-hosted events by year 3
 - Ongoing
- **Objective 1.4.3:** Represent WRISC at conferences and regional events.
 - **Action:** Minimum 2 conferences/year
 - **Action:** Minimum 3 event tables/year
- **Objective 1.4.4:** Participate in speaking engagements or presentations.
 - **Action:** Minimum 2/year
- **Objective 1.4.5:** Distribute up-to-date information on invasive species.
 - **Action:** Maintain print material library and distribute information at events
 - **Action:** Seek out additional locations to provide information for distribution (visitor/welcome centers, park kiosks, libraries, etc.)

- Ongoing
- **Objective 1.4.6:** Coordinate and implement a Clean Boats Clean Waters education program at boat landings throughout the WRISC area.
 - **Action:** Pilot giving hiring preference to veterans for watercraft inspector positions
 - Year 1
 - **Action:** Develop and distribute program survey to assess effectiveness of current program methods
 - Year 1
 - **Action:** Adjust program as needed
 - Years 2-5

Barriers to Success: Capacity (staffing, funding), time commitment, limited opportunities (more for formal engagement i.e. board meetings, legislature), limited skill sets, lack of engagement

GOAL 2: Early Detection & Rapid Response

Once an invasive species is established in a new area, it can spread quickly and overwhelm local resources, making eradication costly, if not impossible. WRISC places a high emphasis on detecting new species and populations of invasives early, and rapidly responding with control and eradication efforts. These control efforts are the most cost effective and provide a high return on investment.

Strategy 2.1: Prioritize surveying for early detection of new invasive species and current invasive species distribution shifts within the WRISC area.

Description: Utilize WRISC partners to determine regional and localized invasive species priorities, current problems, and upcoming threats. Strive to maintain on-the-ground efforts to locate and identify these priority species.

Indicators: Annual invasive species location records, mapped/documented survey routes

- **Objective 2.1.1:** Establish baseline distributions of priority invasive species and develop annual survey plan.
 - **Action:** Data review of priority species to assess current and trending distribution/spread.
 - Year 1, ongoing
 - **Action:** Set up regular survey intervals

- Year 2
 - **Action:** Maintain 100 miles and/or 100 acres of survey per year, increase target as needed or as funding allows.
 - Year 1, ongoing
- **Objective 2.1.2:** Maintain funding to regularly survey natural areas and high-quality habitats within the WRISC area to remain cognizant of current invasive species distributions across the landscape.
 - **Action:** Yearly review of database
 - **Action:** Applying for funding
 - Ongoing
 - **Action:** Work with partners to obtain and provide input on survey targets for natural areas.
 - Year 2
- **Objective 2.1.3:** Coordinate with area partners/road commissions/municipalities to determine mowing schedules and future road work projects that may impact invasive species populations.
 - **Action:** Yearly review/meeting
- **Objective 2.1.4:** Identify opportunities to conduct or assist with Forest Pest surveys and remain up to date on current forest inventory projects within the WRISC area.
 - **Action:** yearly Partner outreach
 - Ongoing
- **Objective 2.1.5:** Continue to conduct early detection surveys on key waterbodies within the WRISC area for priority aquatic invasive species.
 - **Action:** Survey 20 waterbodies
 - over 5 years
- **Objective 2.1.6:** Utilize the latest survey protocols for target species.
 - **Action:** Yearly update/review of survey protocols, implement latest version(s)
 - Ongoing
- **Objective 2.1.7:** Explore innovative survey techniques (drones, etc.)
 - **Action:** Utilize tablets for in-field mapping/reporting
 - Year 1, ongoing
 - **Action:** Remain up to date and implement App use in surveying (i.e. FieldMaps)
 - **Action:** Utilize underwater ROV in a minimum of two (2) lakes
 - over 5 years

Strategy 2.2: Prioritize Rapid Response strategies to improve management of pioneering invasive species.

Description: Rapid Response management efforts are critical in the success of eliminating pioneering populations of invasive species and as such, WRISC will maintain capacity for rapid response efforts within the WRISC area should they be required.

Indicators: Treatment records

- **Objective 2.2.1:** Maintain available WRISC staff and funding to be able to respond to high priority invasive species as they are discovered throughout the WRISC area.
 - **Action:** Apply for grant funding
 - Ongoing
 - **Action:** Hire staff as needed
 - Ongoing
- **Objective 2.2.2:** Respond to landowner reports of invasive species.
 - **Action:** Respond to a minimum of 10 reports/year
 - Ongoing
- **Objective 2.2.3:** Coordinate control and monitoring efforts with partners to leverage staff and resources to facilitate rapid response activities.
 - Ongoing, as needed
- **Objective 2.2.4:** Maintain and operate the vDASH (versatile diver assisted suction harvester) unit as a rapid response tool for aquatic invasive species and for priority spread prevention at area boat landings.
 - **Action:** Develop policy and use procedure, trial run
 - Years 1-2
 - **Action:** Determine program sustainability
 - Years 3-4

Strategy 2.3: Ensure current invasive species information is up-to-date and maintain the latest information and resources for distribution to landowners and managers in the region.

Description: Often new invasive species are not discovered until they are well established and easily noticed. However, by keeping land managers and the general public aware of current invasive species threats to the region, early detection efforts can be more successful.

Indicators: Training records, maps, priority lists

- **Objective 2.3.1:** Utilize invasive species databases to identify new priority species reports or encroaching invasive species threats.
 - **Action:** Annual review
 - Yearly, Jan-Mar
 - **Action:** Review Priority Species List and update as needed
 - Yearly - February board meeting

- **Objective 2.3.2:** Regularly review and identify regional concerns not only for the entire WRISC management area but also for counties or localized habitats.
 - **Action:** Board member/Partner input
 - Annual, February meeting
 - **Action:** Develop local/regional priority lists and share with relevant partners
 - Annually, Jan-Mar

- **Objective 2.3.3:** Carry out staff training on priority invasive species.
 - **Action:** Staff training for seasonal crews
 - Annually, May – June
 - **Action:** Annually review training docs
 - March-April
 - **Action:** Develop “cheat sheet” of priority species for in-field reference
 - Year 2
 - **Action:** Test staff on ID (paper & field test)
 - Annually, mid-season

- **Objective 2.3.4:** Explore invasive species reporting tools and methods to make submission of potential invasive species sightings easier and more accessible for the general public.
 - **Action:** Make current reporting methods clear
 - Year 2, ongoing
 - **Action:** Develop easy access online reporting tool (i.e. photo submission through the WRISC website)
 - Year 3

- **Objective 2.3.5:** Provide and distribute up-to-date information on early detection species and regional priorities.
 - **Action:** Create distribution maps and post online
 - Annual, end of season
 - **Action:** Obtain and/or develop outreach materials for priority species
 - Ongoing
 - **Action:** Distribute hard copies of information to key audiences – pet stores, nurseries, greenhouses, etc.
 - Ongoing

Barriers to Success: Capacity (funding, staffing), technical difficulties, equipment needs, equipment maintenance/cost, training – ID skills, information sharing/obtaining information.

GOAL 3: Control & Management

WRISC supports and encourages the control and management of invasive species and participates directly in these activities as funding allows. The following objectives will allow management to be addressed strategically using the latest research, prioritization, and integrated techniques, resulting in more effective and efficient results.

Strategy 3.1: Strategically engage in active management of priority invasive species throughout the WRISC area.

Description: A CISMA operates in a unique position by being able to conduct management across a variety of jurisdictions much more easily than other partner agencies. Therefore WRISC should maintain the capacity to strategically conduct invasive species management activities throughout the region, across jurisdictional boundaries, for multiple priority species, and involving relevant partner groups in order to have the most impact.

Indicators: Treatment plans & records, GIS map

- **Objective 3.1.1:** Conduct active management on priority invasive species infestations using integrated pest management strategies.
 - **Action:** Conduct treatment on a minimum of 50 acres/year
 - Ongoing
- **Objective 3.1.2:** Collaborate with partners to build capacity for more control activities and improve efficacy & efficiency.
 - **Action:** Seek input from partners while developing annual management plan
 - Ongoing
 - **Action:** Initiate dedicated county level coordination
 - Year 1-2
 - **Action:** Collaborate with local municipalities/agencies to develop for-hire invasive species contract for priority issues (i.e. Dickinson Rd Comm setting aside \$5k for wild parsnip)
 - Year 3

- **Objective 3.1.3:** Incorporate landowner efforts into control strategies where applicable.
 - **Action:** Develop method for assisting and supporting landowners in conducting their own post-treatment follow-up management
 - Year 2, ongoing
 - **Action:** Improve post-treatment education for landowners – develop a handout on post-treatment instruction
 - Year 2-3
 - **Action:** Update landowner permission form
 - Year 2, review & update as needed

- **Objective 3.1.4:** Maintain all necessary equipment to conduct integrated control.
 - **Action:** Pre-season, post season supplies inventory
 - Ongoing
 - **Action:** Secure and replace equipment as needed
 - Ongoing

- **Objective 3.1.5:** Maintain funding and capacity to deploy a Strike Team crew for invasive species management during the field season (May-Oct)
 - **Action:** Apply for a minimum of one grant per year which incorporates Strike Team funding
 - Ongoing
 - **Action:** Seek out sustainable funding to maintain Strike Team crews (includes competitive wage, office/storage space for staff, field vehicles, etc.).
 - Ongoing

- **Objective 3.1.6:** Continue to implement diverse management strategies, such as the purple loosestrife biocontrol effort.
 - **Action:** Regularly explore novel management strategies to improve effectiveness of integrated pest management efforts
 - Ongoing
 - **Action:** Construct a purple loosestrife biocontrol agent rearing station
 - Year 2
 - **Action:** Minimum of one biocontrol release/year
 - Ongoing
 - **Action:** Coordinate efforts with regional partners
 - Ongoing

- **Objective 3.1.7:** Consider contractual work within WRISC’s management plan, both by contracting out work, or bidding on contracts.
 - Ongoing as needed

- **Objective 3.1.8:** Develop and implement a landowner cost-share program for retreatment/long-term treatment of priority species following initial grant-funded treatments.
 - **Action:** Develop framework and trial program
 - Year 1 & 2
 - **Action:** Assess program sustainability, and continue if feasible
 - Year 3

Strategy 3.2: Ensure that both management techniques and activities are well informed and strategic, and carried out in a trained, technical manner.

Description: To conduct the most successful control of invasive species, WRISC must remain up to date on current management information, recommendations, and tools and employ trained staff to carry out management activities.

Indicators: Documents/manuals, direct engagement/impressions, activities, certifications

- **Objective 3.2.1:** Regularly review pesticide application regulations and incorporate latest herbicide research, information, and tools
 - **Action:** Conduct research and seek out latest information/recommendations for invasive species management
 - Ongoing
- **Objective 3.2.2:** Evaluate invasive species risk assessments and range-shift potential to help determine priorities and develop effective long-term management plans
 - **Action:** Study online tools
 - Year 1
 - **Action:** Develop a short range-shift/risk assessment report (infographic) for the WRISC area
 - Year 3
- **Objective 3.2.3:** Prioritize sites for management using a control-focused methodology including timing, season, plant phenology, feasibility, etc.
 - **Action:** Update the WRISC prioritization tool
 - Year 2
 - **Action:** Conduct annual prioritization and utilize that in developing WRISC's seasonal treatment plan
 - Ongoing, March/April
- **Objective 3.2.4:** Coordinate County priorities with partners and local land managers
 - **Action:** Organize and participate in annual meeting

- Annual
- **Objective 3.2.5:** Provide comprehensive training and maintain staff safety in all management situations
 - **Action:** Conduct annual staff training
 - Ongoing
 - **Action:** Seek additional training for Coordinator/staff supervisors
 - Ongoing
- **Objective 3.2.6:** Complete a standard treatment record for each management activity and maintain a database of management activities.
 - **Action:** Yearly review of form, update as needed
 - Ongoing
 - **Action:** Conduct GIS mapping of treatment sites and maintain internal database of all management activities
 - Ongoing
- **Objective 3.2.7:** Explore developing incentive-based control or removal programs for engaging landowners in private property land stewardship
 - **Action:** Develop Landowner Stewardship program focused on supporting management efforts conducted by landowners
 - Year 3-4
- **Objective 3.2.8:** Improve information sharing relating to invasive species management, including treatment information, management strategies, up-to-date resources for landowners, etc.
 - **Action:** Dedicate webpage for treatment resources and information
 - Year 2
 - **Action:** Develop and distribute annual treatment report
 - Year 1, ongoing
 - **Action:** Complete and distribute Management Guidebook as a resource
 - Year 3 (draft in progress)
- **Objective 3.2.9:** Explore implementation of noxious weed ordinances for high-risk species.
 - **Action:** Present idea/option and begin discussions at the local level
 - Year 4-5

Strategy 3.3: Incorporate pre- and post-treatment monitoring into all treatment plans to ensure effective management and identify restoration needs.

Description: Tracking the effectiveness of various treatment methods and activities ensure that WRISC is conducting not only sound management but having the desired positive impact ecologically. It also

allows for the identification of issues and facilitates adjustments or modifications to treatment plans to guarantee that effective management is taking place.

Indicators: Monitoring records, GIS mapping

- **Objective 3.3.1:** Develop formalized monitoring framework.
 - **Action:** Develop monitoring procedure and implementation plan.
 - Year 1-3
- **Objective 3.3.2:** Conduct standard pre- and post-monitoring at all priority treatment sites.
 - **Action:** Adopt a standard pre-/post-monitoring procedure and incorporate it in treatment activities.
 - Year 3, Full implementation Year 4-5
- **Objective 3.3.3:** Assess all sites for post-treatment restoration need and identify which sites to conduct follow up efforts on.
 - **Action:** Standardize procedure for assessing restoration need at treatment sites
 - Year 1
 - **Action:** Update treatment record to include field for restoration assessment
 - Year 2
- **Objective 3.3.4:** Assess treatment efficacy of control activities, including method, herbicide, application techniques, seasonal timing, etc.
 - **Action:** Review current research
 - Year 1, Ongoing
 - **Action:** Develop and conduct a standard assessment of site status and make efficacy determinations (include in monitoring program framework)
 - Year 2, Ongoing
- **Objective 3.3.5:** Assess regional control timing for various species and tailor timing specifically for the WRISC area.
 - **Action:** Conduct data analysis of past treatment records and efficacy, review of current research and resources (WI Invasive Species Calendar, etc.)
 - Year 4-5
 - **Action:** Could seek specific funding for this activity.
 - Year 4-5

Barriers to Success: Capacity (funding, staffing); engagement; equipment; law / product changes, time; travel - trucks, mileage, cost; scheduling; balance – species, counties, etc.; skill imitations; liability; weather dependency

GOAL 4: Restoration

Restoration of ecosystems and landscapes to their natural and native form is the ultimate long-term goal of any invasive species management campaign. While this goal can be difficult to achieve, especially considering the expense and length of time these projects often require to be successful, WRISC is nonetheless committed to pursuing and encouraging restoration where appropriate and feasible.

Strategy 4.1: Provide current resources and educational materials on restoration activities and strategies.

Description: WRISC will compile, maintain, and supply up-to-date resources and information on restoration activities geared towards landowners seeking to conduct their own restoration activities.

Indicators: impressions, copies of resources,

- **Objective 4.1.1:** Update and distribute native alternatives brochure/resources to encourage planting of native species instead of common ornamental invasives.
 - **Action:** Create a print material highlighting native alternatives and distribute
 - Year 1
 - **Action:** Obtain and distribute existing outreach materials
 - Ongoing
- **Objective 4.1.2:** Compile regional resources and make them available to the general public and local land managers.
 - **Action:** Develop a dedicated website page for relevant web resources
 - Year 2
 - **Action:** Annually review/update outreach materials and web links
 - Ongoing
 - **Action:** Obtain physical copies of materials as needed (i.e., MIPN Landscape Alternatives brochure)
 - Ongoing
- **Objective 4.1.3:** Advocate for ecologically sound design/development where appropriate
 - **Action:** Determine WRISC’s role in this capacity
 - Year 3
 - **Action:** Trial advocating and project assistance with a specific partner project/program

- Ongoing (as project need arises)
- **Objective 4.1.4:** Improve public engagement in restoration activities through direct outreach events, workdays, and projects.
 - **Action:** Explore different types of events to showcase restoration, 1 effort/year
 - Year 1, ongoing
- **Objective 4.1.5:** Remain informed of current research and restoration guidance and consider range-shift ecology in all restoration work.
 - **Action:** Assess areas of concern and receive input on restoration priorities from Partners in yearly survey
 - Year 2
 - **Action:** Seek out additional research and informational sessions on restoration to obtain and distribute current information and recommendations
 - Year 2, ongoing

Strategy 4.2: Seek training in restoration services and build WRISC’s capacity to offer and conduct active restoration.

Description: As WRISC actively trains staff, develops skills, and obtains the tools needed to conduct restoration efforts, WRISC will increase organizational capacity while remaining well poised with relevant expertise to offer as the organization continues moving forward with invasive species management efforts. This will contribute to the diversity of WRISC’s programs and improve WRISC’s ability to compete for funding.

Indicators: Certifications, training agendas, record of specific activities

- **Objective 4.2.1:** Increase WRISC’s capacity for restoration activities by hiring staff with restoration training/experience or by training current staff.
 - **Action:** Attend 2 training events focused on restoration
 - Years 2-5
 - **Action:** Hire additional specialized staff for restoration work
 - Year 4-5
- **Objective 4.2.2:** Explore and become familiar with the different types of restoration and the various methods available including new technologies.
 - **Action:** Research restoration methods/techniques and compile brief report on findings
 - Year 2

Strategy 4.3: Improve WRISC's engagement with restoration activities by actively seeking out project opportunities and including restoration components in all projects.

Description: WRISC will seek to gain relevant experience with restoration projects and activities by participating in them firsthand and learning from our partners, while simultaneously building valuable partner relationships.

Indicators: Specific activities

- **Objective 4.3.1:** Include restoration activities of some level in all WRISC management projects.
 - **Action:** Incorporate restoration considerations in all grant applications
 - Ongoing
 - **Action:** Encourage Landowner-led restoration, include in post-treatment education and landowner stewardship initiative
 - Year 3
- **Objective 4.3.2:** Engage in restoration related activities, such as native plant workshops.
 - **Action:** Seek out event opportunities to participate in at least every other year. Utilize these as learning exercises.
 - Year 1, ongoing
- **Objective 4.3.3:** Seek out collaboration opportunities with partners working on larger restoration projects.
 - **Action:** Participate in a minimum of 2 restoration focused project opportunities over 5 years
 - Ongoing
- **Objective 4.3.4:** Continue to host and promote Invasive Species Trade-Up events and partner with area nurseries and greenhouses to encourage the use of native plants.
 - **Action:** Host 2 events/year
 - Ongoing
 - **Action:** Expand the trade-up event program to include additional events, more greenhouses and partners, etc.
 - Year 2-5
- **Objective 4.3.5:** Promote and engage in post-management restoration activities.
 - **Action:** Include active restoration in a minimum of 2 grant applications
 - over 5 years
 - **Action:** Apply for a minimum of one restoration-centric project
 - Year 4-5
 - **Action:** Offer support for restoration projects within the WRISC area

- Year 2-5
- **Objective 4.3.6:** Provide monitoring services and small-scale restoration assistance for various outside projects (culvert replacements, timber harvest, road construction sites, etc.)
 - **Action:** Offer Monitoring services
 - Year 2-3
 - **Action:** Offer Restoration services
 - Year 4-5

Barriers to Success: Capacity (staffing, funding), competitive funding, knowledge base limitations, interest from partners/stakeholders, permitting, feasibility

GOAL 5: Organizational Function and Structure

The long-term success of WRISC is dependent on the structure and strength of the organization and Partnership. Ensuring that the organization functions smoothly and is structured to support all other organizational activities is key to the longevity and success of the organization overall. One of WRISC's goals is to maintain and strengthen collaboration, which will expand the organization's capacity to accomplish all other goals.

Strategy 5.1: Strengthen the WRISC Partnership through collaboration and engagement with key stakeholders.

Description: Partners are a key aspect of WRISC and are cornerstones to what makes a CISMA unique and versatile. Partners and their engagement in WRISC's mission, projects, and organizational function will be a focal point throughout the life of this plan, bringing attention to developing valuable working relationships.

Indicators: direct engagements, partner agreements

- **Objective 5.1.1:** Set up annual check-in meetings with all MOU/formal Partners. Utilize these meetings to update contact information, discuss partner expectations, and explore collaboration opportunities.
 - **Action:** Meet with all partner organizations a min of 2-3 times over 5 years
 - Annually, starting year 1
- **Objective 5.1.2:** Continue to seek key partners to help support WRISC's mission.

- **Action:** Obtain 1 new strategic partner per year
 - Ongoing
- **Objective 5.1.3:** Maintain an updated contact list for state/federal/organizational partners and collaborators.
 - **Action:** Overhaul formatting and updates to current list
 - Year 2, ongoing
- **Objective 5.1.4:** Improve partner engagement in events and project work.
 - **Action:** Identify relevant partners for grant projects earlier in the planning stage to allow more time for engagement
 - Ongoing
 - **Action:** Directly engage a minimum of 5 partners / year, with intent to increase. This can be engagement in events, projects, etc.
 - Ongoing
- **Objective 5.1.5:** Include partner-relevant resources on the WRISC website.
 - **Action:** Develop a partner specific page on the website to provide accessible information to partners. Consider making this a log-in accessible online area.
 - Year 2-3
- **Objective 5.1.6:** Explore specific project partnerships or local sponsorships through area businesses/organizations.
 - **Action:** Explore the legality or develop policy for accepting or providing sponsorships
 - Year 4

Strategy 5.2: Ensure all foundational documents relevant to WRISC’s operation are kept current, purposeful, and accessible.

Description: As the organization evolves, so should its policies and guiding documents. WRISC will regularly review all policies, documents, agreements, etc. to maintain their value by keeping them applicable and easy to access when needed. This will also help identify gaps or areas where additional policy may be needed.

Indicators: copies of documents, meetings

- **Objective 5.2.1:** Ensure effective fiscal partnership by reviewing relevant agreements and financials annually.
 - **Action:** Review Master Agreement and update as needed

- Annual
 - **Action:** Determine annual base indirect contribution for grant applications
 - Annually, Sept-Oct
 - **Action:** Address any issues or concerns with fiscal partnership
 - Annual
- **Objective 5.2.2:** Annually review the WRISC Strategic Management Plan to ensure the organization is progressing appropriately.
 - **Action:** Distribute brief Partner survey to get input on strategic plan progress
 - Annually
 - **Action:** The board of directors will conduct a review of the strategic management plan yearly
 - Year 1-5, ongoing
- **Objective 5.2.3:** Review all policy, procedure, roles and responsibilities documents annually and update as needed
 - **Action:** Review and revision of all documents
 - Year 1-2 (major update)
 - **Action:** Ongoing board review of documents annually. Possibly review one document per meeting throughout the year
 - Year 2-5, ongoing
- **Objective 5.2.4:** Develop a programmatic review survey for WRISC and distribute to partners/stakeholders annually. This survey will provide feedback on the types of programs and projects WRISC pursues.
 - **Action:** Develop survey and distribute to partners
 - Year 2
 - **Action:** Review survey results and incorporate feedback into annual work plans and organizational programming.
 - Year 2-5
- **Objective 5.2.5:** Produce a detailed annual work plan and provide quarterly updates to fiscal agent and board of directors
 - **Action:** Develop annual work plan and present to WRISC board of directors
 - Annually, February
 - **Action:** Provide quarterly annual work plan updates to WRISC and fiscal agent boards of directors
 - Quarterly, ongoing
- **Objective 5.2.6:** Improve information sharing regarding WRISC's projects, accomplishments, and organizational opportunities

- **Action:** Develop and distribute updates for specific projects (social media, articles, etc.). Aim to produce a minimum of one progress and one final update for each active grant project.
 - Year 1-5
- **Action:** Email partners a final accomplishment report for each grant project
 - Year 2-5
- **Action:** Regularly update the project page of the WRISC website to provide current updates on project progress
 - Year 1-5, ongoing

Strategy 5.3: Enhance the organizational structure of WRISC by maintaining a board of directors, fiscal partnership, and consistent staffing.

Description: The success of the WRISC organization is thanks to the efforts of the staff, partners and board members who commit their time and effort to the mission of the WRISC. Ensuring these roles are secure and properly supported is vital to the continued success of the organization.

Indicators: Copies of documents, board elections, work agreements

- **Objective 5.3.1:** Maintain a nine-member partner elected board of directors.
 - **Action:** Elect board members at annual meeting (typically June)
 - Ongoing
 - **Action:** Actively recruit additional board members and encourage partner participation in board activities regardless of board membership.
 - Year 1-5
 - **Action:** Host bi-monthly board of directors' meetings (1st Wednesday of even numbered months)
 - Ongoing
- **Objective 5.3.2:** Maintain an updated Master Agreement with WRISC Fiscal Agent
 - **Action:** Review agreement annually, determine a schedule for renewal, make changes and updates as needed
 - Annually
- **Objective 5.3.3:** Maintain the WRISC Memorandum of Understanding (MOU) and update the agreement with the US Forest Service as needed (every five years)
 - **Action:** Maintain MOU signatory list of partners
 - Ongoing, yearly additions
 - **Action:** Update the MOU in accordance with the US Forest Service schedule, assess for updates at time of renewal and make changes if necessary.
 - Every five years

- **Objective 5.3.4:** Implement a board member match commitment and be proactive with board member assignments on behalf of WRISC.
 - **Action:** Discuss and potentially develop a policy for board member match commitment
 - Year 2
 - **Action:** Initiate annual or biannual board review procedure
 - Year 2-3
 - **Action:** Encourage board member participation and assistance with WRISC project work as available/appropriate
 - Year 1-5, ongoing

- **Objective 5.3.5:** Explore the option of becoming a formal non-profit with 501c3 status.
 - **Action:** Discuss the option of becoming formal 501c3 organization at a minimum of one board meeting
 - Year 3

- **Objective 5.3.6:** Review in-office procedures and identify ways to reduce role conflict.
 - **Action:** Conduct annual review of office procedures to identify wastes, role conflicts, or other potential issues.
 - Ongoing
 - **Action:** Conduct annual personnel reviews for year-round staff (Sept) and mid-season reviews for seasonal staff (July)
 - Ongoing

- **Objective 5.3.7:** Consistently seek to identify and pursue ways to increase WRISC’s overall capacity via staffing, projects, funding, etc.
 - **Action:** Maintain long-term staff (currently three staff) and encourage the return of seasonal employees. Seek opportunities to build additional positions within WRISC.
 - Ongoing
 - **Action:** Implement a wage increase framework to ensure competitive wages are regularly offered to all WRISC staff.
 - Year 1-2
 - **Action:** Explore new funding opportunities (see Goal 7)
 - Ongoing
 - **Action:** Explore establishing internship programming (i.e. winter season GIS tech)
 - Year 3

Barriers to Success: Capacity (funding, staffing), housing for seasonal staff, fiscal agent administration and board, fiscal agent financial capacity, engagement, time commitment, skill limitations, maintaining consistent staff, office space, technology

GOAL 6: Communication, Messaging, and Information Sharing

No description yet

Strategy 6.1: Utilize virtual media platforms to reach a broad, diverse audience in a number of ways with more contemporary content.

Description: As technology develops and information is constantly shared in high volumes at a fast pace, it is critical to maintain an active virtual presence that is easily accessible to the general public as well as being entertaining. WRISC will explore and utilize the various virtual platforms to engage members of the public and share messaging or information related to WRISC’s mission and projects.

Indicators: Content calendar, reach, impressions, engagement,

- **Objective 6.1.1:** Explore sharing content across various online platforms to reach a broader, more diverse audience.
 - **Action:** Develop, record, and stream a podcast (minimum of 6 episodes)
 - Year 1-4 (funding dependent)
 - **Action:** Host a minimum of one webinar on a current invasive species issue during the winter season.
 - Annually
 - **Action:** Film, edit, and distribute a minimum of one educational field video per year.
 - Ongoing
- **Objective 6.1.2:** Enhance the use of current virtual platforms.
 - **Action:** Continue to utilize the WRISC website as a platform for information sharing.
 - Ongoing
 - **Action:** Utilize YouTube to share videos produced
 - Ongoing
 - **Action:** Continue to utilize social media platforms such as Facebook, Instagram, TikTok to conduct outreach to the general public.
 - Ongoing
- **Objective 6.1.3:** Develop a social media plan and include content ideas, tracking metrics, target audiences, and more to better guide WRISC’s online presence.

- **Action:** Develop social media plan and establish metrics – i.e. 1 million impressions/year
 - Annually, ongoing
- **Action:** Implement social media plan and provide regular updates to the board of directors
 - Ongoing
- **Objective 6.1.4:** Enhance and streamline the content creation process.
 - **Action:** Obtain design software tools, programs, and/or subscriptions to aid in the graphic design and creation of online content
 - Year 1-2 (funding dependent)
 - **Action:** Train staff on graphic design basics, as well as tools/software to improve content quality.
 - Year 1-5, ongoing

Strategy 6.2: Utilize traditional media to provide geographically relevant outreach to additional audiences.

Description: Traditional media provides additional means to reach target audiences and often has more permanence or geographical specificity than digital platforms.

Indicators: Copies of materials, record of installation locations, impressions

- **Objective 6.2.1:** Create creative displays using various signage methods, including billboards, posters, trail signs, etc.
 - **Action:** Secure funding for a minimum of two billboard displays per year.
 - Ongoing
 - **Action:** Install five cleaning stations throughout the WRISC area.
 - Ongoing
 - **Action:** Provide posters and display materials with prevention messaging to partners and relevant businesses (greenhouses, pet stores, bait shops, etc.) – five per year
 - Year 1-5
- **Objective 6.2.2:** Utilize radio PSAs for prevention messaging and event advertising.
 - **Action:** Arrange for a minimum of two radio PSAs/ads per year
 - Ongoing
- **Objective 6.2.3:** Publish print material to promote WRISC, prevention messaging, events, and more.
 - **Action:** Publish four newspaper articles per year

- Ongoing
- **Action:** Develop and distribute a bi-annual WRISC newsletter
 - Ongoing
- **Action:** Explore additional publications in which to highlight WRISC (i.e. guest articles, ads, etc.)
 - Year 2-5

Strategy 6.3: Improve Partner/Client Communication

Description: Consistent communication can better engage partners in WRISC’s projects and make partnerships easier to maintain over time. The same is true for clients or landowners, where consistent communication will help ensure they are satisfied with the services WRISC provides.

Indicators: Project reports, client reach/impressions

- **Objective 6.3.1:** Improve communication with WRISC partners and stakeholders.
 - **Action:** Annual survey for partners to solicit input on WRISC operations
 - Year 2-5
 - **Action:** Provide regular project report updates (Board meetings, website updates)
 - Ongoing
- **Objective 6.3.2:** Improve communication with WRISC clients/landowners involved in management activities.
 - **Action:** Explore customer management system to better organize and update landowner information database
 - Ongoing
 - **Action:** Develop and distribute targeted mailing to landowners to engage them in relevant projects
 - Ongoing
 - **Action:** Implement messaging system for landowners engaged in management activities
 - Year 3-5
 - **Action:** Develop and distribute satisfaction surveys to landowners
 - Year 3-5

Strategy 6.4: Improve General Information Sharing

Description: To help maintain the value of WRISC’s work and project accomplishments they first need to be shared and made known to the general public. By creating a consistent communication plan yearly, WRISC will ensure that partners, stakeholders, and the general public are regularly updated on WRISC’s activities.

Indicators: copy of plan

- **Objective 6.4.1:** Develop detailed communication plan annually to help maintain consistency in information sharing.
 - **Action:** Develop communication plan annually
 - Year 2-5
 - **Action:** Delegate content creation where possible or utilize existing resources/templates
 - Ongoing
 - **Action:** Improve sharing of WRISC data with partners (shapefiles, database information) and the general public (maps, success stories, etc.)
 - Ongoing

Strategy 6.5: Marketing

Description: Developing a marketing strategy will allow WRISC to maintain a high-level of visibility and will help grow the organization’s programs.

Indicators: reach, impressions, click-thru rates

- **Objective 6.5.1:** Implement marketing plan to promote the WRISC organization.
 - **Action:** Regularly run the WRISC PlayCleanGo TV commercials and online ads.
 - Ongoing, funding dependent
 - **Action:** Develop ad campaigns to promote for-hire services
 - Year 2-5
 - **Action:** Purchase promotional items to increase WRISC organizational visibility
 - Year 2-5, funding dependent

Barriers to Success: Capacity (funding, staffing), time commitment, skill limitations, cost limitations (website, radio, etc.), delegation/role conflict, level of engagement, follow thru/consistency

GOAL 7: Organizational Sustainability and Funding

Description: As an entirely grant-funded organization, WRISC relies heavily on grants and competitive funding to function as an organization. And while WRISC has been successful in securing grant funding for more than a decade, it is important to the sustainability of the organization that additional reliable funding sources be explored as well.

Strategy 7.1: Consistently apply for grant funding to maintain and improve organizational capacity for implementation of invasive species related projects.

Description: WRISC is primarily a grant-funded organization and must consistently apply for funding to maintain or increase operational capacity. As a majority of these grants are highly competitive funding sources, WRISC must also remain competitive and seek innovative, relevant, and impactful projects.

Indicators: grant agreements

- **Objective 7.1.1:** Continue to seek competitive grant funding from relevant funding sources.
 - **Action:** Apply for a minimum of two grant per year
 - Ongoing

- **Objective 7.1.2:** Improve project pre-planning procedures and prioritization.
 - **Action:** Hold a minimum of two grant writing meetings per proposal. These meetings would include key staff, partners, or board members as appropriate.
 - Year 2-5
 - **Action:** Commit time to annual planning for grant proposals, conducting a minimum of two in-house planning meetings to address proposal timelines, needs, and project ideas.
 - Year 1-5
 - **Action:** Obtain Partner input in regard to grant applications, such as which funds to apply for, project ideas, collaboration opportunities, etc.
 - Ongoing

- **Objective 7.1.3:** Increase collaboration with partners and neighboring CISMA-groups to improve funding success rate and to engage with higher levels of competitive funding.
 - **Action:** Utilize regional meetings to discuss these opportunities, two meetings/year
 - Ongoing
 - **Action:** Offer project opportunities to Partners and obtain input (include in annual survey)
 - Year 2

- **Objective 7.1.4:** Increase grant writing capacity within the organization
 - **Action:** Better utilize WRISC staff and partners to contribute to application development
 - Year 1-5
 - **Action:** Host a minimum of one grant writing workshop as a training for staff and partners
 - Year 3-4

Strategy 7.2: Seek out fundraising opportunities to bolster WRISC’s available non-grant funding.

Description: WRISC will explore various methods of fundraising to help secure funds to meet program or organizational goals.

Indicators: attending trainings/webinars, funds raised

- **Objective 7.2.1:** Explore various strategies of fundraising for WRISC programs.
 - **Action:** Explore fundraising strategies such as planned giving, specific fundraising targets (CD3 stations), or targeted giving events.
 - Year 2-5
 - **Action:** Attend a minimum of two training/learning sessions relating to organizing and running fundraising campaigns
 - Year 2-5
- **Objective 7.2.2:** Maximize visibility of fundraising campaigns by aligning giving events with national/state level awareness campaigns/events.
 - **Action:** Set up specifically targeted fundraising efforts and align these efforts during regional campaigns (Great Lakes Landing Blitz, National Invasive Species Awareness Week, etc.)
 - Year 3-5

Strategy 7.3: Offer for-hire services to landowners/land managers and explore methods for creating sustainable funding within the organization.

Description: In order to better serve our regional landowners and managers, WRISC will explore different for-hire services to offer, such as property surveys, project monitoring, select treatment work, contracts, etc. Additionally, WRISC will explore various ways to secure sustainable funding aside from grant funding to help support the organization.

Indicators: Program documents, contracts, copies of print materials

- **Objective 7.3.1:** Explore various paid services WRISC could offer, such as property surveys, select treatment work, contract work, etc.
 - **Action:** Discuss various paid service opportunities.
 - Year 1-2
 - **Action:** Develop and implement paid service programs

- Year 3-5
- **Objective 7.3.2:** Set-up landowner cost share program to facilitate retreatment/long-term management of priority invasive species.
 - **Action:** Develop framework for retreatment cost-share program & secure funding
 - Year 1
 - **Action:** Trial retreatment cost-share program
 - Year 1-2
 - **Action:** Finalize program and proceed with full scale implementation throughout service area and across all priority species.
 - Year 3-5
- **Objective 7.3.3:** Explore passive income opportunities to boost WRISC's undesignated funds.
 - **Action:** Design and produce stickers, merchandise (t-shirts, keychains, etc.) to sell
 - Year 4-5
 - **Action:** Continually seek additional funding strategies, especially passive income opportunities.
 - Ongoing
- **Objective 7.3.4:** Produce guides and exclusive resources that could be purchased as digital/hard copies.
 - **Action:** Develop various resources to be available for purchase (i.e. management guidebook for landowners)
 - Year 3

Strategy 7.4: Develop and review organizational framework, including policies, agreements, and other functions necessary to maintain funding for the organization.

Description: With funding being a key aspect of the organization it is imperative that the documents and policies that relate to funding are up to date and relevant to the organization's current status.

Indicators: Copies of documents

- **Objective 7.4.1:** Obtain legal counsel to review all policy/legal documents, such as contracts.
 - **Action:** Seek legal advice on the format and language of legally binding contracts and policies as determined necessary by the board of directors
 - Year 1-5
- **Objective 7.4.2:** Develop a policy to regulate the expenditure of the WRISC Undesignated Fund to ensure appropriate use of those funds.

- **Action:** Develop and adopted a spending policy for WRISC’s undesignated fund.
 - Year 1
- **Action:** Develop a contingency plan to address spending and funding during emergency situations.
 - Year 3
- **Objective 7.4.3:** Work closely with fiscal agent to ensure financial carrying capacity for WRISC projects and operations.
 - **Action:** Assist fiscal agent in maintaining an accountant position by dedicating a portion of project funds towards that position.
 - Ongoing
 - **Action:** Alongside fiscal agent, determine the portion of administrative costs WRISC will contribute.
 - Annually, ongoing
 - **Action:** Review expenditures with fiscal agent on a quarterly schedule.
 - Ongoing
- **Objective 7.4.4:** Investigate the need to adopt additional policies relating to funding.
 - **Action:** Explore the benefits of obtaining Articles of incorporation or other legal requirements for fundraising
 - Year 2-5

Barriers to Success: Capacity (funding, staffing), competitive nature of grants, support network, communication with partners, fiscal agent limitations, internal conflicts, distribution of funding, organization, time commitment, legality