



Annual Report 2022 / 2023

This report was released in March 2023.



Participants in Wildfire's 2023 Fellowship, March 2023

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“Wildfire facilitators have helped our team feel into the power of our collective. They have helped us activate new and renewed knowledge systems in order to navigate change and find cohesive movement forward. Through our sessions we have identified ways to operationalize our values which has help our team build a strong sense of organizational community as we continue to carry out our critical work — as individuals, as co-workers, and as community members in service to a vision of justice and healing.”

- Enei Begaye, Executive Director, Native Movement

About Wildfire

Healthy groups form the core of successful movements. The Wildfire Project strengthens social movements across sector by supporting grassroots groups to transform and spread a thriving culture: groups resilient in the face of changing terrain, who know how to strategize, are grounded in history and their vision, have a connection to a “north star” bigger than themselves, have healthy internal practices, know how to build across identity, can lean into generative conflict, are rooted in compassion and gratitude, can navigate contradiction, and are prepared to grow and win material gains toward freedom.

In this regard, The Wildfire Project serves to develop the emotional and mental health of social movements, their leaders, and participants.

Why We Do What We Do

The systems that support life on this planet are in free-fall or collapse.

Many of the challenges we face are outside of our control, but there are key obstacles that are within our power to overcome. One of the core challenges activist groups face today is a dominant culture in our movements that is a barrier to effectively building power, growing, and winning. It keeps Left from being accessible and compelling. This ‘toxic movement culture’ manifests in activists staying stuck in a self-marginalizing stance, unproductive/unskilled orientation to conflict, burnout, lack of vision, the circular firing squads of “call-out culture”, and reductive approaches to identity. This is the water that many activist groups swim in, even when they themselves feel called to practice other values that reflect their highest selves. Ultimately, this culture shrinks the terrain of politics down to a level of individualism: the *interpersonal policing* of each other’s behaviors and language based on moral abstractions. Instead, Wildfire works to foster a pro-solidarity orientation to collective struggle for the sake of changing the material systems that have brought our world to the brink.

We know *groups* are the fundamental building block of movements – they’re what keep individuals in action, what keep movement moments going, how we transform, where we learn, what we use to hold each other accountable as we build networks.

We are in a historic moment of both incredible challenge and enormous possibility: the rules of the game keep changing, and contradictions are heightening. If we don't move toward meaningful governance soon, the rising tide of scarcity and fascism may engulf us all; if we do, true liberatory transformation of this world is on the table. Ultimately, in order for our movement to become what we need it to be, we need to shift its culture, toward one of powerful groups that can win in real terms.

In this regard, Wildfire is supporting the practice of the spiritual and cultural dimensions of a Just Transition.

Our Movement-Building Strategy

We live in a deteriorating empire, and social movements give us hope to chart a new course. Because we believe in groups, Wildfire's strategy is to work with grassroots organizations at the leading edge of a range of movement sectors, primarily those on the frontlines. We offer a special focus on groups that have emerged out of crisis moments. These are the groups that are most responsive to shifting context, adaptation, learning, and have the insight necessary to innovate solutions based on their social location. They offer the leadership that filters across movements and into our society at large. By assisting fundamental transformation in these groups, and then linking them together across issue areas, Wildfire contributes to a resurgence of a healing Left that can take on new challenges in a changing world. Our commitment to cadre and leadership development also transcends any particular group. We invest in the development of individual grassroots leaders within and beyond our partner groups because we know that by building their commitment to the long-haul, they will continue to assist our movements transformation long after our programs end.

Our Assessment:

Since the 1980s, a dominant tendency of the US Left has resigned itself to a defensive, marginal, and isolated role in society. History has proven this posture will not gain us the power we need to make real change.

Critical next steps for US Left include building:

- solidarity-driven political orientation and strategy
- power (numbers, resources, and infrastructure), and
- far-reaching and resilient enough "We"

to develop the cross-sector front needed to **break out of this stagnant posture and lead the work of building real governing power.**

Our commitment:

- Wildfire's strategy is aimed at supporting groups and individuals poised to take on the above task (see page 6 for specifics).
- Our strategic commitment is working with those seeking to move beyond a position of asking those in power for concessions (for example: reactive, single-issue campaigns), toward **a position of wielding power for ourselves.**
- We support groups and individuals **not just fighting back but *fighting forward*: building lasting power, shifting the balance of forces long-term.**

How We Move

The Wildfire Project is committed to keeping the real big picture in mind, drawing on deeper sources of resiliency bigger than ourselves, sitting in contradiction, honoring multiple truths, practicing gratitude, feeling visions of Freedom in our bodies, honoring land, and weaving the relations of material interdependence.

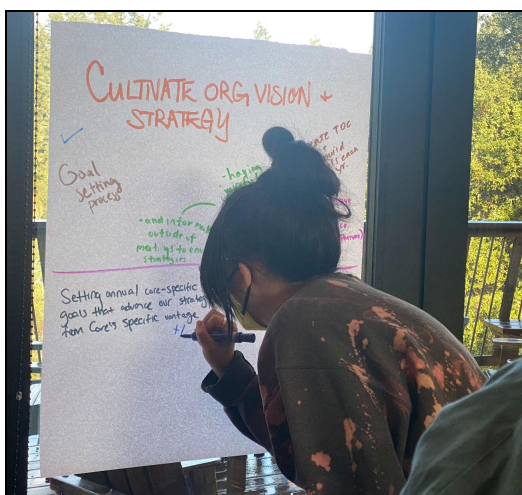
Who We Are

The Wildfire Facilitation Team is made up of 18 experienced facilitators, all of whom are leaders in a wide range of movement sectors and issue areas. They include Executive Directors of organizations like the Dream Defenders, are Campaign Managers for Congressional leaders like Ilhan Omar, are Political Directors for groups like OutFront! Minnesota. Many of these practitioner-facilitators emerged from the organizations we've partnered with, and now make up our



Leadership Team - which is one way that Wildfire is led by its grassroots base. This team keeps us rooted in many different movement arenas, allowing us to cross-pollinate cutting edge innovation and insights from different social change efforts across the country. We are proud that our team is active in the movements they serve on the ground, and distilling these insights allows us to be uniquely multi-sectoral. Our facilitators currently work, or have roots in groups like: Mijente, Dream Defenders, Movement Generation, BOLD, Peace Poets, OutFront! MN, Militia Design, New Economy Coalition, Center for Third World Organizing, IfNotNow, Movement Net Lab, Leftroots, & SEIU.

Our Programs



Our work is relational. Our core programs are year-long Partnerships that take grassroots movement groups through creative, experiential, multi-part processes that help them shift their own group cultures through cycles of practice. This includes moving through generative conflict; grounding the work in study, history, and political education; navigating power, rank, and leadership; breaking past the self-limiting barriers that emerge from trauma and repression; building concrete strategy and organizing skills; finding balance between purpose & belonging; assisting interpersonal transformation, and building cultures of curiosity & learning.

We also offer group facilitation on a shorter-term basis, including coalition meetings, retreats, fellowships, convenings, trainings and more. Additionally, we run long-term leadership development programs to advance the facilitation skills of grassroots change-agents.

Our programs prepare these groups, and individuals within them, to lead grassroots social movements

toward their own potential – to help us all become become big, bold, visionary, and strategic enough to build the world we all deserve. We use experiential, democratic tools to elicit the wisdom already present in the groups, and pair that with decades of expertise to support groups and individuals to become their most powerful selves.

Core Skills We Teach

The Wildfire Project works to spread the relational skills* required to build the strategic, thriving organizations needed to develop a mass-based, power-building Left big and powerful enough to govern and reshape society.

*Building these skills includes practices, tools, and theory (embodied competency) on:

- Joining & differentiation
- Accountability & feedback
- Boundaries & requests
- Pace
- Purpose & belonging
- Building power & relationships across difference (incl. mainstreams/margins)
- Rank
- Generative conflict
- Identifying and transforming self-limiting beliefs
- And other connective practices such as: developing & incorporating ritual, increasing capacity to sit in contradiction, cultivating the capacity to surrender, keeping the real big picture in mind, drawing on untapped resources and sources of resilience, feeling visions of freedom, practicing gratitude, and increasing sense of interdependence

Types of Programs To Achieve our Purpose

1. Group Facilitation

- Support existing organizations to build the relational skills required to successfully make the impact they're positioned to make as part of a broader power-building movement ecology, through long-term partnerships that include a series of group retreats, personalized coaching, and practice plans. .

2. Leadership Development

- Train organizers *and* facilitators to build and maintain strong group cultures, and further a relationally grounded approach to power-building in their work through **Fellowships** and Training for Trainers.
- Support the Wildfire Project Facilitation Team through ongoing skill development and political education.

3. Public Programming

- Communications, narrative, and facilitated programming accessible to individuals at a lighter touch, with the goal of promoting the concepts, skills, tools and practices to help both organized and unorganized people prioritize, maintain, and participate in healthy and effective groups, and understand healthy group culture as fundamental to building power

Who We Work With

Wildfire works with groups that are committed to at least one of the following:

- Bringing mass numbers of people into fighting organizations to win collective power (e.g. base-building campaign organizations, tenants unions, workers centers, labor unions, mass organizations)
- Building working class/oppressed people's control over resources (i.e. land, money, infrastructure), labor, and/or the decisions that affect our lives at scale.
- Building the power and leverage of the broader mass-based, power-building Left, beyond specific sector (e.g. electoral work that increases the Left's influence over policy, a popular podcast bringing mass numbers of people to identify as part of the Left, a coalition-building effort, groups that serve their communities in tandem with others doing other roles in an ecosystem)

We prioritize groups that:

- See themselves as playing—or want to play—a role in building a broader Left, mass-based, power-building movement ecology.
- Are open to transformation: challenging their own habits and beliefs, taking risks for the sake of growth, receiving potentially difficult feedback/assessments and integrating them accordingly
- Are taking the reality of climate collapse and corresponding social/economic/political crises seriously in terms of their strategy and vision

Program Outcomes

After going through our programs, depending on the particular group's goals, they and their members:

- More effectively build power and grow
- Are more willing and able to defy “purity politics” by navigating contradiction, holding nuance, nurturing creativity, and taking risks
- Have the tools and skills to make strategic cultural interventions
- See themselves as creators/shapers/agents of culture
- Be able to identify and transform self-marginalizing group behavior
- Break past fear of conflict, and engage in healthy practices to surface agreements and disagreements
- Heal from organizational wounds that have lived under the surface and hindered their work
- See and transform the “ghosts” of unhealthy or unresolved past conflicts
- Know how to facilitate their wider base through comparable processes





“We highly recommend Wildfire for any grassroots organization or community looking to strengthen their culture, clarify their vision, and leverage their power in more efficient and effective ways. Wildfire held an incredibly strong container and took the time to learn about our organization and where we were in our process, personalizing the retreat they facilitated and judiciously building upon the work we had previously done. They solicited feedback over the course of four sessions and incorporated our specific and evolving needs into their facilitation. The Wildfire team created an open and honest environment for frank discussion, deep listening and practical takeaways and tools that continue to guide the direction of our internal work. We remain incredibly grateful and excited to continue building upon what we started with Wildfire.”

-Ginger Cassady, Executive Director, Rainforest Action Network

Six Elements of Thriving Movement Culture

Wildfire’s methodology was developed through years of letting the work teach us through praxis. We’ve found patterns that hold groups back, and an approach to assist organizations in shifting the culture they practice. We design custom programs from scratch to serve the needs of grassroots groups, using experiential, directly-democratic, participant-centered pedagogy. There are six elements that inform our methodology:

1. Thriving Groups

- a. Enter into generative conflict. Balance purpose and belonging. Navigate rank. Practice direct feedback and accountability. Balance joining and differentiating. Build group containers that hold risk. Navigate mainstreams and margins.

2. Compelling Visions of Freedom

- a. Find a North Star. Deepen collective vision. Engage in visionary political education. Assess strategies, impacts, and interpersonal dynamics.

3. Building Power Across Difference

- a. Re-negotiate mainstreams and margins. Hold complexity, fierceness, and compassion. Deepen solidarity through political education.

4. Study and Practice

- a. Historically ground the work. Deepen analysis of power. Concretize vision. Draw on strategic wisdom. Integrate political education.

5. Transformative Strategies & Skills to Strategize

- a. Face and transcend self-limiting beliefs. Create a culture of assessment. Identify the impact you’re best suited to make. Build strategies to make that impact. Develop the skills that the work requires.

6. Cultivating Spirit and Faith

- a. Develop and incorporate ritual. Increase capacity to sit in contradiction. Cultivate capacity to surrender. Keep the real big picture in mind. Draw on untapped resources and sources of resilience. Feel visions of freedom. Practice Gratitude. Increase a sense of interdependence.

What's Special about Wildfire

Wildfire is an intervention on the dominant *culture* of activism in our society. We make this intervention with a team of facilitators who have the legitimacy, cultural competency, reputation, and stake to holistically engage across many movement sectors and challenge norms that activists take for granted. We believe that culture - *collective practices that express collective values* - sits underneath and shapes the structure, work, and impact of organizations.

Whole Group Centered

There are many training organizations that host workshops for individuals. That model can train people in skills or new perspectives, but they often go back to organizations that are not able to integrate the skills or sustain the change. This leads to burnout and lost potential. We work with whole groups both as a core strategy for movement-wide culture shift, and also because its how to make the change stick. We insist that our Partners have full participation at all levels of leadership, for a cohesive impact.

Practice-Oriented Accompaniment

Many workshops can create a feeling of breakthrough and catharsis in the training room, but that's the easy part. Real change happens in the day-do-day, which is why Wildfire focuses on daily practice, which can only be tracked and supported through long-term accompaniment. That's why our Partner programs follow the course of a year, rather than just a weekend.

Experiential Methodology

Our pedagogy elicits the group's own wisdom and direction - there are many trainings where experts communicate their expertise, but this style often does not bring about transformation or retention. We work experientially so that groups can sustain their growth without needing Wildfire, creating self-replicating patterns of behavior that can spread throughout our movements as a whole. The life of the group itself becomes the material of our facilitation, which is why all of our programs are custom-built to suit specific needs. We apply a range of tools through a refined methodology, rather than a cookie-cutter curriculum.

Holistic integration

Most existing training infrastructure in the Left either sits in the realm of depoliticized skill building (i.e. without context), or conversely, focuses on political education and a liberatory politic that isn't connected to building the capacity needed to carry it out. Wildfire is a holistic integration that blends these approaches - organizing, healing, strategy, education - underpinned by deep emotional work that focuses on recovering individual and collective agency. We do this by surfacing the dynamics that live under the surface in an organization.

Multi-sectoral

Wildfire has praxis integrated into our DNA - our facilitators are always in the field, working in Ecological & Climate Justice, Black Liberation, Racial & Economic Justice, Immigrant Rights, Housing, and GLBTQI rights. We are students of the groups and sectors we serve, and therefore get to blend learning from the leading edge of frontline grassroots groups across these sectors. We believe movements need to break past

issue silos to build strategies of deep alignment and cohesive platforms, which is why we internally have a cadre model where our facilitators are themselves practitioners in these different arenas.

Shifting Culture Through Conflict

We've learned through practice that culture shift requires focusing on where the spoken and unspoken **tension** is - eliciting conflict to work through it in a generative way. For example, the barriers to good strategy are often not a lack of a planning rubric, but the micro-misalignment that manifests in practices that can be invisible to a group because it's the water they swim in. Without dealing with self-marginalizing group tendencies, a group can't grow. Without dealing intentionally with issues of race, class, gender, and sexuality, they'll never have enough unity to overcome external challenges. Many groups try to shift their structure, but without a culture to support that shift, the old patterns to persist. To win, we will need to shift the way we organize, *the way we behave*.

We believe the engine of this kind of shift is *healthy conflict*. Movement groups are often accustomed to the kinds of polarizing conflict that they practice externally with their adversaries; when they apply these practices to navigate internal disagreements among allies, it can fracture the group and become toxic - which is why many groups opt instead for passive-aggressive or conflict-averse internal dynamics. We believe that increasing the *conflict literacy* of groups is key for them to recover their power and grow.

Ultimately, that's what Wildfire is here for: To support individuals and groups to find their **agency**, so they can overcome their barriers to power and create the kind of culture that will help our movements grow and succeed, so we can win the world we all deserve.

Wildfire's Track Record



The groups we've trained have won ballot measures to re-enfranchise hundreds of thousands of voters, gotten progressive candidates elected, escalated bold actions at the United Nations Climate Negotiations, shut down police precincts, saved homeowners from eviction, extracted millions of dollars from slumlords for low-income tenants, sued the federal government over climate change, won \$15/hr minimum wage in Minnesota, forced universities to divest hundreds of millions of dollars from fossil fuels and put it back in communities, defended the rights of Muslims and Jews, defeated toxic oil pipelines, and organized thousands of people into power-building organizations. We don't claim responsibility for all of that. But we know we've helped individuals become better leaders, supported groups to meet their potential, and built relationships across geographies, identities, and issues that have manifested themselves in real action and tangible victories.

The groups we serve are changing the world. We're so grateful to accompany and learn from them.

2022 Accomplishments



“After one of our retreats with Wildfire, I had this feeling in my body of absolute openness, clarity about who we were, and confidence in the possibility of who we could become. It felt a little bit like magic. I think that magic Wildfire brought actually helped our organization survive difficult times – but beyond surviving, to do important, powerful work – like this past semester, when we organized actions in 30 college campuses around the country, turning out more than 2,000 students, taking 60 arrests, and winning tangible victories for divestment from fossil fuels and reinvestment in a just transition. I strongly believe that Wildfire is a lot of what made that possible.”

- Varshini Prakash, co-Founder, Sunrise Movement

Group Facilitation

We measure the impact of our work through developing a criteria of culture-shift on a case-by-case basis with each of our groups, and over the course of the year evaluate the progress of an organization’s ability to meet its own goals through the practices they develop in our programming. We get feedback from our partners during the program, and then after the program ends. In 2022 we worked with groups that included:

Native Movement

- An Indigenous organization based in Alaska, working on climate change and treaty rights, dedicated to building people power, rooted in an Indigenized worldview, toward healthy, sustainable, & just communities for all.

Fairbanks Climate Action Coalition

- Through education and advocacy Fairbanks Climate Action Coalition mobilizes Fairbanks & Interior Alaska communities toward action to mitigate and adapt to climate change. They seek to elevate climate solutions and foster a fair, equitable, & just transition to sustainable communities — locally, regionally and globally. They seek to build a renewed & respectful relationship between all beings and the earth.

Virginia Civic Engagement Table

- A convening and coordinating table building long-term, progressive political power toward a multiracial and just democracy in Virginia

Earth Quaker Action Team (EQAT)

- A faith-based regional environmental and EJ organization, rooted in Quaker community and values, engaging in campaigns pressuring banks and the fossil fuel industry.

Virginia Organizing

- A non-partisan statewide grassroots organization dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives.

Lavender Phoenix

- Lavender Phoenix is powered by trans and queer Asian and Pacific Islander people, building power, uplifting our histories, and supporting transformation and political home to our people.

Rainforest Action Network

- An Environmental campaigning organization.

Freedom of the Press Foundation

- Freedom of the Press Foundation protects, defends, and empowers public-interest journalism in the 21st century.

Nuns & Nones Land Justice Project

- An alliance of spiritually diverse millennials, women religious, and key partners working to create a more just, equitable and loving world.

MediaJustice

- MediaJustice (formerly Center for Media Justice) is building a powerful grassroots movement for a more just and participatory media —fighting for racial, economic, and gender justice in a digital age.

Sunrise Movement

- Entire national staff of Sunrise Movement, a youth movement to stop climate change and create millions of good jobs in the process.

LA Sunrise Movement

- LA chapter of Sunrise Movement, a youth movement to stop climate change and create millions of good jobs in the process.

Articles and Tools



Throughout 2022, we continued to publish tools for public use by other facilitators, which you can find on the [Articles & Tools section of our website here](#)¹. One example is our article on the leading strategy-for-movement-builders website **Convergence** titled “[Healthy Group Accountability: Learning How To Learn](#).” In it, we distill lessons for groups working to build an internal culture of followthrough, and share tools for building a culture of collective responsibility for the sake of strategy.

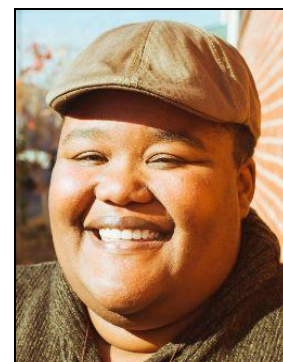
Notably, 4 out of the 7 resources in the discussion guide in the widely circulated article on movement culture by Maurice Mitchell “[Building Resilient Organizations: Toward Joy and Durable Power in a time of Crisis](#)” were contributions that involved Wildfire facilitators, or our organizational frameworks.

Expanding our staff

In order to meet the demands of our expanding programming, Wildfire hired two new staff in 2022.

Our **Program Director** Michael Strom shifted into a new **Education Director** role, so we could dedicate the needed capacity toward our curriculum, facilitator development, and pedagogical Praxis.

We hired Brooke Taylor to fill the newly redesigned **Program Director** role, and also hired Lane Fury as a **Fundraising Associate**.



This grew our staff from 3 to 4.5 people - a big jump for our small but mighty team.



“At a time of serial economic and ecological crises, Wildfire is giving our movements crucial tools and structures to protect themselves — to not only fight back disaster capitalism but to put forward real solutions that reduce inequality and make us all safer in the future. I don’t know of anything else out there like it.”

- Naomi Klein, Author, Wildfire Project Advisory Board Member

¹ If the hyperlink does not work in the PDF document, you can see this section of our website at <http://wildfireproject.org/resources/#articlestools>

2023 Programming



Caption: Wildfire Project facilitating Sunrise Movement all-staff workshop 2022

Fellowship

The Wildfire Project knows that a crucial part of the way forward is deepening our capacity to build strong, resilient groups and relationships. Both our spirits and our strategies are calling us to transform the ways we relate to one another across lines of conflict, difference, and power. In 2023 we are continuing our in-depth custom facilitation with cross-sectoral movement groups, but are additionally meeting this challenge by expanding multiple new programs, including the 2023 Wildfire Fellowship - to spread the methodology we have honed for over a decade by training key movement leaders who are well positioned to apply these skills in the right places.

The Wildfire Fellowship is a hybrid multi-weekend, 8 month deep dive for 27 movement leaders to learn Wildfire's core relational skills and tools, and apply them to help their organizations grow and reshape their group dynamics. We just completed the first of 3 gatherings in March of 2023

Frontline groups from Indigenous Sovereignty, Racial Justice, Labor, Housing, Climate and Gender Justice movements around the country are sending cohorts of 2-4 fellows each, to cross-pollinate lessons and relationships as they learn and build together. Strategically speaking, all the organizations participating in the fellowship are not just fighting back but *fighting forward* by building concrete power and shifting the balance of forces long-term.

Fellowship Participants include: **Native Movement, NDN Collective, Dream Defenders, Centro de Trabajadores Unidos en Lucha (CTUL), Inquilinxs Unidxs, Lavender Phoenix, New Justice Project, CAAAV: Organizing Asian Communities, Tending the Soil Coalition, Wildfire Project's own staff**

Over the course of 2023, Fellows will come together for three intensive in-person 3-day workshops on assessing and shaping group dynamics with lodging and meals provided for all participants. Between sessions, Wildfire facilitators will coach both fellows as well as the leadership of their organizations on how to best support their cohorts of fellows to engage and apply their learnings on a monthly basis, and offer ongoing team building and support for fellows to integrate their learnings back at their orgs.

Group Facilitation

Many of the groups we were supporting in 2022 extended their programming with us into 2023, as well as new partner groups including Californians for Justice, a statewide youth-powered organization fighting for racial justice.



Native Movement program, Aug 2021- an alliance of Alaska Native groups, dedicated to building power, rooted in an Indigenized worldview, toward healthy, sustainable & just communities for all.

Podcast

It's been a longtime coming - but our podcast is nearly ready to launch! We developed a new partnership with [Convergence Magazine](#), which will be the platform for our 5 episode series on Conflict in Social Movements. Each episode will feature a deep conversation with one of our partners about the transformation that occurred using Wildfire tools, and how they see their work now. We are excited about making this contribution to the discourse about how to build healthy social movements.



“Wildfire is a blessing for activists, organizations and movements! One of the best decisions we’ve made is to work with Wildfire over the last year. They created a sacred space for us to speak our truths and listen to one another, which strengthened our internal and external communication and work in the world. And recently, when we were overwhelmed responding to the fires in the Amazon, they held much-needed space for us to come together as a team to respond with big vision for the immediate and long-term. In a few hours we gained clarity for what we needed to do. For that, we are so grateful!” - **Leila Salazar-López, Executive Director, Amazon Watch**

Facilitation Team Leadership Development

Throughout the Pandemic, we have not been able to gather our facilitation team in person. In 2023 we are revamping our team through a thoughtful refresh process that will include a 20 person gathering in May of 2023 in Florida. This is also one of the reasons for creating the role of Education Director in 2022, to continue to prioritize our internal development in the years ahead.

“A Taste of Wildfire” Public Programs

Over the years, we have taken many groups through deep work to transform their culture and dynamics. We're excited to meet that depth with a greater focus on *breadth*. Our long-term group work has given us valuable opportunities to distill and sharpen our core offerings. Building these offerings into replicable curriculum and developing programming accessible to a wider range of organizers and movement-builders will support the far-ranging dissemination and integration of a thriving, relational movement culture.

We are launching a 3-part series of weekend workshops for individuals to participate in, beginning Summer of 2023. They will help organizers develop in Wildfire's core relational competencies without needing to be part of an intensive group process. Participants will receive an array of tools, curriculum, and deepened relational skills to bring back to their work.

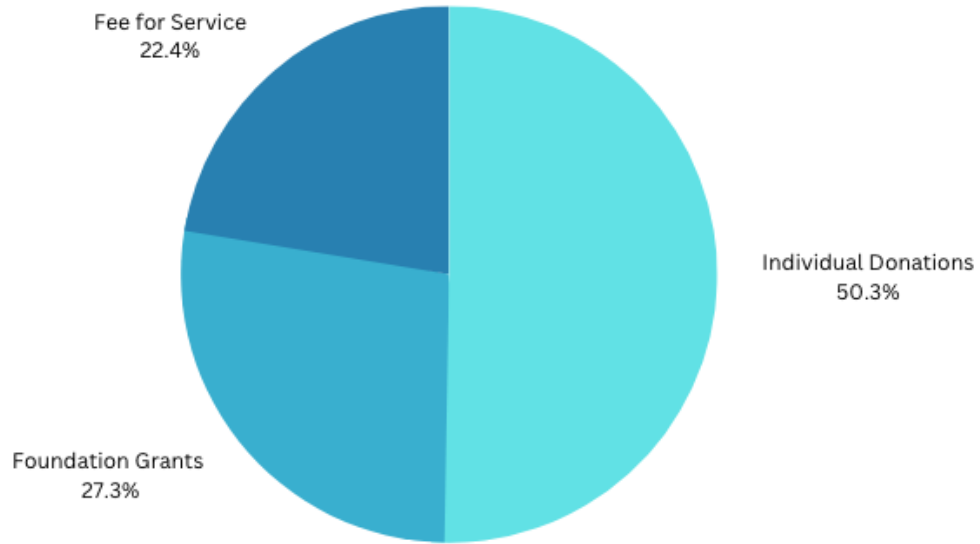
Finances

We have historically relied on a conservative budgeting process since founding in 2012: see what we could fundraise and keep expenses within that range. In 2023 we've taken a bolder approach to our work committing to expand our programs and staff, resulting in a budget expansion from \$613,000 in expenses in 2022 to a projected \$1,032,000 in expenses in 2023 that will: increase our staffing from 3 full-time equivalents to 4.5 full-time equivalent employees, true up salaries to livable wages through a rigorous salary evaluation process, maintain core programming with 11 existing & new organizational partners, launch new programs including the Fellowship & a la carte public programs, and return to full in-person gathering for the first time in the pandemic era to refresh and develop our Facilitation Team.

In 2023 we need to raise a minimum of \$730,000 with a goal of \$1,030,000 to break even. Of that, we have identified probable funding sources in existing pledges and likely donations and fees for \$500,000, leaving a \$230,000 gap for our minimum and \$530,000 for break even. The launch of our 2023 Fellowship constitutes \$292,000 of our \$1,030,000 budget. We expect \$156,500 in associated Fellowship income (sponsorships and restricted grant funding), so we are currently raising \$135,500 to fully fund the Fellowship.

Wildfire's funding model stands on three legs: fee-for-service work (~22%), individual donor contributions (~50%), and foundation grants (~27%). For our core programs, we charge on a sliding scale to maintain affordability while compensating our facilitators for their labor and expertise. Fees cover the direct costs of programs but do not include overhead expenses associated with administration of the programs or facilitator coaching and development. Individual donations offer the most flexible funding for our work with major donors providing the bulk of our funding in gifts from \$1,000 to over \$100,000 annually.

2022 Wildfire Income



Gratitude

Thank you to our 65 recurring and major individual donors, as well as our 2022 and 2023 Foundation Support from The Chorus Foundation, Mosaic, The Max & Anna Levinson Foundation, Overbrook Foundation, and the Bertha Foundation.

