

# Friends of Baxter State Park

## 2022-2025 Strategic Plan

*Approved by the Board of Directors  
March 14, 2022*



## Table of Contents

Vision Statement .....	3
Mission Statement .....	3
Strategic Priorities .....	3
<b>Lead efforts to ensure Park’s resilient and wild nature .....</b>	<b>4</b>
<b>Increase visibility for Friends of Baxter State Park and engage more diverse     group of stakeholders .....</b>	<b>4</b>
<b>Grow capacity to expand our impact.....</b>	<b>5</b>
<b>Deliver relevant programs tied to our mission .....</b>	<b>5</b>
Strategic Plan Dashboard.....	6

## **Vision Statement**

Our vision is robust ecosystems within and surrounding Baxter State Park, sustainable use by current and future generations, and healthy communities in the Katahdin region.

## **Mission Statement**

Friends of Baxter State Park strives to inspire passion for the Park's wild character in the spirit of Percival Baxter. We promote exemplary use, natural resource stewardship, and a healthy Katahdin region to ensure the Park forever remains a refuge.

## **Strategic Priorities**

1. Lead efforts to ensure the Park's resilient and wild nature
2. Increase visibility of Friends of Baxter State Park and engage more diverse group of stakeholders
3. Grow capacity to enhance our impact
4. Deliver relevant programs tied to our mission

## **Lead efforts to ensure Park's resilient and wild nature**

### **Objectives:**

1. Maintain and enhance relationships with Park staff, particularly those relationships that deal with park management, policy, science, visitor experience, public support, and exemplary practices.
2. Work to reconcile issues, as they arise, concerning Governor Baxter's directives.
3. Engage with tribes to open a dialogue about the Wabanaki relationship with the Park.
4. Develop an organizational role regarding climate change.
5. Advocate to buffer the Park from incompatible uses (encroaching development, poor forestry practices, views) and work with neighboring landowners.
6. Engage with legislature; and other state, regional, and municipal entities; membership, and partners on relevant policy.
7. Produce messaging that supports policy objectives.
8. Engage in advocacy related to Park management issues and potential land acquisitions.

## **Increase visibility for Friends of Baxter State Park and engage more diverse group of stakeholders**

### **Objectives:**

1. Increase diversity in our board, staff, committees, volunteers, programs, and membership.
2. Develop programs that engage diverse constituencies.
3. Raise awareness of our impact in the Katahdin region.
4. Develop a communications strategy to maximize our impact, including updates to our website, newsletter, social media, and branding.
5. Increase our visibility in the Katahdin region.

## **Grow capacity to expand our impact**

### **Objectives:**

1. Increase annual fund donations from major gifts, foundations, businesses, members, and events to meet projected increases in operating expenses.
2. Engage and grow major donors (\$5,000+) and potential major donors (\$500+). Increase annual fund donations from major gifts, foundations, businesses, members, and events to meet projected increases in operating expenses.
3. Grow the endowment.
4. Review current staff job descriptions to determine any discrepancies with position realities. Update job descriptions or redistribute workload.
5. Review staff salaries and benefits to align with market and staff needs.
6. Assess staff capacity to ensure that it meets current and projected workload.
7. Evaluate and enhance professional development.
8. Consider how volunteers can be deployed and coordinated to meet the needs of Friends and the Park.

## **Deliver relevant programs tied to our mission**

### **Objectives:**

1. Complete assessment of programs by mission relevance, target audience, revenue generation, and resource allocation.
2. Based on results of assessment, prioritize highest ranked programs, consider phasing out lowest ranked programs, and develop new programs to support our mission.