



Strategic and Succession Planning Subcommittee

AWWF STRATEGIC PLAN: TRANSITIONING TO OUR SECOND DECADE MID-YEAR REPORT

Draft – October 18, 2022

BACKGROUND

The Strategic and Succession Planning (S2P) Subcommittee was convened by the Board of Directors of the Allagash Wilderness Waterway Foundation (AWWF) in February 2022 to help AWWF transition from its first to second decade. During this first decade of existence, we have grown—a *lot*—not only in terms of membership and fundraising, but also in terms of enhanced initiatives and positive impact in support of our mission. We have a larger Board and a new group of Advisors to the Board. We have increased fundraising capacity and enjoy a more robust budget. And we have four broad initiatives underway at this time:

- Natural Resource Inventory, Ecological Assessment, and Long-term Monitoring;
- *Youth on the Allagash*;
- Wabanaki collaborative; and
- *Storied Lands & Waters* implementation.

For more information about each of these initiatives, please visit our [website](#).

As we transition to our second decade, we pause and take stock by collectively identifying where we wish to be in the next three to five years, and what it will take to get there. The draft report attached is a first step in this effort. Specifically, we explore here what AWWF's areas of focus are intended to be over the next three to five years, and what project priorities would best implement these focus areas.

We begin by invoking the AWWF mission statement:

To enhance the wilderness character of the Allagash Wilderness Waterway, protect its environment, and preserve and foster knowledge and understanding of its natural, historical, and cultural values.

With the mission statement as our touchstone, we have identified the following three goals to help frame our objectives and prioritize our programs:

STEWARDSHIP: Protect and enhance the ecological health and wilderness character of the Waterway.

EDUCATION: Expand public knowledge and understanding of the Waterway's natural, historical, and cultural values for their intrinsic educational worth and in order to grow and support a "pipeline" of individuals who will serve as future stewards of the Waterway and enhance the AWWF mission.



ENGAGEMENT: Maintain policy and financial support for the AWWF mission and operation through sustainable governance, a strong financial base, and engaged interest in the Waterway.

Recognizing that our organizational capacity and budget is finite, these goals will also guide us in identifying objectives and programs that we must defer or reject.

The table that follows identifies our specific preliminary **objectives / focus areas** with targeted, time-limited results that will contribute to the AWWF mission and identified goals, and prioritizes our **programs and projects**—that is, specific actions designed to achieve one or more of our objectives.¹

We have prepared this draft report as a tool to help us gather feedback on the identified goals, as well as our preliminary list of focus areas and priority programs and projects—from Board Members, Advisors to the Board, the Bureau of Parks & Lands, the AWW Advisory Council, programmatic partners, and other stakeholders.

We also seek your feedback on the form of our governance and staffing structure. To that end, we have identified three possible **models of governance**, which are included on the last page of the attached. Based on a discussion of how each model impacts the AWWF budget, staffing needs, Board volunteer hours, and programming decisions, the AWWF Board tentatively recommends the “Strong Board + Staff Support” Model 1. This model is based on our historical form of governance and assumes significant Board engagement and commitment to volunteer hours, along with support from at least one part-time staff person.

We welcome your thoughts and look forward to engaging in this important dialogue with you.

— The AWWF S2P Subcommittee

Bob McIntosh, President

Aga Dixon, Clerk

Don Hudson, Secretary

Paul Johnson

Don Nicoll

Dick Barringer

Scot Balentine

¹ We note that the AWW Advisory Council is at present engaged in updating the 2010 AWW Strategic Plan. Because the AWW Strategic Plan has significant impact on and overlap with the AWWF’s mission, we intend to revisit and consider updates to our objectives / focus areas and our programs and projects once the Strategic Plan is updated.

AWWF STRATEGIC PLAN: TRANSITIONING TO OUR SECOND DECADE (MID-YEAR REPORT)
PRELIMINARY LIST OF FOCUS AREAS AND RELATED PROJECTS & PROGRAMS

OBJECTIVE / FOCUS AREA — PROJECTS & PROGRAMS ²	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
NATURAL RESOURCE EVALUATION & PROTECTION <i>Objective: In the next 3-5 years, complete a comprehensive natural resource inventory and ecological assessment of the Waterway and identify natural areas that may need some form of long-term management and protection, and make this information accessible to the Bureau of Parks and Lands, the Maine Department of Inland Fisheries & Wildlife, users of the Waterway, and the general public.</i>					
			Coordinator:	\$1,875	60 (7.5%)
PROJECTS & PROGRAMS—UNDERWAY					
— Natural Resource Inventory and Ecological Assessment: Conduct a comprehensive inventory, assessment, and documentation of the natural values and resources within the Waterway (<i>see</i> AWWSP Ecological Integrity & Recreation Goal 1, Objectives a1 & a2; Goal 2, Objectives a & b; Goal 3, Objective a; AWWMP Policy 3, Objective 3.1; <i>see also</i> SLW Report).	STEWARDSHIP	NRIM	Mid-2023 (final report)	\$25,000	300
— Coldwater Fisheries Habitat Water Temperature Monitoring: Conduct water temperature monitoring in the tributaries to the Waterway and in the Allagash River and data analysis (<i>see</i> NRIEA).	STEWARDSHIP	NRIM	Late 2023 (two-year report)	\$10,000	200

² Cross-references in the table are to the following documents: Allagash Wilderness Waterway Strategic Plan (AWWSP); Allagash Wilderness Waterway Management Plan (AWWMP); Natural Resource Inventory & Ecological Assessment (NRIEA); and Storied Lands & Waters report (SLW Report).

³ A project or program that is underway or under development as part of an existing AWWF initiative is identified as follows: Natural Resource Inventory and Monitoring (NRIM), Youth on the Allagash (YOTA), Wabanaki Collaborative (W), and Storied Lands & Waters (SLW).

⁴ Budgets are rough estimates. The AWWF Coordinator's budget in support of projects & programs underway is identified as a budget item for each objective/focus area; this amount is in addition to the budgeted amounts for each project & program.

⁵ Annual hours are rough estimates. The AWWF Coordinator's estimated hours are identified for each objective / focus area, and AWWF Board estimated volunteer hours are identified for each project & program.

OBJECTIVE / FOCUS AREA — PROJECTS & PROGRAMS ²	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
PROJECTS & PROGRAMS—UNDER DEVELOPMENT					
— Wabanaki Knowledge: Engage Wabanaki knowledge keepers in the Natural Resource Inventory and Ecological Assessment (<i>see</i> NRIEA).	STEWARDSHIP EDUCATION	NRIM	Fall 2022	TBD	TBD
— NRIM Pocket Guide: Develop and publish a natural resource inventory like the <i>Allagash Explorer</i> in collaboration with BPL (<i>see</i> AWWSP Guiding Principle 2, AWWMP Policy 9, Objective 9.2, Strategies 9.2. D, E, & F; <i>see also</i> SLW Report).	STEWARDSHIP EDUCATION	NRIM	2023-2024	\$15,000	100
— Long-Term Monitoring: Conduct and/or collaborate with partners for long-term monitoring recommended in the ongoing NRIM projects & programs (<i>see</i> NRIEA).	STEWARDSHIP	NRIM	Starting in 2023	TBD	TBD
— Landscape-Scale Monitoring Network: Collaborate with private landowners, BPL, TNC, Baxter State Park, and Katahdin Woods & Waters National Monument to support long-term monitoring projects (<i>see</i> NRIEA).	STEWARDSHIP	NRIM	Starting in 2022	In-Kind	TBD
PROJECTS & PROGRAMS—UNDER CONSIDERATION					
— Hydrological Assessment: Evaluate the impacts of the Telos, Churchill, and Lock Dams on the hydrology, ecology, and recreational resources of the Waterway and make recommendations for their management, maintenance, and/or future modification (<i>see</i> AWWSP Ecological Integrity & Recreation Goal 3, Objective a; AWWMP Policy 8, Objective 8.1, Strategy 8.1 D).	STEWARDSHIP		TBD	TBD	TBD
— One-Mile Area Natural Resources Inventory and Ecological Assessment: Conduct inventories filling gaps in information for important natural features and resources in the Waterway's One Mile Area in collaboration with MNAP and other partners, and identify those that may need some form of long-term management or protection (<i>see</i> AWWSP Guiding Principle 2; AWWSP Ecological Integrity & Recreation Goal 4; AWWMP Policy 7, objective 7.1, strategies 7.1a & 7.1b).	STEWARDSHIP		TBD	TBD	TBD

OBJECTIVE / FOCUS AREA — PROJECTS & PROGRAMS ²	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
— Land Protection: Establish criteria and identify critical or high-value natural areas in the two Waterway watersheds and seek opportunities for their protection in coordination with adjacent landowners, BPL, FSM, TNC, and other partners (<i>see</i> AWWMP Policy 7; AWWSP Ecological Integrity & Recreation Goal 4).	STEWARDSHIP		TBD	TBD	TBD
WABANAKI COLLABORATION <i>Objective: In the next 3-5 years, establish and support Wabanaki wilderness canoe trips on the Allagash, collaborate with Wabanaki First Nations to prepare an Allagash Wabanaki culture and history background document and visitor guide so that every visitor to the Allagash and others may be informed about Wabanaki ancestral and contemporary homelands, history, and culture.</i>			Coordinator’s budget and hours are included in the Waterway Stewards Pipeline objective / focus area, below.		
PROJECTS & PROGRAMS—UNDERWAY					
— Wabanaki Youth in Science (WaYS): Facilitate canoeing and camping trips for Wabanaki ancestral lands trail crew from the Waterway to Katahdin Woods & Waters National Monument (<i>see</i> SLW Report).	EDUCATION	W	2022	\$2,000	50
PROJECTS & PROGRAMS—UNDER DEVELOPMENT					
— WaYS Wilderness Trips: Facilitate Wabanaki-guided ten-day canoeing and camping trips for Wabanaki youth from the headwaters to St. John Valley (<i>see</i> SLW Report).	EDUCATION	W	TBD	\$12,000	TBD
— Wabanaki Story-Telling: Engage Wabanaki knowledge sharers to engage with wilderness youth trippers’ stories about Wabanaki ancestral and contemporary homelands, history, and culture (<i>see</i> AWWSP Historic & Cultural Preservation Goal 1).	EDUCATION	W	TBD	\$5,000	20
— Wabanaki Ethnography and History: Engage Wabanaki knowledge sharers to create an ethnography/history of the Wabanaki culture in their ancestral homeland of the Allagash and upper St. John Valley (<i>see</i> AWWSP Historic & Cultural Preservation Goal 1).	EDUCATION	W	TBD	\$40,000	50

OBJECTIVE / FOCUS AREA — PROJECTS & PROGRAMS ²	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
PROJECTS & PROGRAMS—UNDER DEVELOPMENT (continued)					
— Wabanaki Archaeological Reconnaissance Survey: Conduct archaeological reconnaissance survey along the shores of the Waterway north of Churchill Depot (<i>see</i> AWWSP Historic & Cultural Preservation Goal 1; SLW Report, p. 147).	EDUCATION	W	TBD	\$25,000 ⁶	50
— Wabanaki Pocket Guide: Engage Wabanaki knowledge sharers as part of the development of a pocket guide similar to the <i>Allagash Explorer</i> (<i>see</i> AWWSP Guiding Principle 2; AWWMP Policy 9, Objective 9.2, Strategies 9.2 D, E, & F; <i>see also</i> SLW Report, p. 147).	EDUCATION	W	TBD	\$20,000	100

⁶ Explore cost share with MHPC.

OBJECTIVE / FOCUS AREA — PROJECTS & PROGRAMS ²	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
WATERWAY STEWARDS PIPELINE <i>Objective: In the next 3-5 years, increase the number of youth introduced to the Waterway through experiential learning and place-based STEAM education to foster long-term stewardship of the Waterway.</i>					
			Coordinator:	\$5,000	160 (20%)
PROJECTS & PROGRAMS—UNDERWAY					
— Wilderness Youth Trips: Facilitate multi-day, fully-funded, fully-outfitted wilderness canoeing and camping trips for 7-9 th grade students from the gateway communities of the St. John Valley (4 trips/year) (<i>see</i> AWWSP Historic & Cultural Preservation Goal B, Objective F; AWWMP Policy 9, Objective 9.2 & o.3; SLW Report).	EDUCATION	YOTA	2023-2025	\$30,000	80
— Classroom to River: In coordination with Great Schools Partnership and/or other partners, develop place-based learning projects to introduce teachers and students to the natural and cultural history of the Allagash and St. John Valley through experiential learning and place-based STEAM ⁷ education (<i>see</i> AWWSP Historic & Cultural Preservation Goal B, Objective F; AWWMP Policy 9, Objective 9.2 & o.3; SLW Report).	EDUCATION	YOTA	2023-2025	\$30,000- \$66,000 ⁸	60
PROJECTS & PROGRAMS—UNDER DEVELOPMENT					
— Wilderness Youth Trips—Expansion Phase: Increase the number of wilderness youth trips to provide opportunities for participation to a greater number of middle school students from the Waterway’s gateway communities (up to an additional 5 trips/year) (<i>see</i> AWWSP Historic & Cultural Preservation Goal B, Objective F; AWWMP Policy 9, Objective 9.2 & O.3; SLW Report).	EDUCATION	YOTA	2023-2025	\$32,500	80
— Canoe and Water Safety Day Camp: Introduce 6-7 th grade students from the gateway communities of the St. John Valley to basic canoe and water safety skills (<i>see</i> AWWSP Historic & Cultural Preservation Goal B, Objective F; AWWMP Policy 9, Objective 9.2 & o.3; SLW Report).	EDUCATION	YOTA	2023-2025	\$10,000	80

⁷ STEAM stands for “Science, Technology, Engineering, Art, and Mathematics.”

⁸ Explore cost share with Valley Unified Education Service Center and St. John Valley school districts.

OBJECTIVE / FOCUS AREA — PROJECTS & PROGRAMS ²	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
PROJECTS & PROGRAMS—UNDER CONSIDERATION					
— Leadership-Stewardship Skills Youth Trips: Facilitate week-long fully-funded, fully-outfitted wilderness canoeing and camping trips for high school students who are “alumni” of the Wilderness Youth Trips, with a focus on leadership and stewardship training (1-2 trips/year) (<i>see</i> AWWSP Historic & Cultural Preservation Goal B, Objective F; AWWMP Policy 9, Objective 9.2 & o.3; <i>see also</i> SLW Report).	EDUCATION		TBD	\$12,000- \$24,000	TBD
— Wilderness Youth Trips—Underserved Communities: Facilitate multi-day, fully-funded, fully-outfitted wilderness canoeing and camping trips for 7-9 th grade students from immigrant, BIPOC, and other underserved communities in Maine (1-2 trips/year) (<i>see</i> AWWSP Historic & Cultural Preservation Goal B, Objective F; AWWMP Policy 9, Objective 9.2 & o.3; <i>see also</i> SLW Report).	EDUCATION		TBD	\$12,000- \$24,000	TBD
— Wilderness Trips for Educators: Facilitate wilderness canoeing and camping trips for grade K-12 teachers, administrators, and school board members to introduce educators from the gateway communities of the St. John Valley and Wabanaki communities to the Waterway (1 trip/year) (<i>see</i> AWWSP Historic & Cultural Preservation Goal B, Objective F; AWWMP Policy 9, Objective 9.2 & o.3; <i>see also</i> SLW Report).	EDUCATION		TBD	\$12,000	TBD

OBJECTIVE / FOCUS AREA — PROJECTS & PROGRAMS ²	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
HISTORIC AND CULTURAL RESOURCES PROTECTION					
Objective: In the next 3-5 years, implement several (2-3) of the key recommendations of the Storied Lands & Waters assessment.			Coordinator budget and hours: TBD		
PROJECTS & PROGRAMS—UNDER CONSIDERATION					
— Storied Lands & Waters Implementation Phase—Boarding House: Partner with BPL to stabilize the Churchill Depot Boarding House; design and install exhibit panels (see AWWSP Guiding Principle 2; AWWSP Historic & Cultural Preservation Goal & Objectives; AWWM Policy 3, Objective 3.4, Strategies 3.4 A-H; AWWMP Policy 7, Objective 9.2; AWWMP Policy 9, Objective 9.2; SLW Report, p. 166).	EDUCATION		TBD	\$250,000	150
— Storied Lands & Waters Implementation Phase—Store House: Partner with BPL to renovate the south end of the store house at Churchill Dam for use as an interpretive center (see AWWSP Guiding Principle 2; AWWSP Historic & Cultural Preservation Goal & Objectives; AWWM Policy 3, Objective 3.4, Strategies 3.4 A-H; AWWMP Policy 7, Objective 9.2; AWWMP Policy 9, Objective 9.2; SLW Report, p. 232).	EDUCATION		TBD	\$450,000	150
— Human History Compendium: Facilitate the creation of a bibliography from the archives and other sources about the human history of the St. John Valley (see AWWSP Guiding Principle 2; AWWSP Historic & Cultural Preservation Goal & Objectives; AWWM Policy 3, Objective 3.4, Strategies 3.4 A-H; AWWMP Policy 7, Objective 9.2; AWWMP Policy 9, Objective 9.2; SLW Report, pp. 173-74, 177-80).	EDUCATION		TBD	None	50
— Violette Center: In collaboration with UMFK, make the UMFK Violette Wilderness Camp available as a formal Waterway learning environment and base for youth wilderness trips (see AWWSP Guiding Principle 2; AWWSP Historic & Cultural Preservation Goal & Objectives; AWWM Policy 3, Objective 3.4, Strategies 3.4 A-H; AWWMP Policy 7, Objective 9.2; AWWMP Policy 9, Objective 9.2; SLW Report, p. 268).	EDUCATION		TBD	None (user costs)	TBD

OBJECTIVE / FOCUS AREA	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
— PROJECTS & PROGRAMS ²					
PROJECTS & PROGRAMS—UNDER CONSIDERATION					
— Interpretive Panels: Install interpretive panels at the Taylor Camp and Moir Farm, and at the Allagash Mountain and Round Pond towers (<i>see</i> AWWSP Guiding Principle 2; AWWSP Historic & Cultural Preservation Goal & Objectives; AWWM Policy 3, Objective 3.4, Strategies 3.4 A-H; AWWMP Policy 7, Objective 9.2; AWWMP Policy 9, Objective 9.2; SLW Report, pp. 233, 235).	EDUCATION		TBD	\$19,000	100
— Telos Dam: Support the maintenance of Telos Dam as a timber crib structure (historical resource) and for its contribution of water to the East Branch of the Penobscot River watershed (<i>see</i> AWWSP Goal 3; AWWMP Policy 3, Objective 3.4, Strategy 3.4C; AWWMP Policy 8, Objective 8.1, Strategy 8.1 B& D).	EDUCATION		TBD	TBD	TBD

OBJECTIVE / FOCUS AREA — PROJECTS & PROGRAMS ²	AWWF GOALS SUPPORTED	CURRENT INITIATIVE ³	TIMELINE	ANNUAL BUDGET ⁴	ANNUAL HOURS ⁵
ENGAGED INTEREST & SUPPORT					
<i>Objective: In the next 3-5 years, fully fund and staff (with Board volunteer time and/or paid staff time) the identified projects and programs that are underway and under development.</i>			Coordinator:	\$18,125	580 (72.5%) ⁹
PROJECTS & PROGRAMS—UNDERWAY					
— Public Outreach and “Brand-Building”: Implement marketing strategies for each objective / focus area that links back to the AWWF mission statement and goals.	ENGAGEMENT		Ongoing	None	60
— Annual Appeal: Expand outreach efforts to increase number of AWWF Friends who regularly give to our annual appeal.	ENGAGEMENT		Ongoing	None	60
— Collaborations and Partnerships: Sustain and expand existing collaborations and partnerships, and establish new partnerships.	ENGAGEMENT		Ongoing	None	60
PROJECTS & PROGRAMS—UNDER DEVELOPMENT					
— Strategic Fundraising Partnerships: Identify five-year strategic fundraising partners and collaboration/partnerships.	ENGAGEMENT		2022	\$5,000	60
— Marketing Plans: Develop and implement a marketing plan for each objective / focus area that links back to the AWWF mission statement (Board member lead, with potential contract with DesignLab).	ENGAGEMENT		2022	\$5,000	60
— Digital Platform: Develop a digital, app-based platform for the <i>Allagash Explorer</i> and companion pocket guides (NFCT version underway).	ENGAGEMENT		TBD	TBD	TBD
— Digital Engagement: Increase user engagement with AWWF digital marketing (for example, use Instagram to engage Waterway users to share photos and experiences; opportunity to share content from projects & programs, including SLW and <i>Allagash Explorer</i>).	ENGAGEMENT		TBD	TBD	TBD

⁹ Includes general administration (\$5,000 | 160 (20%)), annual appeal management (\$5,000 | 160 (20%)), financial management and bookkeeping (\$5,625 | 180 (22.5%)), and marketing and outreach (\$2,500 | 80 (10%)).

MODELS FOR SUSTAINABLE GOVERNANCE	ANNUAL BUDGET	ANNUAL HOURS
BOARD-RECOMMENDED MODEL		
MODEL 1: STRONG BOARD + STAFF SUPPORT To sustain the identified projects & programs underway and under development, we estimate that we will need at least one (and possibly two) part-time staff, combined with significant ongoing Board engagement and commitment to volunteer time.	\$25,000-\$50,000	2,620 ¹⁰
ALTERNATIVE MODELS CONSIDERED		
MODEL 2: EXECUTIVE DIRECTOR + PASSIVE BOARD Should we be unable to garner strong Board engagement and commitment to volunteer hours, but still wish to pursue the above-identified projects & programs (at least those identified as underway and under development), we could pursue hiring an Executive Director who would be supported by a part-time staff person. This model assumes that the Board (particularly the President) would spend significantly less time on projects & programs and fundraising—at least <i>after</i> the administrative costs to support this model are secured. This model recognizes that some projects & programs might need to be scaled back or paused in the short-term to focus the Board’s attention on fundraising to support this governance model.	\$150,000	TBD
MODEL 3: PRESS THE BRAKES If we are unable to garner strong Board engagement and commitment to volunteer hours or ongoing funding for administrative costs (particularly staffing), we would need to scale back our projects & programs. This model would necessarily identify which projects & programs would need to be scaled back and what Board efforts are needed to do so in a way that maintains our goodwill and reputation.	TBD	TBD

¹⁰ Based on total of estimated Coordinator and Board volunteer hours for each objective / focus area and the projects & programs underway and under development; note that we will likely need more hours than current estimates show.