



**A property of the Hancock County
Trustees of Public Reservations**

Woodlawn Strategic Plan

**A plan to facilitate and guide
Woodlawn's growth as Maine's premier historic estate
over the next 5 years.**

Adopted unanimous vote of the Hancock County Trustees of Public Reservations
January 19th, 2008

BACKGROUND

In 1999, the Hancock County Trustees of Public Reservations (HCTPR) developed and adopted their first Strategic and Long Range Plan. Under the plan, the organization hired a professional staff, created educational programs and events, completed a million dollar capital campaign to finance building restorations, and improved governance policies and practices. The completion of this first plan literally and figuratively got the organization's house in order.

With the first plan completed, the organization was at a crossroads in its institutional history, facing new challenges and questions. It existed in an increasingly competitive environment, struggling to offer activities and programs within its limited financial and staffing capabilities. In order for Woodlawn to remain competitive in this challenging environment, it had to seek new audiences and new relevance.

Concurrently, there was renewed internal debate about the role of the HCTPR. Throughout its 106-year history it has struggled to find an appropriate role to play in meeting the needs of the Hancock County community. Over the years the focus of the organization shifted from its original purpose of land conservation for the public good (resulting in the formation of Acadia National Park) to its current one of preservation and stewardship of the Woodlawn estate.

So, in 2005, the HCTPR launched a strategic planning process to find a new organizational direction, to position the organization to operate from a strategic perspective, and to define the organization's relevance in the 21st century. The initial phase examined national trends with the help of outside experts. The resulting Strategic Transition Plan, adopted in January 2006, guided a second phase that consisted of feasibility studies and discussion on the new strategic options and operational models.

Committee and board discussions stemming from the Transition Plan informed the creation of a new mission statement and strategic plan for Woodlawn. However, while there was much thoughtful discussion (see HCTPR Strategic Leadership Initiatives), the question of an expanded role for the HCTPR was left for future deliberation.

This document, the Woodlawn Strategic Plan, directs the efforts over the next 5 years. It is a strategy for growth and new direction that is designed to attract a broader and more diverse visitor, member, and supporter base. The plan recognizes Woodlawn's distinctive estate quality (including collections, buildings, and grounds) that allows for a variety of visitor and volunteer experiences. It calls for the further study of and the careful planning for the expanded use of Woodlawn's resources to ensure their preservation and continued community relevance. It encourages the organization to take an external leadership and advocacy role while acknowledging much critical internal work to be completed. Finally, it aims to create a sustainable institution able to meet its expanding needs.

A board approved policy document, the Woodlawn Strategic Plan is designed with flexibility in mind. Modification of the objectives is encouraged as new knowledge or circumstances arise and as committee implementation plans are developed and executed.

WOODLAWN MISSION STATEMENT

Under the governance of the Hancock County Trustees of Public Reservations, Woodlawn offers the people of Hancock County and beyond opportunities for recreation and education on a preserved historic estate, and provides connections to the region's cultural heritage through programs that arouse curiosity and entertain.

GOALS

GOAL 1: Enhance the public perception that Woodlawn is a resource to the whole community, and create opportunities for individuals and groups to participate in the Woodlawn experience as visitors and volunteers.

GOAL 2: Expand Woodlawn's programs and services in order to serve a growing and diverse audience base of new and repeat visitors to the Woodlawn estate.

GOAL 3: Facilitate the work of the organization by ensuring it is well-run, has resources to meet its expanding needs, cares about its people, and is considered a worthwhile and enjoyable affiliation.

GOAL 4: Preserve and protect Woodlawn's resources (collections, buildings, grounds) and enhance them, as appropriate, to attract and appeal to current and new audiences.

GOAL 5: Tell the stories of Woodlawn and the Hancock County Trustees of Public Reservations in a way that engages a range of audiences and reveals their important contributions to the history and culture of Hancock County and eastern Maine.

GOAL 6: Using the historic legacy of the Hancock County Trustees of Public Reservations as a base, define an appropriate role for the Trustees in today's world.

GOALS AND OBJECTIVES

GOAL 1: Enhance the public perception that Woodlawn is a resource to the whole community, and create opportunities for individuals and groups to participate in the Woodlawn experience as visitors and volunteers.

OBJECTIVES:

- 1.1 Define the Woodlawn brand.
- 1.2 Design/conduct on-going aggressive public relations campaign.
- 1.3 Develop a Woodlawn Volunteer Corps.
- 1.4 Recruit community members to serve as trustees and committee members.
- 1.5 Encourage the use of Woodlawn's resources by local and regional organizations.

GOAL 2: Expand Woodlawn's programs and services in order to serve a growing and diverse audience base of new and repeat visitors to the Woodlawn estate.

OBJECTIVES:

- 2.1 Conduct workshops for general and specialized audiences.
- 2.2 Host antique show.
- 2.3 Promote croquet and the croquet court.
- 2.4 Host other public events attracting large numbers of people to the estate. eg. dog show.
- 2.5 Offer lecture series throughout the year at Woodlawn or other venues eg. The Grand, under Woodlawn auspices.
- 2.6 Develop programs for students of all ages.

GOAL 3: Facilitate the work of the organization by ensuring it is well-run, has resources to meet its expanding needs, cares about its people, and is considered a worthwhile and enjoyable affiliation.

OBJECTIVES:

- 3.1 On an on-going basis, monitor policy, procedures and performance and strengthen governance as appropriate.
- 3.2 Implement an aggressive program of grants to support specific projects.
- 3.3 Consider a capital campaign to support building related activities.
- 3.4 Consider undertaking an endowment campaign.
- 3.5 Monitor and adjust, as appropriate, current endowment investment strategy.
- 3.6 Develop other income producing activities.
- 3.7 Be a leader and advocate on the development of collaborations and partnerships with historic and other organizations to further our unique goals as well as mutually shared goals.

GOAL 4: Preserve and protect Woodlawn's resources (collections, buildings, grounds) and enhance them, as appropriate, to attract and appeal to current and new audiences.

OBJECTIVES:

- 4.1 Complete current building and trail restorations.
- 4.2 Conduct and complete, on a priority basis, a cultural landscape assessment.
- 4.3 Based on the findings of the cultural landscape assessment, develop a capital improvements plan for the entire estate.
- 4.4 Complete a collection preservation plan.
- 4.5 Conduct and complete a study for the use of the interior spaces of the Ell, the barn, and other buildings.

GOAL 5: Tell the stories of Woodlawn and the Hancock County Trustees of Public Reservations in a way that engages a range of audiences and reveals their important contributions to the history and culture of Hancock County and eastern Maine.

OBJECTIVES:

- 5.1 Complete inventories of Woodlawn holdings so we know what stories we can tell.
- 5.2 Develop an interpretative plan for the historic estate.

GOAL 6: Using the historic legacy of the Hancock County Trustees of Public Reservations as a base, define an appropriate role for the Trustees in today's world.

OBJECTIVES:

- 6.1 Form a committee, possibly including non-Trustees, to explore possible future roles, activities and programs of HCTPR.
- 6.2 Write an historical narrative or timeline chronicling the development and activities of the HCTPR.