



# **ASSOCIATION OF PARTNERS FOR PUBLIC LANDS**

## **Vision, Values, Mission and Strategies for 2008-2013**

**DRAFT, July 10, 2008**

## **VISION:**

Through the vital network of partnerships advanced by the Association of Partners for Public Lands (APPL), we work for the day when all people share the joy and inspiration of our natural world and collective heritage.

## **VALUES, OUR GUIDING PRINCIPLES:**

Public lands are essential to our health and soul as a nation.

- We recognize and promote the rich diversity of America's public lands and the unique cultural and historic connections of all people to these places.
- We regard caring for our public lands as a shared responsibility.
- We believe that fostering an informed and educated public leads to responsible actions.

Nonprofit partnerships are indispensable to public understanding and stewardship of our nation's public lands.

- We uphold and advance the knowledge, leadership, civic engagement, and philanthropic capabilities of nonprofits.
- We value the resiliency and adaptability of nonprofit organizations as partners with public agencies.
- We celebrate the passion, commitment and dedication of our nonprofit members and partners.

We model the values we seek to instill in all public lands partnerships.

- We are committed to inclusiveness and are strengthened by the collective impact of many voices that share a common purpose.
- We are engaged in involving the next generations of leaders in our efforts.
- We bridge tradition with new ideas, maintaining our relevancy through efforts that are visionary, educational, adaptive and collaborative.
- Our work is characterized by communication, transparency, and accountability.

## ORGANIZATIONAL MISSION:

The Association of Partners for Public Lands (APPL) fosters stewardship and appreciation of public lands and historic sites through effective partnerships. This is achieved through three areas of program emphasis:

**Capacity Building** enhances the capabilities of APPL's not-for-profit member organizations and public lands agency partners to achieve mutual missions through the delivery of training, consultation, and educational resources. Our goal is to provide each of our member organizations and agency partners with access to the tools and the resources to achieve peak performance. As a result, APPL members and partners carry out their work in productive relationships that are characterized by a high degree of mutual understanding, shared goals, and effective communication.

**Government Relations** provides timely input to key decision makers on policies and practices that impact APPL members' abilities to achieve organizational and agency missions. We advocate for the value, benefit, and sustainability of not-for-profit partnerships in achieving public lands agency missions. As a result, APPL members become engaged in and benefit from representational efforts focused to their purpose and functions. Agencies seek APPL input on policies and practices regarding partnerships with not-for-profit organizations.

**Information and Dialogue** provide relevant, timely and directed communications with and between APPL stakeholders, including members, agency partners, vendors, and other like-mission organizations. Our goals are to provide our membership and agency partners with up-to-date, factual, and useful information; and to engage our membership in productive dialogue with one another and with partners at the decision-making level. As a result, APPL members are informed and meaningfully engaged in discussions and decision-making. Agencies look to APPL as an informed resource, providing a not-for-profit partner's perspective.

Each of these program areas are reinforced by the following strategic priorities that will ensure the achievement of our vision in a manner consistent with our values, and supported by adequate financial resources:

- Diversity and Generational Inclusiveness
- Collaborative Stewardship
- Marketing and Public Awareness
- Membership
- Governance, Operations and Finance

Together, these programs and strategic priorities form the functional areas of our strategic plan. Each of the functional areas has an overall goal, followed by a set of strategies and yearly objectives through which the association will accomplish its goals. Together these strategies and objectives form the basis from which annual business plans are developed.

The following chart illustrates how decisions to implement new program initiatives must overlay with the strategies that support our values and the necessity of having adequate revenue to initiate and sustain the program. Using this matrix, for example, a capacity building program that will help enable our members and agency partners to engage diverse audiences in stewardship activities would support three of our priorities (inclusiveness, stewardship, and membership). However, if we lack the resources to launch the program, or do not anticipate that it will generate revenue, then we may have to delay implementation until such resources are available.

	<b>Diversity &amp; Generational Inclusiveness</b>	<b>Collaborative Stewardship</b>	<b>Marketing &amp; Public Awareness</b>	<b>Membership</b>	<b>Governance, Operations, &amp; Finance</b>
<b>Program</b>					
<b>Capacity Building</b>					
<b>Government Relations</b>					
<b>Information &amp; Dialogue</b>					

Each of the following sections describes these programmatic areas and strategic priorities, along with the specific strategies and objectives that support them.

## CAPACITY BUILDING (EDUCATION, TRAINING AND CONSULTATION)

**Overall Goal:** APPL will provide each member organization and their agency partners with the tools and the resources to achieve peak performance.

**Description:** APPL provides training, consultation, tools, services and opportunities for professional development to members and their agency partners that support mutual understanding, productivity, and achievement of mission within their partnerships.

Within this context, APPL will focus its efforts to:

- Address members' and agency partners' needs with regard to skill levels, scope, access, emerging trends, and technology
- Provide various venues and formats for members and agency partners to acquire training and build competencies
- Base its training and curriculum on proven practices, current research and data, adult learning methods, and professional development principles
- Reference, complement, or partner with other established training programs and resources, to provide capacity building opportunities of the highest caliber

### STRATEGIES:

#### Ongoing

- Provide member training and consultation to achieve the best practices set forth in APPL's nonprofit organization self-assessment tool
- Build and maintain the APPL Training Corps to ensure the capacity, expertise, and skills to deliver standardized and customized training sessions of relevancy to our members and agency partners
- Maintain an up-to-date core curriculum upon which APPL training is based
- Deliver specialized training through a variety of venues including the annual convention
- Provide access to new and innovative products, services, and suppliers via the annual trade show
- Provide a training calendar, resources and capacity building information to APPL members and partners via the APPL web site, listserv, and *Newswire*
- Recognize excellence through APPL awards
- Provide scholarships to support member participation in the APPL convention and other training
- Maximize and leverage our members' knowledge by engaging them as resources for formal and informal consultation, training, and mentoring of other members and agency partners

- Provide for professional development of APPL staff and board, through participation in selected training programs, based on annual organizational needs

### **Benchmarks:**

- Develop sustainable revenue streams to support core education and capacity building programs by 2010
- Double participation in APPL educational programs by 2013
- Offer a fully developed educational institute of relevant training and consultation services for our members and agency partners by 2013

### **OBJECTIVES:**

#### **Year One**

- Develop a financial plan with pricing structure and goals that will ensure the sustainability of APPL's fee-for-service program
- Develop a plan for doubling participation in APPL's fee-generating educational programs, inclusive of the convention, by 2013
- Create and pilot a management and operations training course for friends organizations
- Pilot APPL's self-assessment tool and consultation/review process with at least two member organizations
- Present workshops at two national or regional conferences to promote APPL's capacity as a provider of quality public lands partnership training
- Develop a fee-for-service suite of programs inclusive of the nonprofit self-assessment tool, an agency measurement tool, and capacity building consultation/training for agency cooperative agreement/contracting consideration
- Investigate funding and staffing necessary to pilot distance-learning opportunities for APPL members and their partners

#### **Year Two**

- Deepen the Training Corps capacity, drawing from members and others, expanding its diversity and capabilities
- Demonstrate the value of APPL's competency-focused information, training and consultation services in a manner that helps agencies see APPL as the go-to resource for nonprofit partnerships
- Include training on engaging diverse audiences as a component of APPL's core curriculum and Training Corps competencies (see also Diversity section)
- Incorporate advocacy training into APPL's core curriculum and Training Corps competencies
- Collaborate with foundations and other nonprofits on development and delivery of mission-related educational programs that serve mutual needs or complement unique capabilities

### Year Three

- Acquire NPS Centennial funding for capacity building across public lands – replicable and applicable, inclusive, and with a high return on investment for agencies and partners (provided the NPS Centennial Act is enacted)
- Based upon demand, availability of human resources (mentors and staff) and seed money, develop a fee-based mentoring program
- Develop information technology competencies of APPL Training Corps members and provide resources on basic technology considerations for APPL members

### Year Four

- Re-assess member and agency training needs, training outcomes, and viability of the current suite of capacity building services

## GOVERNMENT RELATIONS

**Overall Goal:** APPL will be a viable and recognized advocate for the value, benefit, and sustainability of not-for-profit partnerships in achieving public lands agency missions. APPL members will become engaged in and benefit from representational efforts focused to their purpose and functions. Agencies and members of Congress will seek APPL input on policies and practices regarding partnerships with nonprofit organizations.

**Description:** Members and agency partners rely upon APPL to provide timely communications and vehicles for member input on policies and practices that impact their ability to achieve organizational and agency missions.

In this context, representation as defined by APPL has six basic components:

- Relationship-building with key decision makers
- Responding to topical, urgent issues
- Identifying and pro-actively initiating action on policy and practice within one or across multiple agencies
- Being a resource for members on speaking with agency representatives and members of Congress regarding important issues
- Being a resource for agencies on non-profit partnerships
- Recognition by key Congressional Committees as a source of information and voice for our constituents

## STRATEGIES:

### Ongoing

- Provide real-time mechanisms for addressing representation issues, to include: call-in briefings with agency staff and APPL members; issue or stakeholder based e-mail alerts on topical issues; and electronic links to additional information on the Internet

- Build relationships and maintain contact with national office representatives of federal land agencies, national lands agency committees, and related national nonprofit organizations engaged in like-mission work – and support effective communications with lands agencies at the regional level
- Support a Government Relations Committee and related affinity task forces of APPL members to work on particular issues or agency affiliations
- Write position papers with explanations of key issues and talking points to assist APPL members in speaking with agency representatives and members of Congress.

**Benchmarks:**

- Member dues or related fee-based revenues and contributions fully support APPL’s collective representation efforts by 2012
- By 2013, advocacy is a member, board, and staff-driven function of our association, supported by APPL information systems, resources, and knowledge

**OBJECTIVES**

**Year One**

- Develop an action plan for representation including the staffing, implementation structure, and required funding to support the plan
- Complete and distribute a legal review of federal agency authorities that enable partnerships with nonprofit cooperating/interpretive associations
- Participate in a coalition of public lands agency partners working toward establishing legislation or partnership authorities to improve or enhance our nation’s parks and public lands
- Institute an APPL Government Relations Committee to focus representation efforts and engage membership as appropriate

**Year Two**

- Align with major nonprofit organizations working together in coalition on meaningful support for public lands. Ideally these nonprofits are members of APPL.
- Express the positive impact of our membership in compelling, measurable ways as a result of data collection that provides both statistical information and success stories
- Establish a positive reputation with key Congressional committees that recognize APPL’s name

**Year Three**

- Provide a system for tracking legislation and delivering action alerts to APPL members
- Incorporate advocacy and representation training into APPL’s core curriculum

## INFORMATION AND DIALOGUE

**Overall Goal:** APPL provides its membership and agency partners with up-to-date, factual, and useful mission-focused information. We engage our membership in productive dialogue with one another and with partners at the decision-making level. As a result, APPL members are informed and meaningfully engaged in discussions and decision-making. Agencies look to APPL as an informed resource, providing a not-for-profit partner's perspective.

**Description:** Information and dialogue are integral to all aspects of APPL's strategic plan. To be effective, we therefore foster communication that is:

- Focused to the intended audience
- Periodic and timely
- Credible
- Two-way
- Issue-based, and
- Technology-supported.

APPL's information strategy will be specific to the parties with whom the Association wants to communicate, building the message and delivery with the audience in mind.

### STRATEGIES:

#### Ongoing

- Utilize the monthly publication *Newswire* to provide quick and timely information, in a user-friendly format, with links to additional information
- Maintain APPL's Web site as a portal of information for members and partners
- Conduct monthly member conference calls
- Scan the environment and provide up-to-date information for members on developing external forces and trends that may affect their operations and those of their agency partners.
- Facilitate teleconferences with members and agency leaders
- Foster and monitor electronic discussion groups among the membership to stimulate dialogue on important issues, task forces, and topical areas
- Utilize APPL board ambassador calls as focused two-way communication vehicles to update and engage members on current topics of importance
- Provide an annual report to membership and agency partners highlighting the accomplishments and status of the organization
- Provide and maintain a current membership directory in electronic format accessible to all members

#### Benchmarks:

- By 2009, improve member communications and access to information by strengthening APPL's Web site content and structure
- By 2010, augment member communications with additional technologies such as online conferencing or blogs, to respond to member needs and styles

## OBJECTIVES

### Year One

- Develop an updated APPL communications technology plan and budget to support IT operations
- Revise the APPL web site to provide more user-friendly information, resources, and tools for members and the public to become familiar with and engaged in our work and that of our members
- Develop a working structure for multiple on-line discussion groups to form, share information, address issues, and communicate real-time feedback to one another and to APPL

### Year Two

- Supply *Newswire*, a sought out publication, to a growing audience supported by a sustainable revenue structure
- Foster and support the online discussion groups to ensure inclusiveness, participation, and member value
- Survey members as to their preferred ways to receive information
- Based upon needs and feasibility, implement on-line conferencing and/or instructional capabilities and pilot with APPL's membership

### Year Three

- Utilize the most effective and current technologies for information sharing

## DIVERSITY AND GENERATIONAL INCLUSIVENESS

**Overall Goal:** Through its members and partnerships APPL will provide opportunities for all people to experience, appreciate, understand and support public lands in meaningful ways. Our efforts and those of our members will reflect the diversity of people, places, and purpose served through our missions.

**Description:** APPL recognizes the critical importance of assuring that all people have an opportunity to experience our nation's publicly held natural and cultural resources, and to contribute to their enhancement and protection. Without diverse public involvement, our educational and stewardship goals will not be met. Accordingly, it is imperative that youth, as future decision-makers, understand and appreciate public lands. Therefore, the involvement of young people in our efforts is critical to the perpetuation of our natural and cultural resources.

To these ends, APPL will model inclusiveness and improve cultural and generational diversity in its membership, board of directors, and staff. This includes:

- Expanding cultural diversity through strategic cooperative and collaborative relationships
- Building capacity of our members and agency partners to fulfill diversity goals

- Promoting the history and contributions of culturally diverse groups in the development of our nation's natural and cultural heritage
- Engaging youth in the efforts of our association, its members and agency partners

## STRATEGIES

### Ongoing

- Provide training on reaching diverse participants
- Commit to the employment of youth in seasonal or intern programs and in volunteer positions, and document the outcomes and progress of these individuals in their career and academic pursuits
- Use messages and photographs in program announcements, brochures and publications that reflect the involvement of racially diverse populations and younger generations
- Actively recruit diverse board, committee, and staff members with a goal of reflecting the composition of the American population

### Benchmarks:

- By 2010, diversity of participants in APPL's programs will increase by 15%
- By 2011, APPL member organizations will improve their practices for recruiting diverse board and committee candidates who possess the skills to contribute to the success of the organization and who reflect the composition of the population which each organization primarily serves
- By 2012, APPL will reflect as an organization the composition of the American population in its board, committees and staffing

## OBJECTIVES

### Year One

- Survey APPL's member organizations regarding the level of cultural diversity that currently exists in their staffing, boards, and membership to determine a baseline of practice
- Develop a plan and concrete steps toward building diversity and inclusiveness

### Year Two

- Align with other organizations on a national level that represent diverse populations and have expertise to help APPL involve diverse audiences and model inclusiveness for our members and partners
- Include a cultural and generational diversity template in the APPL non-profit organization self-assessment tool (see also Capacity Building section)
- Actively reach out to new audiences to encourage their involvement in the convention, training programs, and APPL membership with a goal of increasing diversity within APPL's programs by 15%
- Implement at least two new communications outreach strategies focused to reaching younger audiences

## Year Three

- Possess the expertise and tools to be more diverse as an organization, help members be so, and help members and public lands partnerships achieve more visitations by diverse populations
- Include training on engaging diverse individuals and groups as a component of APPL's core curriculum and Training Corps competencies
- Provide APPL member organizations with information that enables them to consult with diverse community, civic, educational and conservation organizations about job referral programs and recruit personnel through these programs

## Year Four

- Measure changes from year one survey and use the results to inform decisions and improve performance relative to diversity and generational inclusiveness

## COLLABORATIVE STEWARDSHIP

**Overall Goal:** APPL and its members will foster connections that inspire and opportunities to engage people in caring for their nation's natural, cultural, and historic places and related environments.

**Description:** It is our belief that successful stewardship efforts start by connecting people to the resource, and that an informed and educated public leads to responsible actions. APPL's member organizations, through their programs and products, foster these connections and provide opportunities for continued involvement.

APPL will assist its members in developing the capabilities to build public involvement and support through a wide range of actions and activities that include volunteerism, philanthropy, advocacy, and conservation. APPL and its members will work with their agency partners to ensure the responsible use of money, time and talents to achieve mutual missions of caring for the resources while benefiting people.

## STRATEGIES

### Ongoing

- Practice conservation in operations, including recycling, use of electronic communications to reduce printed publications, and using "green" products wherever possible
- Integrate the concept of stewardship into APPL core curriculum and training modules

**Benchmarks:**

- To be determined in year two, following the assessment work in year 1.

**OBJECTIVES****Year One**

- Assess what stewardship means to our members and how it is reflected in their work
- Develop a plan to illustrate and communicate our members' role in developing public appreciation and stewardship of public lands

**Year Two**

- Include stewardship as a major theme or track in the APPL convention
- Explore partnerships or alignment with other national organizations and agencies that define stewardship as central to their mission. This may result in cross-training opportunities, representation and advocacy

**Year Three**

- Feature case studies and examples of APPL members' stewardship programs on APPL's web site

**MARKETING AND PUBLIC AWARENESS**

**Overall Goal:** APPL will broaden awareness of the scope and value of the association and its member organizations, while advancing public interest in public lands. As a result, APPL members will receive increased recognition and visibility for their efforts at the national level, agencies will recognize APPL and its members as significant partners in achieving their public engagement missions, and the public will place an increasingly high priority on their connection to public lands.

**Description:** APPL members serve an important role as partners with public lands agencies. They help illustrate what is culturally and naturally significant about each public land and historic site, and they build citizen constituents who connect with and care for these resources. APPL supports its members in their role of ensuring the public is:

- Aware and informed of the value and importance of public lands
- Learning about, visiting, and enjoying their connection with this nation's natural, cultural and historic heritage
- Stewarding these resources now and for generations to come

APPL's role is to support its members in this function, market consistent and focused messages in its external communications, and develop greater agency, partner, and public awareness of the association and its membership.

## STRATEGIES

### Ongoing

- Broaden APPL's identity to encompass the diversity of public lands and partners served through our programs and services
- Assist our members in developing public interest in the historic, ecological, wildlife and natural beauty inherent in our nation's public lands

### Benchmarks:

- Transition APPL with a new identity package and suites of promotional materials by 2009
- By 2013, be nationally recognized by media partners as the largest umbrella organization of public lands partners

## OBJECTIVES

### Year One

- Research the viability, costs and benefits of implementing a change in name from "Association of Partners for Public Lands" to "Partners for Public Lands" and communicate to all members and partners
- Explore potential foundation or university-based resources for marketing, messaging, and branding identity for the association
- Research the on-line auction as both a marketing venue for APPL and its members as well as a revenue producing venture, and make a decision whether or not to invest time and resources in its implementation (see also Revenue section)
- Agree upon and use consistent vocabulary and descriptive language as we educate and advocate

### Year Two

- Engage the membership in development of unified themes and messages that illustrate the value of public lands, and the unique role our members play in connecting the public to these lands
- Develop a new logo and typeface identity
- Develop a new suite of promotional brochures and informational pieces to support APPL's new identity and image
- Develop an APPL marketing plan
- Develop APPL's web site as a "public face" for the organization, incorporating information and opportunities for action that will engage people (see also Information section)
- Pilot an on-line auction of public lands experiences that broadens awareness of APPL and its member organizations, while providing a new revenue stream (see also Revenue section)

### Year Three

- Develop media linkages, stories, and press kits

## MEMBERSHIP

**Overall Goal:** APPL maintains a strong and stable membership that recognizes value from their involvement in the association. To this end, APPL will systematically measure both the needs and satisfaction of our nonprofit member organizations to ensure meaningful ways to engage them in our association. As a result, members will become our best membership recruiters, seeking to involve other like nonprofits in our organization.

**Description:** APPL is a membership-based association, comprised of nonprofit organizations that partner with public lands agencies to advance stewardship and appreciation of natural, cultural, and historic sites.

To effectively serve its members and achieve its mission, APPL will function in the following manner:

- APPL will model a partnership culture, in which input from its membership, public land agencies, volunteers and staff is valued, and accomplishments are the result of teamwork
- APPL will provide relevant and timely responses to all member inquiries

## STRATEGIES

### Ongoing

- Ensure meaningful ways for the membership to engage in and benefit from the work of the organization, recognizing both the diversity and commonalities of their purposes and functions
- Systematically measure the satisfaction and the needs of our members and agency partners
- Demonstrate quality and value of services and communication provided to all members to ensure membership growth and retention

### Benchmarks:

- Maintain a 95% membership renewal rate and grow membership at an average of 15 organizational memberships per year
- By 2013, APPL will have 150 engaged members who so value their membership that they are the best ambassadors to recruit other members

## OBJECTIVES

### Year One

- Develop a Membership Committee focused to maintaining and involving current members and to securing new APPL members.
- Review the dues structure and position APPL to be a line item on organization's budgets, for both time a dollars
- Assess full value as received from members, in addition to dues

- Draft an APPL membership plan with membership goals, recruitment, retention and revenue strategies

## Year Two

- Migrate to a new membership database system that supports more sophisticated recruitment and retention efforts
- Demonstrate value so that partner agencies and members recruit other APPL members voluntarily
- Fully develop associate membership categories and resulting financial projections
- Initiate a program to annually document and evaluate the cost-effectiveness, levels of member satisfaction, and efficiency of APPL programs and services to ensure optimum performance and return on investment. Incorporate findings and results into future membership appeals.

## Year Three

- Develop and implement a strategy that successfully attracts individual members

## Year Five

- Support an active membership that is nearly double that of 2007 levels

## GOVERNANCE, OPERATIONS, AND FINANCE

**Overall Goal:** APPL's operations and governance will reflect the highest standards of performance and accountability. APPL will strengthen and expand its revenue base to ensure financial stability of the organization.

**Description:** APPL will continue to be governed by a board of directors with knowledge, experience and skills representative of the mission and scope of APPL and its membership. A committee structure will focus APPL's efforts and become a vehicle for engaging members in the work of the association and for board recruitment. APPL board members and staff will work as a team to ensure the guidance and oversight of the association in accordance with the strategic plan.

Like all national membership associations, APPL must look for ways to strengthen and expand its revenue base. This includes growing traditional income streams such as dues, convention and trade show receipts, Vendor Support Program, and fee-for-service training programs. We must also consider future opportunities to selectively diversify into new revenue-producing arenas including development and fundraising.

In the end, however, revenue growth is difficult to achieve without sustained membership growth and retention. As a membership-based organization this will be our first priority and will require a long-term commitment to cost effectiveness, quality and value in all APPL programs and services.

APPL's board and staff must be prepared to make difficult and strategic choices to provide responsible fiscal oversight and discipline. As a result, APPL's financial structure will be sound, and its revenue base and operational management will provide both the sustainability and flexibility to meet uncertain demands of the future.

## **STRATEGIES**

### **Ongoing**

- Adopt a concrete board recruitment, orientation, retention and succession plan to enable a focus on our strategic plan and growth.
- Develop a committee and task force structure that reflects APPL's vision and strategic plan
- Model the highest standards of accountability, ethics, governance, operations, and management
- Hold three board meetings per year (one of which will be at a APPL member's site), with interim committee meetings and conference calls
- Annually revise and update the objectives set forth in APPL's strategic plan to reflect the organizations priorities and needs
- Manage annual convention promotion, participant registration, sponsorships, and special events to deliver a quality product with positive return on investment
- Continue to diversify revenue sources and evaluate return on investment, increasing non-dues and non-convention income through a variety of mission-based products and services available to members, non-members, and agency partners
- Maintain accurate, up-to-date financial records using accepted accounting principles
- Manage Vendor Support Program renewals and acquire new support at the Benefactor and Sponsor levels

### **Benchmarks:**

- Increase revenues from registration, exhibitor attendance, and sponsorships at the annual convention by an average of 15% per year over the next five years to result in double the current convention revenue by 2012
- Increase revenue from membership dues by 7% per year over the next five years to bring total dues revenue to more than \$200,000 by 2013
- Build annual philanthropic support (non-convention/non-government) from an annual level of \$35,000 to a level of \$80,000 by 2010
- Additional benchmarks to be determined with involvement of the Development and Finance committee
- Retain Maryland Nonprofits Standards of Excellence certification
- Maintain appropriate board composition and staffing for achievement

## Year One

- Develop an APPL case for support and proposals for consideration by at least five funding sources
- Conduct a financial analysis of APPL's revenue generating programs to determine optimal pricing structures
- Develop a strategy to double APPL convention revenues by 2012
- Fully analyze the costs, membership buy-in, and potential return on investment to make a decision as to whether or not to proceed with an online auction of membership-based educational travel opportunities
- Evaluate the Vendor Support Program at the end of this 10<sup>th</sup> year of its existence to determine its potential for growth
- Further evaluate revenue-generating activities proposed by APPL's volunteer consultant to determine feasibility and select any that might be implemented in years two through five

## Year Two

- Pilot two value-added revenue producing activities, which includes the online auction if it is determined to be feasible
- Identify and pursue additional opportunities to secure grants or sponsorships to underwrite educational programs
- Develop the case for "bundled" educational service agreements, and present to the five major federal lands agencies

## Year Three

- Maintain a stable financial structure diversified among dues, earned income, and philanthropy (defined as grants, events and donors)
- Balance our budget and invest any profits in our members
- Revisit capacity building (training and consulting) return on investment and adjust pricing and delivery as necessary to ensure the programs contribute positively to APPL's bottom line
- Be so valued by public land management agencies that they provide annual contracts/support to sustain the services they receive from APPL
- Identify and pursue grant funding to address diversity and stewardship programming