

COALITION OF NATIONAL PARK SERVICE RETIREES

STRATEGIC PLAN

A VISION FOR THE NATIONAL PARK SERVICE IN ITS SECOND CENTURY

As the National Park Service nears the beginning of its second century, the national parks and all they represent have evolved from units of a respected national system into the combined expression of our most valuable and inalienable national heritage. They are the unchanging measure of a rapidly changing world, repositories of information against which human progress or its opposite can be gauged, touchstones of who we are as a people and even as members of the human species, the best hope for preserving the cultural record that defines American civilization and the global biological diversity upon which life itself depends. At a crucial time—when the United States may decide whether to retain the benefits of victories painfully won over decades or to risk losing them to narrow, short-term, and private interests—the Coalition of National Park Service Retirees declares its vision of a National Park Service that by August 25, 2016:

- Preserves and enables visitors to enjoy the truly special places of our common heritage—the inalienable heritage—of our nation, without confusion about its mission.
- Is deeply involved with the American people in what it means to be American and with the people of the world about what it means to be human.
- Is viewed by the public and government officials not as a “land management agency” but as the steward of the primary ideas and ideals held in trust as the nation’s heritage.
- Educates visitors through deeply personal experiences of profoundly important places.
- Leads, encourages, and assists all others in our country who pursue similar goals; and on behalf of the United States assists all others in the world who pursue similar goals.
- Is free of burdens that impede accomplishment of its mission, and has leadership that is free of inappropriate constraints and conflicting goals.
- Is well-funded, well-staffed, sophisticated, professional, value-driven, motivated, innovative, daring, and excellent, within a context of long-term continuity.
- Provides education, training, and career opportunities that maximize fulfillment of the professional potential of each employee.
- Is managed as a coherent system rather than as independent areas and programs.
- Is driven by a current and constantly-renewed vision, nationally and in each individual park.

VISION FOR CNPSR

Recognized as the “Voices of Experience” and respected as truthful, energetic, and capable professionals, the Coalition through public education and action we fend off threats to parks and National Park Service mission; with kindred organizations, we shape a well-informed national dialogue about the post-2016 National Park Service and provides appropriate collaborative services to the NPS and affiliated organizations; from public dialogue and education we secure Federal laws, policies and other actions that will achieve our vision for the National Park Service.

MISSION OF CNPSR

In pursuit of its vision for the National Park Service, the Coalition of National Park Service Retirees studies, educates, speaks, and acts for preservation and protection of America’s National Park System and the mission of the National Park Service.

GUIDING PRINCIPLES OF CNPSR

As a unique, spontaneous coalition of principled experts who feel compelled to contribute to the protection of the National Park System, we will be guided by these principles:

- We will uncompromisingly defend the mission of the National Park Service, recognizing that, at times, no other entity may exist that is willing, or able, to do so.
- Recognizing that the National Park Service is the stewardship guardian of places that embody irreplaceable beauty, events and ideas that define the nation’s character—those places that deserve the highest levels of reverence and protection—we will make affirmative, principled, factual arguments that call attention to what the nation cannot afford to lose—the heritage it has placed in trust for future generations.
- We will defend the public’s right to know the truth about its National Park System—communicating facts and perspective to the Congress, to the Department of the Interior and the National Park Service and through the media to the public about how the National Park System is being managed.
- We will act to influence all parties involved to understand and act on the premise that appropriate management of the National Park System must be carried out in a nonpartisan way and must place the national interest above political, local and other special interests.
- We will work in a nonpartisan manner to help the National Park Service and the National Park System succeed. Success means that responsible officials of the National Park Service and the Department of the Interior, and the Congress:
 - Respect and properly execute the NPS mission, including all applicable legislation, court decisions and appropriately developed policy. They further

- respect and build upon the decisions of past and current generations regarding the composition of the National Park System and the standards of care for the system.
- Respect and protect the inherent values (including intangibles such as natural sounds, night sky, and visibility) and purposes of the National Park System and of each unit therein.
 - Recognize, stimulate, and cultivate understanding of and reverence for the inherent values and purposes for which each unit of the National Park System was established, as well as for the system as a whole. They further recognize that this understanding and reverence should form the fundamental rationale for defining the quality of experiences provided to visitors and the relevant education of the public.
 - Recognize and support the role of science and scholarship in guiding decisions and actions affecting mission and the integrity and future of the National Park System and its resources.
 - Respect and develop the experience and wisdom of career professionals in the National Park Service and encourage, value and give appropriate consideration to their contributions.
 - Understand that they must exercise moral and legal responsibility for protecting National Park resources, and in doing so, they must not be compromised or influenced by motivation for personal gain or power.
 - Recognize that the National Park System Constitutes an inalienable patrimony belonging to the nation's present and future citizens as a whole, that the programs and activities associated with the parks extend their benefits throughout the public and private sectors and to the people of all nations, and that any risk resulting from commercialization or privatization of the national patrimony held in the public estate is unacceptable.

STRATEGIC GOALS OF CNPSR

1. Protect and defend the National Park System and the mission of the National Park Service.
2. Instill public understanding and appreciation of the origins, purpose, and ideals of the National Park System and the National Park Service.
3. Initiate or engage in activities that will contribute to, or educate others about, the significant role of the National Park System in a healthy planet and a vigorous American society.
4. Develop alliances and engage in collaboration in support of the National Park System and National Park Service.
5. Sustain CNPSR as an organization capable of achieving its vision, mission and strategic goals.

OBJECTIVES

1. Protect and defend the units of the National Park System and the mission of the National Park Service.

1.1 Monitor legislative and regulatory activity that has Servicewide implications and take appropriate actions (Policy Creation).

Desired outcome: Key decision makers, elected officials and the public fully understand the consequences of proposed adverse actions and act to thwart such actions. CNPSR provides appropriate support for officials and leaders who defend mission of NPS.

ONGOING

- 1.1.1 Prepare briefing papers on emerging legislative or regulatory issues that have potential impacts on, or values and benefits for national parks and NPS mission.
- 1.1.2 Closely monitor initiatives that seek to modify legislation or regulations affecting the NPS mission; provide expert analysis and comment, and assure that the public is aware of the consequences or the benefits.
- 1.1.3 Make visits to Congressional offices as necessary and appropriate, especially with new committee and subcommittee chairs and members.
- 1.1.4 Provide expert testimony at NPS-related hearings upon request and as appropriate.

FY 2009

- 1.1.5 Continue to serve as one of three national organization representatives on the OHV negotiated rulemaking process at Cape Hatteras National Seashore.
- 1.1.6 Continue to monitor and take appropriate action on the following issues:
 - 1.1.6.1 Bicycles in national parks.
 - 1.1.6.2 Clean air regulations.
 - 1.1.6.3 Great Basin NP water issues.
 - 1.1.6.4 Mining and oil/gas exploration on adjacent public lands near national parks.
 - 1.1.6.5 Yellowstone/Grand Teton NPs winter use.
 - 1.1.6.6 Concealed-carry firearms in national parks.

- 1.1.6.7 Centennial Act legislation.
- 1.1.6.8 Fees.
- 1.1.6.9 Valley Forge inholding issue.
- 1.1.6.10 RS2477 activities.
- 1.1.6.11 Point Reyes NS oyster farm issue.
- 1.1.6.12 Lyndon B. Johnson NHS general management plan issue.
- 1.1.6.13

1.1.6 Monitor and act on any implementation of management of NPS areas by Indian nations (National Bison Range model).

FY 2010

1.2 Monitor internal compliance with law, regulation and policy (Policy Execution).

Desired outcome: NPS management policies are implemented, with appropriate employee training, and are supported by top NPS leadership.

ONGOING

- 1.2.1 Provide all information to Coalition statewide organizations to facilitate their outreach work.
- 1.2.2 Continue to monitor implementation of 2006 Management Policies, including training of employees.
- 1.2.3 Monitor all policy proposals, provide expert analysis and comment, and assure that the public is aware of the consequences.
- 1.2.4 Monitor competitive sourcing, management reviews, and other actions that may diminish the role of science, prehistoric and historic research and scholarship in management of National Park Service areas and programs; provide expert analysis and comment, and assure that the public is aware of the consequences.
- 1.2.5 Maintain key contacts with parks and regional and program offices, monitor the distribution of appropriated funds, and articulate the associated impacts on visitor services, resources management and protection, program management, and relationships with interested groups.
- 1.2.6 Provide expert testimony to oversight hearings on management policy related issues.
- 1.2.7 Maintain constructive relationship with senior NPS leadership.

- 1.2.8 Continue to maintain contacts with key regional and park officials.
- 1.2.9 Other issues to be followed include climate change, endangered species, over-flight issues, clean air, and water.

FY 2009

- 1.2.10 Provide management policy information to newly-elected members and appointed officials in Congress, the DOI and NPS.
- 1.2.11 Monitor NPS Cultural Management Program implementation, including collections management at Harpers Ferry Center and take appropriate action.
- 1.2.12 Monitor and take appropriate action on wildlife management issues in national parks that could involve herd-thinning by non-NPS entities.

FY 2010

- 1.2.13 To be determined.

1.3 Using membership expertise, develop potential new approaches or changes to legislative and administrative actions; where appropriate (New/Modified Policy/Legislation).

Desired outcome:

ONGOING

- 1.3.1 Draw on membership for new issue/policy suggestions.
- 1.3.2 Use Intern for research/writing.

FY 2009

- 1.3.3 Initiate draft legislation to establish the Old Santa Fe Trails Office Building as a unit of the National Park System.

2 Instill public understanding and appreciation of the origins, purpose, and ideals of the National Park System and the National Park Service.

2.1 Educate elected officials and key decision-makers about the importance of maintaining operational sustainability in parks and NPS mission-related programs.

Desired outcome: Educated elected officials and key decision-makers promote and support sustainable resources and mission-related programs in parks, adjacent lands and beyond.

ONGOING

- 2.1.1 Provide appropriate information and data to the Congress that provide awareness of the need to increase operational funding for the NPS sufficient to bring staffing and program management to levels that will assure protection of resources and visitors, and quality visitor experiences.
- 2.1.2 Conduct dialogue on a regular basis with key members of Congress and Committee Staffs on issues important to the mission of the NPS and the System.
- 2.1.3 Identify elected officials for targeted contact and educational efforts.
- 2.1.4 Collaborate as appropriate with the Congressional National Park Caucus on issues of common concern.

FY2009

- 2.1.5 Seek contact with newly-appointed officials at DOI and NPS to share operations information and NPS needs.
 - 2.1.6 Develop organizational structures that assure rapid and effective responses (local, statewide, or regional sub-groups or chapters)
 - 2.1.7 Distribute professional opinion papers to targeted elected officials and key decision-makers.
- 2.2 Educate the public in the United States and internationally about the value of parks, park programs, and the work of CNPSR.

Desired outcome: The public increasingly understands national parks and other protected areas as extraordinary places of inalienable national and international heritage. The public recognizes the leadership role of the NPS in providing assistance to communities nationwide in preserving significant natural and historic places outside NPS management. The CNPSR's reputation as "Voices of Experience" is known and respected by a greater number of Americans. The CNPSR's Vision for the National Park Service in its Second Century and steps for reaching it are becoming well known to the American public.

ONGOING

- 2.2.1 Distribute at least two media releases per year following the “CNPSR Ten Favorite/Best” format to advance public knowledge of the National Park System and NPS mission.
- 2.2.2 Respond to all appropriate media inquiries.
- 2.2.3 Improve and maintain web site as a major educational tool.
- 2.2.4 Write/publish/speak to reinvigorate the concept of national parks as the extraordinary places of the American common heritage.
- 2.2.5 Spread information about CNPSR via broadcasts, conference sessions, articles in national newsletters and other national publications, especially those of park-related organizations.
- 2.2.6 Continue contract agreements with Hastings or other media org to enhance public outreach.
- 2.2.7 Develop media articles that bring the membership of the coalition to the forefront providing their Voices of Experience as a way to connect to the public's interest in parks.

FY2009

- 2.2.8 Develop effective strategy for distribution of professional opinion papers.
- 2.2.9 Develop list of additional professional opinion papers to be completed in 2009.
- 2.2.10 Pursue opportunities centered on the release of the Ken Burns film that highlight local NPS & Non NPS Individuals and Local NPS stories.
- 2.2.11 Tag on efforts of the Pacific West Region to enlist PBS stations to hi-light the Burns documentary as well as personal stories of local parks and those of NPS employees/retirees.

FY2010

- 2.2.12 Develop an effective relationship with United States Park Police retirees and educate them in the value of CNPSR.
- 2.2.13 Establish a speaker’s bureau.
- 2.2.14 Collaborate in sponsoring symposia and conferences.

2.2.15 Develop CNPSR as a source of expertise and assistance for global protected areas.

2.2.16 Develop connections to global conservation and tourism efforts that will continue to support the mission of protected areas.

2.3 Influence the Hartzog Institute.

Desired Outcome: Highly qualified experts in the Institute environment will study a wide range of topics relevant to the mission of the National Park Service and make the results available to the people of the United States and their elected representatives; and to the leaders, managers, and employees of the National Park Service.

ONGOING

FY2009

2.3.1 Determine extent to which the Institute at Clemson will fulfill the original intended purposes and extent to which CNPSR should continue to be involved with this initiative.

2.4 Support the Second Century National Parks Commission to encourage and enrich the public dialogue about the preservation and protection of the National Park System leading up to the 2016 Centennial of the establishment of the National Park Service.

Desired outcome: The National Park Service begins its second century of operations with a renewed sense of mission, positioned to meet the challenges of a new century and supported by a public that recognizes the non-partisan value of the agency's leadership in the sustainable conservation of the resources entrusted to its care.

ONGOING

2.4.1 Monitor the Commission's activities and provide appropriate input.

2.4.2 Work with the public to gain support for the non-partisan Centennial Commission established by NPCA.

FY2009

- 2.4.3 Develop plan to significantly involve national public in support of Commission's recommendations.

FY 2010

- 2.4.4 Educate public in support of Commission's recommendations.
- 2.4.5 Develop methods to obtain support for implementation of Commission's recommendations.

2.5 Develop a detailed strategy for using CNPSR's unique character and position to further understanding of park and protected area values, and enhancing CNPSR's capacity for education.

Desired outcome: A strategy is in place that identifies actions to be taken to assure that effective communication exists between CNPSR and the public, its members, NPS employees and leaders, its partners and with elected and appointed officials.

ONGOING

- 2.5.1 Prepare and distribute annual report of CNPSR activities and accomplishments to members and others.
- 2.5.2 Prepare and distribute periodic newsletters outlining current CNPSR activities.
- 2.5.3 Monitor communications strategy and plan for CNPSR including analyses of the effectiveness of web site, media efforts, forums/list serves and public education.

FY2009

- 2.5.4 Actively pursue coordination opportunities with E&AA.
- 2.5.5 Thirty parks will be contacted by coalition members to support park programs.

3. Initiate or engage in activities that will contribute to, or educate others about, the significant role of the National Park System in a healthy planet and a vigorous American society.

3.1 Assist the National Park Service with critical current issues:

Desired outcome: The National Park Service welcomes assistance and advice from CNPSR in the following areas:

- **Becoming a major catalyst in promoting a healthier America;**
- **Assuming a leading role in connecting children to their natural and historic environment;**
- **Ensuring that all Americans can see their story in the National Park System;**
- **Making parks more user friendly for all of our citizens (use issues);**
- **Ensuring that the Service is a positive force in education, both internal and external;**
- **Advocating the removal of firewalls between natural and cultural resources;**
- **Encouraging parks to become full partners in the local community;**
- **Re-engaging as a full partner in the international arena, particularly with emerging nations;**
- **Becoming a leader in green design, architecture, sustainability;**
- **Making major contributions to the alternative energy discussion, including transportation systems;**
- **Assisting parks to become learning laboratories researching the effects of global warming and its possible solutions;**
- **Promoting public service in the NPS as a desirable career;**
- **Developing effective models for ecosystem management;**
- **Reviewing its policies in light of management challenges in a changing America.**

ONGOING

- 3.1.1. Identify constituencies that NPS should engage with and offer to assist the Service with this engagement.
- 3.1.2. Represent the NPS in certain approved forums.

FY2009

- 3.1.3. Establish a meeting with the new NPS leadership to discuss the above list, and their priorities.
- 3.1.4. Work with the Service to identify pilot projects for several of the above objectives (such as climate change).
- 3.1.5. Seek grant funding to help implement one or more objectives and/or pilot projects.
- 3.1.6. Work with the legislative committees to incorporate some of the above objectives into the Centennial Challenge legislation, as appropriate.

- 3.1.7. Work with the Service to take maximum advantage of the release of the Ken Burns series on National Parks.
- 3.1.8. Offer CNPSR's assistance to re-establish NPS school programs in areas where they are needed, including coordinating with teacher organizations.
- 3.1.9. Offer CNPSR's assistance to do public service announcements to promote NPS career opportunities, consider using concessioners to assist with these.
- 3.1.10. Assist the NPS in getting Congressional buy-in to priority objectives to implement this goal.
- 3.1.11. Work with NPS to get this assistance institutionalized, through the Collaborative Service Corps, or some other mechanism.

3.2 Promote constructive, cooperative relationships with other park and protected area systems.

Desired outcome: The National Park Service, through appropriate assistance by CNPSR increases its reputation and stature as a leader in park and protected area management beyond the boundaries of the US National Park System.

ONGOING

FY2009

- 3.2.1 Develop talking points for engaging in the international arena.
- 3.2.2 Identify connections that NPS should make outside of the Department of Interior.

3. Establish alliances and collaborate with kindred (like-minded) organizations to achieve goals.

4.1 Become an effective partner with NPS.

Desired outcome: The National Park Service recognizes and makes use of CNPSR as a valuable support organization.

ONGOING

FY2009

- 4.1.1 Further refine and implement the Collaborative Service Corps and monitor its success.
 - 4.1.1.1 Identify niches in which retirees could be especially useful.
 - 4.1.1.2 Facilitate meeting among select EC members and NPS leadership for this purpose.
- 4.1.2 Establish and institutionalize relations between NPS and the EC, beginning with a meeting with the entire NPS leadership.
 - 4.1.2.1 Establish liaisons, assigning EC members to each NPS Associate Director for contact.
- 4.1.3 Establish park or regional CNPSR teams to establish informal relationships with parks about issues and assistance.
 - 4.1.3.1 Target 5 teams in 2009, preferably not headed by EC members. Potentially Olympic Peninsula/Seattle area, upper Colorado Plateau, Western MT, S. Florida, California/Sierra.
 - 4.1.3.2 Target unsuccessful EC nominees to be more involved in this way.
 - 4.1.3.3 Teams should establish relationship with Congressional delegations as well as with parks.

4.2 Strengthen and increase alliances with kindred organizations.

Desired outcome: CNPSR is seen and used by other non-government organizations as a valuable ally in the overall effort of protecting the National Park System.

ONGOING

- 4.2.1 Develop or solidify relations with organizations whose goals and objectives are similar to those of CNPSR.

FY2009

- 4.2.2 Continue involvement in the NPS/NPCA Learning and Development project.
- 4.2.3 Hold spring EC meeting in DC and schedule opportunity to engage entire EC with pertinent organizations.

- 4.2.3.1 Consider appointing liaisons from EC or regional teams to specific organizations to allow relationships to develop outside of specific issues.
- 4.2.3.2 Identify national and regional organizations with which new or stronger alliances should be established. Use subcommittee?
- 4.2.4 Expand mailing list for newsletter to include partners and others.
- 4.2.5 Identify educational institutions with which to develop appropriate alliances.
- 4.2.6 Establish formal alliances in the international protected area community.
 - 4.2.6.1 Identify organizations and areas for cooperation.
 - 4.2.6.2 Identify opportunities to promote global protected area values.
 - 4.2.6.3 Identify international park models and relationships (e.g., model sister park agreements, Partners in Flight) where international experiences can contribute to current park challenges and public understanding and identify how CNPSR can assist in connecting these to national parks and NPS programs.
 - 4.2.6.4 Establish formal relationship with ITAP (DOI) and OIA (NPS)
 - 4.2.6.5 Continue to connect retirees with project opportunities.
- 4.2.7 Continue to maintain flexibility in issue-driven alliances.

5. **Develop and maintain the CNPSR as an organization capable of sustaining its vision, mission and strategic goals.**//

- 5.1 Operate CNPSR as a 501 (c)(3) non-profit corporation according to IRS and State of Arizona requirements.

Desired outcome: CNPSR meets all operating requirements of a non-profit corporation.

ONGOING

5.1.1 All required reports are filed by established deadlines.

5.1.2 Establish and sustain an appropriate CNPSR audit process.

5.2 Increase membership numbers and membership involvement in Coalition activities.

Desired outcome: 800 members by the end of 2009, compared to current 690; 150 members actively involved in Coalition activities, compared to current 75.

ONGOING

5.2.1 Establish and use state “chapters,” regional or local representatives and current members to promote increase in membership.

5.2.2 Publicize the successes of the Coalition in publications that reach NPS retirees.

FY2009

5.2.3 Provide additional opportunities for member involvement in Coalition activities.

5.2.4 Aggressively use other mailing lists to find non-member retirees.

5.2.5 Enhance use of website as membership recruiting tool.

5.2.6 Implement enhanced member support plan.

FY 2010

5.2.7 Obtain services of a membership coordinator to provide additional member services and to standardize Coalition membership funding appeals through direct and email.

5.2.8 Revise and update membership data base, as necessary, using state-of-the-art software.

5.3 Launch effective fundraising strategies aimed at diverse funding sources to meet program goals.

Desired outcome: \$20,000 from membership and \$150,000-\$250,000 from foundations.

ONGOING

- 5.3.1 Maintain and implement CNPSR fundraising plan.
- 5.3.2 Establish and maintain a three-year budget.
- 5.3.3 Maintain CNPSR “Café-Press” store and investigate other similar appropriate revenue potential.

FY2009

- 5.3.4 Expand matching grant challenge for non-contributing members.
- 5.3.5 Determine list of projects and needs that have a high probability of generating grant funding.
- 5.3.6 Establish a funding work group under Executive Council fundraising lead and recruit non-Executive Council members and develop full fundraising plan.
- 5.3.7 Identify additional high probability foundation sources.
- 5.3.8 Contact Combined Federal Campaign and initiate process to become a listed charity.
- 5.3.9 Make it easy for members to bequeath to Coalition.

FY 2010

- 5.4 Develop the systems, processes, staff and infrastructure to meet program, fundraising, and membership needs.

Desired outcome: Information technology (including website) and databases are in use to develop and track members, funds acquisition, accomplishments, and finances; work groups and state networks assist in carrying out programs; one or more paid staff coordinate the membership services, CNPSR activities, and internal and external communications; and an effective executive council with an appropriate skill mix is in place.

ONGOING

- 5.4.1 Contract bookkeeping, accounting and audit services as necessary.
- 5.4.2 Review and update this strategic plan as necessary.

- 5.4.3 Determine need for and implement appropriate database/website management assistance.
- 5.4.4 Insofar as possible, continue to distribute periodic email member updates and hard-copy member newsletters.
- 5.4.5 Establish and implement an appropriate awards program.
- 5.4.6 Prepare and distribute annual corporate report.

FY 2009

- 5.4.7 Develop system of volunteer key persons, work groups and other mechanisms for carrying out the work of CNPSR.
- 5.4.8 Enhance financial management and accountability processes and procedures and establish CNPSR Treasurer to provide oversight.
- 5.4.9 Obtain Officers insurance for Executive Council.
- 5.4.10 Investigate feasibility of developing a data base system to collect information on park and program operational issues.
- 5.4.11 Coordinate work of TWS Intern and identify work to be accomplished.

FY 2010

- 5.4.12 Coordinate implementation of new database with finance and membership database development.
- 5.4.13 Contract for services of part time liaison in Washington DC to provide monitoring of government actions, and making appropriate visits to Congress, Executive Branch and partner organizations.
- 5.4.14 Continue efforts to establish Coalition organizations in those states whose Congressional delegations occupy key positions on Interior authorization and appropriations committees. Activate Coalition statewide organizations in those states that have assumed greater influence over park related issues due to 2008 elections
- 5.4.15 Analyze effectiveness and develop and implement improvements in:
 - CNSPR Website
 - Member updates and other communications
 - Media communications
 - Forums or list serves

- Public education

FY 2010

5.4.16 Formalize contracted position in Washington DC to serve as a contact for CNPSR and a liaison between CNPSR and the Congress, DOI/NPS and other organizational cooperators.

5.5 Publicize the successes of the Coalition in publications that reach NPS retirees.

Desired outcome: Information technology (including website) and databases are in use to develop and track members, funds acquisition, accomplishments, and finances; work groups and state networks assist in carrying out programs; one or more paid staff coordinate the membership services, CNPSR activities, and internal and external communications; and an effective executive council with an appropriate skill mix is in place.

ONGOING

5.5.1 Enhance use of website as membership recruiting and information tool.

5.5.2 Stabilize members' area of web site.

5.5.3 Recruit candidates of broad skill mix for executive council.

FY2009

5.5.4 Determine need for database/website management assistance.

5.5.5 Develop work groups and state/regional networks.

5.5.6 Develop funding options for continued use of paid administrative staff.

5.5.7 Develop funding options for continued use of paid intern in D.C. area.