

The Center for Responsible Outdoor Activities and Recreation

The Center for Responsible Outdoor Activities and Recreation
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Table of Contents

1.0	Executive Summary	1
1.1	Objectives	1
1.2	Mission	2
1.3	Keys to Success	2
2.0	Organization Summary	5
2.1	Legal Entity	5
2.2	Organization History	6
2.3	Locations and Facilities	6
3.0	Products and Services	7
3.1	Product and Service Description	7
3.2	Alternative Providers	8
3.3	Printed Collaterals	9
3.4	Fulfillment	10
3.5	Technology	11
3.6	Future Products and Services	11
4.0	Market Analysis Summary	13
4.1	Market Segmentation	13
4.2	Target Market Segment Strategy	14
4.2.1	Market Needs	15
4.2.2	Market Trends	15
4.2.3	Market Growth	15
4.3	Service Providers Analysis	16
4.3.1	Organization Participants	16
4.3.2	Alternatives and Usage Patterns	17
4.3.3	Main Alternatives	17
5.0	Strategy and Implementation Summary	18
5.1	Strategy Pyramid	18
5.2	Value Proposition	19
5.3	Competitive Edge	19
5.4	Marketing Strategy	19
5.4.1	Positioning Statement	20
5.4.2	Pricing Strategy	21
5.4.3	Promotion Strategy	21
5.4.4	Marketing Programs	22
5.5	Strategic Alliances	22
6.0	Fundraising Strategy	23
6.1	Fundraising Programs	23
7.0	Web Plan Summary	25
7.1	Website Marketing Strategy	25
7.2	Development Requirements	25
8.0	Management Summary	26
8.1	Organizational Structure	26
8.2	Management Team	27
8.3	Management Team Gaps	28
8.4	Personnel Plan	28
9.0	Financial Plan	30

The Center for Responsible Outdoor Activities and Recreation

1.0 Executive Summary

Most organizations teach conservation from either the ethical or scientific approach. No one currently provides a free opportunity to tie conservation and wildlife preservation with the skills necessary to actually apply ethical or scientific knowledge. ROAR will provide programs to young people between the ages of six and twenty-five that tie science, ethics, and application together.

1.1 Objectives

Phase 1: Prepare necessary documents to organize The Center for Responsible Outdoor Activities and Recreation (ROAR). Obtain Federal income tax exemption status under section 501 (c) (3) of the Internal Revenue Code. Completed August 5, 2005.

Phase 2: Start January 1, 2006. Identify and recruit a volunteer Executive Director. Complete business plan and begin designing donation and endowment programs. Design and implement a website for ROAR to provide free nature awareness and stewardship educational resources. Recruit a ROAR Action Team volunteer staff comprised of four adults and eight youth to teach during the summer of 2006. Solicit donations to be used to provide teaching/training kits and supplies for staff and a trailer to store and transport equipment to various venues. Donations will also provide basic office equipment and supplies necessary to design program materials and complete administration responsibilities. Completed December, 2006.

Phase 3: Start January 1, 2007. Develop, produce and place on ROAR website a distance learning module related to outdoor ethics. Recruit a volunteer software programmer to develop a donations interface for current website. Continue volunteer ROAR Action Team activities. Start work on the first of three feature films using the Native American culture to teach nature awareness and stewardship. Complete by December 31, 2007.

Phase 4: Start January 1, 2008. Identify and recruit a volunteer graphic designer to design promotional materials for nature awareness and stewardship modules. Develop twelve screenplays for five minute nature awareness and stewardship modules. Recruit volunteer webmaster to maintain and improve ROAR website. Continue volunteer ROAR Action Team activities. Develop ROAR blog to increase exposure to more people. Complete screenplay for Redhawk Mountain and obtain production funds. Solicit \$150,000 in donations for a pickup and mini-van to transport ROAR Action Team and equipment needed to produce nature awareness and stewardship training DVD's. Produce and place on ROAR website six nature awareness and stewardship modules. Solicit \$5,000 for legal counsel to review fund raising plans. Complete by December 31, 2008.

Phase 5: Start January 1, 2009. Organize, produce and place on ROAR website additional curriculum and supporting materials for ROAR programs. Continue on-going ROAR Action Team programs. Develop, produce and place on ROAR website eight additional nature awareness and stewardship DVD sessions. Start work on second of three feature films. Implement endowment program and solicit \$1,000,000 in donations for operations described

The Center for Responsible Outdoor Activities and Recreation

above. Complete by December 31, 2009.

Phase 6: Start January 1, 2010. Continue on-going ROAR Action Team programs. Develop, produce and place on ROAR website eight additional nature awareness and stewardship training modules. Complete second feature film screenplay and obtain production funds. Start work on third and last feature film. Solicit additional 1,000,000 in donations for operations as described above and to enhance the endowment fund. Complete by December 31, 2010.

Phase 7: Start January 1, 2011. Continue on-going ROAR Action Team. Develop, produce and place on ROAR website for free public use eight additional nature awareness and stewardship modules. Complete final feature film and obtain production funds. Solicit additional \$1,000,000 in donations for operations as described above and to enhance the endowment fund. Complete by December 31, 2011.

Phase 8: Start January 1, 2012. Continue on-going ROAR Action Team programs. Develop, produce and place on ROAR website for free public use four additional nature awareness and stewardship modules each year in the future. Deliver thirty completed modules to 2,400 schools in a DVD format each year in the future. Solicit donations for operations as described above and to enhance the endowment fund.

1.2 Mission

Our mission is to maintain access to public and private lands through responsible use of the land and other natural resources.

At a time of increasing recreational opportunities and land use restrictions we strive to enhance the public's understanding of their impact on the land. ROAR believes in the multiple-use of the land by all recreationists regardless of their preferred activity. We endorse responsible use of our natural resources as an effective strategy to limit additional regulations while reducing and/or removing existing restrictions.

1.3 Keys to Success

ROAR objectives to ensure success:

- Expand the corporate partner base and individual contributions to ensure the financial resources needed to provide all programs sponsored by ROAR. This would include product donations of 40,000.00. Additional funds of \$150,000.00 will be needed for nature awareness and stewardship modules and \$5,000.00 for legal counsel to review endowment program documents. Upon approval an annual endowment fund drive will be initiated to raise \$1,000,000.00 each year to fund future ROAR operations without invading the principle thereby guaranteeing long term viability of all ROAR programs.
- Cultivate an identity (brand) for The Center for Responsible Outdoor Activities and Recreation throughout the United States with public and private educational facilities,

The Center for Responsible Outdoor Activities and Recreation

federal and state land managers, outdoor user groups and associations, manufacturers of outdoor recreation products, and people interested in nature awareness and stewardship issues related to protecting wildlife and other natural resources while recreating on public and private land.

- Develop computer accessible distance learning modules suitable for all ages while specifically targeting young people from the age of six to twenty-five.
- Develop DVD nature awareness and stewardship modules to be given to schools and other public groups free.
- Develop three feature films which use the Native American culture to teach nature awareness and stewardship.

ROAR will be a success as its programs benefit donors, participants, their neighborhood, community, and state. In a broader sense the program, through participants, will benefit the entire national community and environment which extends to all state and federal agencies responsible for maintenance and management of the countries wildlife and other natural resources.

Benefits provided by participation in ROAR programs:

Individual Donors: Most donors may qualify for a tax deduction related to their donation. Donors will want to counsel with their accounting professional to learn of the financial benefits of donating to The Center for Responsible Outdoor Activities and Recreation. Donations to ROAR will provide donors an opportunity to become more involved in protecting natural resources without limiting outdoor activities.

Corporate Partners: ROAR supports the goals of corporate partners to maintain a multiple use policy on public lands that is consistent with current government agency requirements and proper stewardship of the land. Participation with ROAR can be used in public relations announcements and advertising which illustrates the nature awareness and environmental consciousness of the corporate partner by providing young people and others an opportunity to learn proper stewardship of our natural resources. Corporate partners will be allowed to link to ROAR as their official nature awareness program.

Program Participants: Participants will learn to enjoy outdoor activities of their choice while avoiding a negative impact to the land and wildlife or detracting from the outdoor experience of others. They will better appreciate how their actions can impact the land and other people. Participants will be provided opportunities to develop and/or enhance positive feelings for any natural environment they find themselves in. ROAR will assist them in developing or improving their own nature awareness, conservation and stewardship ethics.

These ethics will be based on understanding their individual responsibility and consideration for everything around them, including the land, wildlife and other people. Each participant will discover that consideration for public resources and other people can enhance all aspects of their life. They will learn that all actions they take are based on relationships to, or with, themselves, another person and/or resource. Participants will learn and/or be reminded that all relationships in life depend on our consideration of, and for, others and their surroundings. Personal relationships will improve. Consideration for others, including people they don't know, will increase which will lead them to be more courteous to all they come in contact with.

The Center for Responsible Outdoor Activities and Recreation

Neighborhood, Community, State and National: Individuals, business and governmental entities will experience reduced expenses related to maintaining resources. This will extend to private and public buildings, sidewalks, parks, etc. All resources, including buildings, will be more inviting. The enhanced condition of resources will encourage those who use them to be better stewards instead of feeling there is nothing to lose from further damage.

The underlying principle is that neglect invites neglect. The general public does not realize the potential impact on natural resources by millions of well meaning recreationists. It is very difficult to encourage adults to attend venues where they can learn important skills to protect the environment. ROAR will focus on young people who are more easily influenced and are easier to reach through current youth venues. They will learn that as an individual they can make a difference by adopting proper stewardship ethics that will lead them in their actions.

The Center for Responsible Outdoor Activities and Recreation

2.0 Organization Summary

The Center for Responsible Outdoor Activities and Recreation is committed to providing free educational opportunities that teach and encourage participants, especially youth, to enjoy outdoor activities and recreation in a responsible and ethical manner which will ultimately combat deterioration of public lands and thereby lessen the burden of the government to make expenditures to restore the land.

ROAR is a nature awareness and stewardship education organization which provides learning opportunities related to basic and intermediate outdoor and recreation knowledge and skills. All programs and instruction will teach the importance of responsible outdoor stewardship and include the opportunity for each participant to commit to making proper ethical choices related to their individual stewardship of natural resources and wildlife.

2.1 Legal Entity

The Center for Responsible Outdoor Activities and Recreation received an Employer Identification Number (20-2169868) on February 3, 2005 and was approved by the Internal Revenue Service on August 5, 2005, as a 501(c)(3) tax-exempt not-for-profit organization (17053257014005) to provide youth the opportunity to develop their own wildlife and outdoor resource ethic. ROAR was registered with the State of Utah Department of Commerce as a domestic non-profit corporation (#5975174-0140) on August 5, 2005 and Department of Consumer Protection (#C9356) on August 16, 2005.

ROAR is committed to serving youth and offers innovative nature awareness programs that span the field of wildlife preservation, conservation and environmental protection during normal use of the resource. We work with critical issues related to private and public lands such as responsible multiple use of natural resources, protection of wildlife, off road motorized recreational travel, and impact research. We also strive to uphold the following values:

- Provide quality programs to all participants throughout the United States.
- Show sensitivity and caring while teaching life long values and ethics.
- Be accountable and responsive.
- Pursue professional excellence.
- Offer a fulfilling learning experience and professional development for all involved.

The Center for Responsible Outdoor Activities and Recreation is developing the reputation for being the leader in the nonprofit nature awareness and stewardship education sector with its knowledgeable staff, state-of-the-art services and business-like operations. The principles of ROAR are proud of the role they currently play with the Leave No Trace Center for Outdoor Ethics, Tread Lightly!, and state and federal agencies in teaching others to properly use our natural resources while being good stewards of the land and respecting wildlife.

The Center for Responsible Outdoor Activities and Recreation

2.2 Organization History

2005: The concept for The Center for Responsible Outdoor Activities and Recreation was developed by three individuals interested in teaching young people nature awareness and stewardship. These visionaries were concerned with the increasing number of youth not being properly prepared to responsibly use our natural resources. ROAR is the result of their concerns and effort. An estimated 96,286 participants received some level of training either directly or indirectly from ROAR program efforts. ROAR was officially ready for operations when federal income tax exemption status under section 501 (c) (3) of the Internal Revenue Code was approved on August 5, 2005 (completion of Phase 1).

2006: A volunteer Executive Director was recruited in March of 2006. The director developed and implemented the ROAR website and organized the first ROAR Action Team. The team was comprised of four adults and eight youth ranging in age from twelve to seventeen. This volunteer staff paid their own expenses as they taught nature awareness and stewardship to 15,000 participants at an outdoor venue in May, 2,500 participants at a high adventure base located in Wyoming in June and traveled to Lansing Michigan in July to teach an additional 8,500 youth. An estimated 104,386 participants received training either directly or indirectly from ROAR program efforts. Donations were used to purchase training equipment, a trailer to haul the equipment in, and office equipment needed for ROAR to operate effectively (completion of Phase 2).

2007: The volunteer Executive Director and a Board Member started writing a feature film screenplay. The film will use the Native American culture to teach nature awareness and stewardship. The ROAR Action Team attended numerous training venues where they taught their peers the importance of outdoor stewardship. The first distance learning module was completed and placed on the website. A donations section was also developed for the website. An estimated 96,184 participants received training either directly or indirectly from ROAR program efforts.

2008: Screenplays were completed for twelve nature awareness and stewardship training modules. Funding programs were started to solicit \$150,000 for production equipment and \$5,000.00 for legal counsel to review endowment fundraising plans.

2.3 Locations and Facilities

The ROAR office is located at 1573 West 1050 North, Provo, Utah 84604. The ROAR website, www.tcfroar.org was operational on May 1, 2006.

3.0 Products and Services

The Center for Responsible Outdoor Activities and Recreation offers participants a variety of fun, educational, and useful programs. All ROAR programs are designed to lead participants in improving ethical choices related to nature awareness which includes the environment and people surrounding them. Participants also learn the importance of respecting all animal life whether in the wild or at home. Skills development teach participants how to apply ethical choices as needed. All programs are described in detail in following sections. ROAR programs will be reviewed and modified regularly, allowing for new and stimulating educational programs and opportunities.

3.1 Product and Service Description

ROAR provides several free programs to serve the varied needs of the individual, community, and nation. Length of venues are determined by participants and can range from a few minutes, a few hours, overnight, or up to a week. Programs offered include:

Distance Learning:

- Distance learning with website resources for learning, teaching, and research will be provided for schools and other interested organizations and individuals.
- Develop 3 to 5 minutes DVD sessions on various nature awareness and stewardship topics to be provided free of charge to public broadcasting stations and schools.

Hands-On Learning - At Site Selected by Participants:

- Lecture and/or hands-on age related activities.
- Outdoor skills related to nature awareness and stewardship including wildlife preservation.
- Overnight learning opportunities. This program provides more in depth learning opportunities.
- One week extended learning opportunities for involvement in multiple programs.
- ROAR Action Teams provide programs for organized summer venues such as youth camps. When possible they will also provide programs for conferences, conventions, etc. as requested as well as visiting high visitation recreation areas to teach others as they recreate.

Web Site:

- The ROAR website provides a one stop resource for those interested in learning or teaching outdoor ethics or skills.

The Center for Responsible Outdoor Activities and Recreation

- Direct links to every federal land management agency home page and their nature awareness educational programs.
- Direct links to every state home page, land management agencies and nature awareness and outdoor educational tools for young people.
- Direct links to various nature awareness and stewardship programs.
- All materials developed by ROAR are provided free for others to download and use.

Special Projects:

- Develop a series of three feature films which use the Native American culture to teach nature awareness and stewardship.
- Hands-on conservation and wildlife preservation research opportunities with university staff.
- Work with others to provide underprivileged youth various outdoor learning opportunities and nature awareness experiences using hiking, camping, fishing, etc.
- Projects proposed by other organizations will be reviewed for inclusion in ROAR programs and/or for ROAR support when they complement ROAR goals and it is more cost effective to participate in joint projects.

ROAR teaches nationally recognized programs such as, but not limited to, Leave No Trace, Tread Lightly!, Project WILD, Project WET and Project Learning Tree. In addition ROAR will continue to form partnerships with state and federal land management agencies and local school districts to provide hands on curriculum related to nature awareness, wildlife, conservation and the environment.

3.2 Alternative Providers

While there are no direct competitors, there are organizations that appear to be the same.

1. Outdoor and recreation associations focusing on specific outdoor activities which don't have viable nature awareness, wildlife preservation or conservation programs. Most associations exist to encourage their type of outdoor activity and solicit funds to provide a lobbying effort to maintain resources for their specific activity. They realize that the success of their lobbying efforts may be tied to the associations perceived efforts to encourage members to protect the environment while involved in their activity. In reality most associations provide very limited resources to their members related to nature awareness or conservation. There is always a fee associated with association membership.
2. Conservation related educational organizations which don't teach skills. There are many organizations which teach principles but not skills that allow the participant to apply the principles they've learned. Many organizations only focus on their specific topic to the total exclusion of other nature awareness and conservation related topics which could also be applied. There is often a cost associated with attending the offered courses.
3. Environmental and conservation related political action groups which are after money to further their agenda. These organizations are found under conservation and environmental headings but usually focus on large industrial issues not related to using natural resources for recreation and wildlife preservation. There is always a fee associated with belonging to the organization to fund their political agenda.

The Center for Responsible Outdoor Activities and Recreation

4. Environmental and conservation action groups whose main purpose is to restrict or deny access to public land for outdoor activities and recreation. They are not interested in teaching responsible ethics and skills because their goal is to stop all use of public lands and limiting activities on private lands. There is always a fee to be associated with the organization so they can pay expenses related to their legal and political efforts.
5. Advanced outdoor skills education organizations which are beyond the scope of most users of outdoor resources. These are excellent programs which generally offer expensive courses lasting from one week to several months. Because of the length and cost only the most dedicated take advantage of the learning opportunity. This type of person usually does not participate in outdoor activities with the normal recreationist so they have a very limited audience with which to share their advanced skills. There is always a fee to participate in the training opportunity.

None of these organizations, associations or educational programs specialize in serving the common user of outdoor resources. The Center for Responsible Outdoor Activities and Recreation specializes in developing excellent relationships with its nonprofit partners to teach basic skills and ethics to all people regardless of their recreational choice. We believe that this unique position, combined with providing all programs free will set ROAR apart as the premier nature awareness, wildlife preservation, conservation and outdoor skills provider in the nonprofit sector.

3.3 Printed Collaterals

Literature developed by ROAR will include the organization's goals, logo, website and physical address as well as a sincere thank you to participants and friends for supporting our organization. Numerous training manuals that are available on the ROAR website are an excellent example of the type of literature that will use to promote our services and teach participants.

An underlying principle is that all training and material which originate with ROAR will be provided free on our website to participants and others who are interested. Most people won't, or can't, pay for training or materials that will help them learn to make the right choices when engaged in outdoor activities and recreation.

All curriculum and supporting materials developed by ROAR or employees of ROAR will receive a copyright owned by The Center for Responsible Outdoor Activities and Recreation. Unlimited use licenses will be provided free to organizations who wish to reproduce copyright material developed by ROAR for purposes agreed upon by the different parties. Organizations who receive a license to reproduce materials must make the materials available at no cost to everyone who requests them. Such publications may be made available on the internet for downloading and printing.

The Center for Responsible Outdoor Activities and Recreation

3.4 Fulfillment

ROAR provides all offered services free to all participants.

Distance Learning:

- This option will provide all ROAR programs on our web site which will allow groups and individuals to access different training modules at their convenience. Each module will be self contained and self directed. Participants can enjoy any module at any time. Individuals and organizations will also be able to burn copies from the ROAR website to provide additional free education opportunities.

Hands-On Learning - At Site Selected by Participants:

- All programs are staffed by trained and motivated volunteers.
- ROAR Action Teams are available for venues such as youth camps, youth conferences, etc. Each team will include four adults and eight youth ranging in age from twelve to eighteen. The adults will teach the leaders of the youth while the youth Action Team members teach the youth participants.
- With adequate funding Recreation and Activity Training teams will be organized and be available for organized venues such as conferences and conventions. Teams will focus on adult venues with adult staff.
- Recreation and Activity Training teams will also visit high use recreation areas to teach visitors as they enjoy their recreational activities.
- Volunteers assist on field trips as requested by interested partners.
- Adults who cannot leave work but are interested in learning more about nature awareness and conservation are provided opportunities to attend weekend and evening training sessions.

Web Site:

- ROAR works with a volunteer webmaster who maintains the website while identifying additional web resources to be included on the ROAR site. At present an individual must complete an exhaustive internet search to locate materials related to their interests. The ROAR website provides a one stop resource for those interested in teaching or learning outdoor ethics or skills. The site will link to all nature awareness, conservation and environmental sites that form partnerships with ROAR. Additional resource materials that can be downloaded and used free of any charge will be added as they become available and/or are determined to be appropriate for inclusion.

Special Projects:

- Hands-on conservation and wildlife preservation research opportunities with university staff as requested by participants.
- ROAR will partner with other organizations to provide underprivileged youth outdoor learning opportunities while hiking, camping, fishing, etc.

The Center for Responsible Outdoor Activities and Recreation

- Based on budget and time limitations ROAR will attempt to assist other organizations implement projects that support ROAR organizational goals and impact a large number of participants on an ongoing basis.

3.5 Technology

ROAR will develop a distance learning model to implement in school classrooms across the nation. Nature awareness and stewardship modules will be developed and placed on the website to be downloaded free. Modules can be burned on DVD's for use at any time. Our website also offers free nature awareness, conservation and wildlife learning, teaching and research resources that can be downloaded free by anyone. In the future individuals will be able to register to receive a monthly web newsletter related to important nature awareness, conservation and outdoor education related topics and participate on a website nature awareness forum. ROAR also sponsors a photo gallery focusing on youth involvement in nature awareness and conservation opportunities and programs.

3.6 Future Products and Services

As more people go outdoors for their activities and recreation the need for proper ethics and skills instruction will also increase. ROAR will meet this need by expanding operations using interested volunteers. Services provided will be driven by the ever increasing need and the success ROAR has soliciting donations to support an expanded cadre of staff, volunteers and programs that teach how to protect and enjoy outdoor resources.

ROAR will develop and teach skills that encourage responsible outdoor activities and recreation with the ultimate goal of less restrictive rules and regulations. Examples of topics that could be included, based on participant interest, include:

- Hiking
- Mountain Biking
- Backpacking
- Fly Fishing
- Geocaching
- Orienteering (compass & GPS)
- Impact realization and management techniques
- Staying warm during winter activities
- Equipment that will minimize impact on natural resources
- Field maintenance of water filters and backpacking stoves
- Outdoor recreation equipment and repair
- Wilderness Survival
- Soil and Water Conservation
- Wildlife Preservation
- Nonintrusive Wildlife Viewing Skills and Options
- Astronomy
- Insect Study

The Center for Responsible Outdoor Activities and Recreation

- Nature Study
- Mammal Study
- Bird Study
- Geology

ROAR will also teach courses provided through partnerships with other organizations. Examples would be Hunter Safety, Leave No Trace Trainer and Tread Lightly! Tread Trainer courses. Additional courses will be implemented which have been prepared by Project WET, Project WILD, Project Learning Tree and others.

Research opportunities will be fostered through partnerships with university researchers who are willing to work with and teach youth who participate in ROAR sponsored activities. Research projects will enable youth to fully comprehend recreational impact on natural resources due to decisions made by themselves and others. The feasibility of mountain bike and ATV impact research sites will be evaluated at a future date.

4.0 Market Analysis Summary

ROAR works with all ages of interested participants while focusing on young people ranging from six to twenty-five years old.

4.1 Market Segmentation

Using a broad definition of our market, every individual, group or organization who participates in an outdoor activity or recreates in the outdoors is a potential participant of the programs and services offered by ROAR. If we were to narrow the definition to a geographic boundary within a one hundred mile radius of ROAR headquarters, we have the opportunity to reach a vast market just in day to day programs provided to local participants. The area has approximately 1,446,126 school youth in in 65 high schools, 98 junior high & middle schools, 338 elementary schools and 24 alternative schools.

Simply stated, extended to each state there are literally millions of households that meet this market definition. Our target market is young people ages six to twenty-five. Our core market is everyone who uses outdoor resources and views or comes in contact with wildlife.

We feel that in order to establish ROAR within this vast market and create brand awareness for the unique and high-quality programs we are offering, we need to focus our initial efforts on a smaller market segment. The initial hands-on marketing effort will target those within Region One. As a result of scaling our initial efforts in this manner, we are able to leverage our strong ties within the regional community, media, and educational institutions. Once established, we will expand our hands-on market to each region utilizing the same techniques.

Regions:

- *Region One:* Arizona, Colorado, Idaho, Kansas, Montana, Nebraska, New Mexico, North Dakota, South Dakota, Utah, Wyoming
- *Region Two:* Alaska, California, Hawaii, Nevada, Oregon, Washington
- *Region Three:* Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, Tennessee, Texas, South Carolina, Virginia, Washington D.C., West Virginia
- *Region Four:* Connecticut, Delaware, Illinois, Indiana, Iowa, Maine, Maryland, Massachusetts, Minnesota, Missouri, Ohio, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Wisconsin

Population by Region:

- Region One: 23,352,186
- Region Two: 43,747,634
- Region Three: 99,556,543

The Center for Responsible Outdoor Activities and Recreation

- Region Four: 120,800,474

Our outreach programs will focus primarily on serving young people in their schools through distance learning and outdoor activity venues as invited. Programming will be tailored to fit the needs of youth in public school systems, as well as private and parochial schools. In addition, our programming will extend to those served by youth organizations such as Hands on the Land, Girl Scouts of the United States of America, Boy Scouts of America, National 4-H Council, and YMCA of the USA, among others.

4.2 Target Market Segment Strategy

ROAR strategy for major market segments:

Distance Learning at Schools: There are 60,945,000 young people age 7 to 21 in the United States today with 52,919,000 enrolled in school. ROAR will focus on schools because of the high number of potential participants and because of students existing expectation to assimilate new information.

Hands-On Learning - At Site Selected by Participants: All ROAR programs will be offered as requested by participants. Any individual or group may register for courses being offered.

Underprivileged Youth: Visits to federal recreational facilities by specific minority groups account for only 7.2% of all visits made. By partnering with others to work with underprivileged youth ROAR can encourage a life long interest in outdoor related activities and recreation and protecting the land.

Youth Organizations: There are 8,026,000 young people not enrolled in schools who have no opportunity to participate in nature awareness and conservation related venues sponsored by their school. Many young people, whether enrolled or not, participate in youth organizations not associated with school. This provides an additional opportunity to make a positive impact in their life.

Providing programs and venues to youth organizations also allows for a longer and more focused venue that more precisely targets their individual needs. It also allows for an additional opportunity to reach those who may not be enrolled in school with a fun based educational experience.

The Center for Responsible Outdoor Activities and Recreation

4.2.1 Market Needs

ROAR strategy allows us to meet current needs that aren't being met by current nature awareness and wildlife preservation education options:

Training Needs & Benefit: Currently most conservation related topics require a trained or certified instructor. The average school teacher or youth leader must often attend certification courses at their own expense and on their own time. They often lose income by missing work days to attend a required course. This has a tendency to lessen the possibility of this type of course being offered in schools or at other youth related venues. Instead, teachers can rely on ROAR to facilitate their training needs.

Time Needs & Benefit: Another option is to spend time locating and scheduling different instructors for different topics and venues. Or, teachers can connect to the ROAR website and have all their conservation and related needs facilitated.

Budget Needs & Benefits: Many outside instructors charge the teacher, school, or organization to provide a program. ROAR programs will be provided free of charge which will allow those responsible for the venue more freedom in choosing the appropriate curriculum for their students.

4.2.2 Market Trends

Recreational lands, including private, local, state and federal holdings, are being used and enjoyed by more and more people. The most dramatic increases in outdoor recreation occurred in the 1960's when hiking, camping and backpacking first became popular. For example, use of National Forest primitive areas and wilderness tripled during the 1960's and public land visitation continues to increase. Recreation visits to U.S. Forest Service lands have jumped from 4.6 million in 1964 to 900 million in 1999. Similarly, recreation visits to National Park Service areas were 33 million in 1950, increasing more than five-fold to 172 million in 1970, with more modest increases to 258 million in 1990, and 287 million in 1999.

4.2.3 Market Growth

More than at any time in history people are choosing to spend their leisure time involved with outdoor activities and recreation. Examples:

- Over 10,000,000 youth camp each year.
- Family camps have increased more than 500 percent over the last twelve years.
- In 2001 11,628,000 youth age 6 - 15 participated in fishing.
- 44,400,000 American's fish.
- In 2002 73,300,000 people went hiking.
- In 2003 72,000,000 people participated in boating activities (44.2% of population).
- In 2004 66,600,000 people visited Bureau of Land Management recreational sites.

The Center for Responsible Outdoor Activities and Recreation

- In 2004 279,000,000 people visited National Park Service recreational sites.
- In 2004 39,000,000 people visited Fish and Wildlife Refuge wildlife refuges.
- In 2004 90,000,000 people visited Bureau of Reclamation recreational sites.
- 57% of Americans participate in at least one outdoor activity. Of this number 63% participate in multiple activities.
- Average age participating in outdoor activities is 16 - 25.

4.3 Service Providers Analysis

ROAR's nonprofit service industry is cluttered and difficult to frame. Specific outdoor activity and recreation associations, environmental groups, and professional conservation organizations constitute a more limited role in providing conservation and environmental resources for specific needs in the market. They provide resources and courses related to the ethics, science or professional skills needed in their industry. These organizations are not designed to provide courses and resources for young people related to nature awareness which provide ethics training founded on science coupled with the skills training needed to apply the principles. See Section 3.2 for a full report.

4.3.1 Organization Participants

The conservation and environmental education industry is highly fragmented, with numerous small organizations serving specific user groups. Many are only interested in denying access to natural resources and recreational opportunities while others are interested in teaching proper ethics but offer no skills training to apply the ethics. Still others offer scientific proof in support of outdoor ethics but do not teach either the ethics or skills necessary to take full advantage of scientific facts.

There are many committed conservation organizations but they are segmented into extremely narrow areas of focus with little effort to tie important principles from across the board into a cohesive program that offers participants learning choices without a major effort to sort through all the options offered. Examples: Tread Lightly!'s focus is on mechanized and motorized recreation outdoors while the Leave No Trace Center for Outdoor Ethics focus is on human powered recreational activities. Hands on the Land provides service opportunities for youth, Project WILD is focused on wildlife and Project WET is focused on wetlands conservation issues.

Participants desiring training in multiple areas of interest must contact different organizations and build new relationships with each contact. This method can be time consuming, expensive and frustrating which causes leaders of youth to do nothing. All ROAR instructors will be trained and authorized to provide the most popular and effective nature awareness, wildlife preservation, conservation and skills courses. Participants will work with one organization for all of their conservation and outdoor related educational needs. ROAR partners will provide resources not available at ROAR.

4.3.2 Alternatives and Usage Patterns

Participants look for several qualities in nature awareness and conservation program providers including:

- Programs which provide the type of learning experience they are interested in.
- An understandable message that can be applied immediately after training.
- Ability to provide multiple programs without the need of developing new relationships.
- Reputation in working with youth and understanding their specific needs.
- Ability to build self esteem in youth while teaching them important life enhancing principles.
- Willingness to meet their schedule and provide programs at previously scheduled venues without requiring a stand alone venue.
- Ability to provide programs free of charge.

Although a number of providers are currently serving the youth conservation education market, The Center for Responsible Outdoor Activities and Recreation is in a unique position to provide its participants with all of the above qualities plus the benefit of knowing that they are helping youth and other organizations. As long as we maintain the above characteristics participants will choose our service over other options because of the benefits it provides for the most people.

4.3.3 Main Alternatives

There are no other organizations which provides a wide variety of nature awareness, conservation and wildlife education programs and venues under one umbrella. There are many which provide a very narrow program focus but ROAR is the only organization which brings them all together in a cohesive educational model with certified instructors who are prepared to provide the majority of programs available.

5.0 Strategy and Implementation Summary

There are four main areas of focus for The Center for Responsible Outdoor Activities and Recreation.

1. Provide free ethics and skills learning opportunities and activities for young people related to nature awareness, conservation and wildlife topics.
2. Young people and their leaders are provided learning opportunities through distance learning, on and off campus programs, Action Teams, and the ROAR website.
3. Work with state and federal land management agencies in identifying nature awareness issues which can be effectively addressed through programs offered through ROAR.
4. Funding will be obtained from corporate partners and individual donations and by those interested in receiving special tax treatment while developing a positive public relations program that focuses on youth education, community involvement, and responsible use of outdoor resources and wildlife preservation. This concept also furthers many corporate goals of multiple use of resources.

5.1 Strategy Pyramid

Our strategy is to provide free nature awareness and outdoor skills programs to an ever increasing base of interested recreationists. The countries huge recreation base provides an opportunity for ROAR to provide on-going educational programs throughout the country. ROAR programs will provide more youth an opportunity to enjoy an outdoor experience and for other youth to participate as staff on a ROAR Action Team. The Center for Responsible Outdoor Activities and Recreation will become the nature awareness, conservation and wildlife educator of choice for other organizations in the country.

The tactics to grow the customer base are:

- Build awareness of ROAR goals and the benefits of being a partner and using our educational services.
- Provide consistently high-quality programs for on and off campus programs.
- Offer services to participants who often must lose the opportunity for our type of education since they can't afford to pay for the service.

Programs to support these tactics are:

- Create partnerships and strategic alliances with other providers and participants as listed in sections 5.4.1 and 5.5 of the business plan.
- Create a website to centralize nature awareness, wildlife, conservation, and outdoor skills related web resources and organize them in specific activity groups.
- Provide free programs for schools and encourage youth to participate in nature awareness and conservation education.

The Center for Responsible Outdoor Activities and Recreation

5.2 Value Proposition

Although The Center for Responsible Outdoor Activities and Recreation will offer free high-quality programs, the real benefit of using our service is knowing that the staff enjoys working with youth and is experienced in providing nature awareness, conservation, wildlife, ethics and skills programs to them. Youth participating in ROAR programs or serving on staff enjoy valuable experience and a chance to learn real life skills that will help them make proper ethical decisions and possess the skills to do so.

A hidden value is having youth teach youth. Most educational programs are designed to use adult instructors. While this may be the easiest method to provide a program it is not as effective as a young person learning from one of their peers. Participants benefit from the knowledge and experience of experienced youth instructors while the young people doing the teaching are preparing for future adventures and opportunities in their life.

5.3 Competitive Edge

The Center for Responsible Outdoor Activities and Recreation will meet participant needs by:

1. Providing all ROAR developed programs free of charge. When offering programs developed by others every effort will be made to limit expense but in all cases there will be no charge for instructors. Minimum charges may apply for courses developed by other organizations if they don't allow free distribution. ROAR will also endeavor to cover those costs based on donations.
2. Providing multiple programs that meet the needs of the specific participants. Learning opportunities may include multiple resources and materials allowing for a more complete program.
3. Focus on teaching youth participants instead of pursuing a political agenda.
4. Providing quality programming in various venues across the United States.
5. Meeting the program needs and schedule of participants rather than requiring them to comply with ROAR requirements before securing training.

5.4 Marketing Strategy

We start with a critical competitive edge: there is no other service like ROAR. Through our singular focus on free youth education in nature awareness, conservation, wildlife preservation and basic outdoor skills, we are positioned as the premier source of these types of programs throughout the nation. Our offerings include a diverse range of programs and activities ensuring a fresh experience for even the most frequent participants at offered venues.

A key strategy for ROAR is securing adequate donations to fund ongoing operations. By providing tax and public relations benefits we plan on obtaining significant donations from large

The Center for Responsible Outdoor Activities and Recreation

national and international companies who wish to support youth nature awareness and conservation education.

Through a grassroots approach, we will continually communicate the compelling influence and value that attendance at a ROAR session will deliver to young people. Targeted advertising and networking throughout a very active nature awareness and conservation community will allow us to focus on encouraging first time participants to attend. Once involved we will rely upon the dynamic environment and our staff to spark interest in other programs, workshops and activities. We will also employ PSA's on radio stations and well timed press releases as effective and affordable vehicles to deliver our message.

On-site marketing for workshops and special events represents an effective way to increase interest in ROAR programs. By motivating participants who have already made the initial step to engage in our experience, we anticipate a high degree of interest and participation in other programs offered by ROAR.

We recognize that a strong internet presence is an opportunity to extend our market reach in a manner consistent with our mission. Initially, our direct marketing efforts will be focused regionally, but we will rely upon a dynamic and informative website to support our efforts, while broadcasting our message to a much larger audience. The goal of our site is to create interest, inform and entertain visitors, facilitate requests for filling program needs and to encourage donations to generate additional revenue. We will direct visitors to our site through consistent references in all of our marketing materials and the strategic placement of links to our site from other related web sites.

Building and maintaining a solid database of potential participants will be critical to the success of our outreach programs. We will develop a database of all schools, community groups, and private organizations contacted whose programming serves youth. Examples are included in sections 5.4.1 and 5.5 of this plan. We are planning direct mail and telemarketing campaigns, and will offer general informational outreach to all interested groups. Additionally, we will develop a participant database of persons who may be interested in making a financial contribution and/or donating their time as volunteers.

5.4.1 Positioning Statement

ROAR marketing goals are centered on providing as many people as possible, especially young people, the opportunity to learn principles, skills, and ethics which will allow them to enjoy the outdoors without creating a negative impact. ROAR offers programs serving diverse groups of youth. Examples of those being targeted will include, but not be limited to, public schools, university outdoor recreation students and clubs, web sites, etc.

Target markets which have been served in the past include:

- School Districts
- Girl Scouts of the United States of America
- Boy Scouts of America
- Student Conservation Association
- OHV Clubs
- Land Managers

The Center for Responsible Outdoor Activities and Recreation

- College Clubs
- College classes
- Community groups
- Girls camps
- Youth conferences
- Outdoor groups and associations
- Family reunions
- Father & sons outings
- Church groups

5.4.2 Pricing Strategy

All programs developed by ROAR will be provided free of charge to participants. Programs developed by others but offered by ROAR will be offered free unless the program developer requires a fee for providing the program. Then the program will be provided at the lowest price allowed by the developer.

Materials and resources developed by ROAR will be provided free on the ROAR website. Materials and resources developed by others will be provided free when allowed by the developer. When ROAR is not allowed to provide free materials they will be provided at the lowest cost allowed by the developer.

In all cases ROAR will attempt to secure donations to offset fees required by a developer so participants can receive the programs, materials and resources free.

5.4.3 Promotion Strategy

The principles of ROAR introduced its services to local, regional and national youth groups by providing nature awareness, conservation and skills courses in the past on a limited basis. We plan to continue this campaign as we keep potential participants apprised of our development and eventually, of implementation of all programs. As we provide courses we will solicit referrals to other youth groups and schools who may be interested in ROAR courses. We will also contact youth groups and add them to our email newsletter list for continued follow-up.

In general, our promotion strategy will center on:

- Observation: meeting participants expectations of high-quality instruction.
- Visibility: each contact will include a ROAR brochure, so that our presence and name is noticed by everyone.
- Word of mouth: participants who attend our programs will tell others. Those with friends at other organizations will tell them about our training opportunities.
- Community service public relations: maintain a good relationship with youth organizations. Be well known for community service and look for additional opportunities to publicize ROAR on a regional and national level.

5.4.4 Marketing Programs

ROAR will use multiple distribution channels to market its programs and activities. Upon full implementation approximately 10,000,000 participants will be reached each year using the following distribution channels.

1. A distance learning program will be developed by ROAR and administered by staff and volunteers. Participants will access training modules on computer, or on a DVD, and display them using a computer projection system or television. Each session will be totally self administered so leaders of youth have no preparation time or learning curve which will encourage use of the system. All modules will be taught by young people.
2. Volunteers will develop contacts with individual schools and educators as well as program personnel in organizations serving youth groups. This program will also provide learning opportunities for disadvantaged youth. Overnight courses will be offered on weekends with week long courses during the summer whenever requested by interested participants.
3. ROAR Action Teams will travel each summer to various venues and activities to work with youth organizations providing ROAR programs at youth camps, conferences, conventions, etc.
4. When possible ROAR Action Teams will travel to high use recreational areas to teach visitors that responsible outdoor stewardship will minimize rules and regulations. They will also attend conferences and conventions to target adults.
5. ROAR volunteers will contact schools and other youth groups to schedule outdoor hands-on activities and indoor learning opportunities.

5.5 Strategic Alliances

ROAR has formed, and will continue to form, strategic alliances and partner with other nonprofit organizations as well as state and federal land management agencies. This will provide additional traffic for the ROAR web site as interested parties link to us through partners and alliance members. ROAR will enjoy the most comprehensive connectivity to nature awareness, conservation, wildlife preservation and outdoor activity sites available on the web. A partial list would include:

1. USDA Forest Service
2. Bureau of Land Management
3. National Park Service
4. U.S. Fish and Wildlife Service
5. U.S. Army Corp of Engineers
6. Natural Resource Conservation Service
7. Leave No Trace Center for Outdoor Ethics
8. Tread Lightly!
9. Conservation USA

The Center for Responsible Outdoor Activities and Recreation

10. Hands on the Land
11. American Camping Association
12. Girl Scouts of the United States of America
13. Boy Scouts of America
14. National 4-H Council
15. National Recreation and Park Association
16. YMCA of the United States of America
17. Environmental Alliance for Senior Involvement
18. Take Pride in America
19. Council for Environmental Education
20. Izaak Walton League
21. Appalachian Mountain Club
22. Continental Divide Trail Association
23. International Mountain Biking Association
24. Pacific Crest Trail Association
25. Student Conservation Association
26. Wilderness Education Association
27. Service Learning Association
28. Outdoor Recreation Coalition
29. Cooperative State Research, Education & Extension Service

6.0 Fundraising Strategy

Initial program funding will be provided by the volunteers themselves as they provide ROAR programs. The organizing principles for ROAR will donate what is needed to initially set up the office. Additional donations will be solicited to develop a \$10,000,000.00 endowment fund. Annual growth on the endowment fund will provide a minimum funding source for on-going ROAR programs.

6.1 Fundraising Programs

Fund raising efforts will focus on the following methods.

Corporate Partners: Corporations will be encouraged to provide in-kind contributions. ROAR will have a need for office equipment, computers and other technology related resources, vehicles, trailers, grounds keeping equipment, fuel, etc. Corporate partners will also be encouraged to provide significant cash donations to support ROAR programs.

Individual Donations: Individuals will be encouraged to provide significant cash donations to support ROAR programs and provide the support necessary for ROAR to provide free educational opportunities for young people.

Membership Programs: Once adequate funds are available to support a membership infrastructure a membership program will be instituted which will allow donations on our website.

The Center for Responsible Outdoor Activities and Recreation

Referrals: Donors will be encouraged to refer ROAR to other corporations and individuals who may also be interested in the tax benefits of supporting nature awareness and youth conservation education. While some may elect not to be recognized for their donations most corporations and many individuals will enjoy the positive public relations that come from supporting efforts to protect our outdoor resources.

7.0 Web Plan Summary

A major component of the website will be distance learning which will allow participants, either individually or as a group, to access learning modules related to ROAR programs and curriculum.

The Center for Responsible Outdoor Activities and Recreation website, www.tcfroar.org, will be a virtual business card and portfolio for ROAR, as well as its online "home". The website will maintain strategic links on all pages to lead to program offerings and schedules. The website was operational in 2006.

The concept and design of the website is representative of the quality of design for all ROAR promotional materials. The website will have links to partner sites and donor sites as requested and approved. A link will also allow interested parties to make donations on line.

Email will be available for correspondence related to ROAR. Online photo galleries for others to post nature awareness and conservation training photographs will also be available along with a comments page and website forum.

7.1 Website Marketing Strategy

Our website address, www.tcfroar.org, will be included on a variety of printed marketing materials, including our brochures and free printed material available on the website. By visiting the site, potential partners and participants can view offered programs and resources, learn about staff members and review a gallery of past courses.

7.2 Development Requirements

ROAR worked with a professional webmaster to develop the basic site. During Phase 4 a volunteer webmaster will be recruited to maintain a simple, classy, focused site with current information.

Enhancements of the site will include distance learning, a nature awareness blog, monthly newsletter and additional links as developed for other sites which have quality related topics. Links will lead to specific areas of interest so users waste no time finding information related to their topic of interest.

8.0 Management Summary

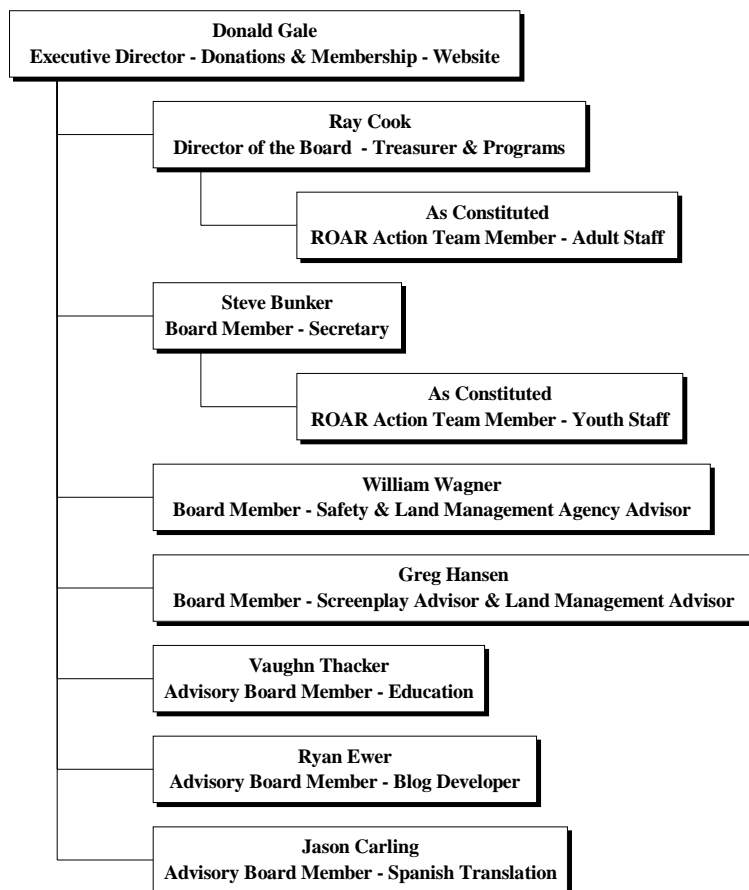
The Center for Responsible Outdoor Activities and Recreation will add staff as needed to facilitate growth. All positions will be filled after an extensive search to identify the most qualified candidates who meet ROAR standards and needs. Volunteers will be used whenever possible.

8.1 Organizational Structure

Initially ROAR will be managed by a volunteer Executive Director. During Phase 5 this will become a paid position and additional staff members will be recruited.

Our board of directors will consist of a minimum of three and a maximum of seven persons as outlined in our Articles of Incorporation. We currently have five persons serving on the Board of Directors and an additional two serving on an Advisory Board.

Organizational Chart



The Center for Responsible Outdoor Activities and Recreation

8.2 Management Team

Founding Members and Initial Board Members:

Donald M. Gale, the volunteer Executive Director of The Center for Responsible Outdoor Activities and Recreation has over thirty-nine years as a volunteer teaching youth outdoor skills and conservation ethics. Professionally he has been recognized for results in sales, marketing and client service. He is a Leave No Trace Master Educator and Tread Lightly! Master Tread Trainer. He is also a Project WILD, Project WET and Project Learning Tree instructor. Don was recognized as the 2002 USDA Forest Service Volunteer of the Year and received the William T. Hornaday Gold Medal in May of 2000. The medal is the oldest conservation award in the United States.

Mervin R. Cook, co-founder and volunteer Director of the Board has management experience with responsibility for over 400 employees at multiple locations. He received the William T. Hornaday Gold Badge for conservation and has thirty two years experience teaching youth outdoor skills and conservation ethics. He is also a Leave No Trace Master Educator, Leave No Trace Master Educator course instructor, and Tread Lightly! Master Tread Trainer.

William W. Wagner, co-founder and volunteer member of the ROAR board of directors has a Ph.D in biology and is a retired Adjunct Professor at Utah State University, College of Natural Resources. He also retired from the Bureau of Land Management where he was manager of Landscape Ecology and Leave No Trace/Tread Lightly Coordinator for the BLM in Utah. He received the William T. Hornaday Gold Badge for conservation and has forty-eight years experience teaching youth outdoor skills and conservation ethics. He is also a Leave No Trace Master Educator and Tread Lightly! Master Tread Trainer.

Board Member Added February 2006:

Stephen R. Bunker, received a Masters Degree in Technology Education and Bachelor of Arts in Elementary Education. He has served as an elementary teacher in Mexico and the United States. He has also been a Literacy Trainer, Network Administrator, Computer Lab Instructor, Educational Consultant and Math Specialist during his educational career. Stephen has twenty years experience as a volunteer for a nonprofit teaching youth groups conservation and outdoor activity skills. He is a Leave No Trace Master Educator and Tread Lightly! Master Tread Trainer. He is also a Project WILD, Project WET and Project Learning Tree instructor.

Board Member Added February 2007:

Gregory F. Hansen, retired from the USDA Forest Service after twenty years of service. Greg served as the Wilderness Management Training Coordinator for the Continent of Africa as a member of the USFS International Affairs Department. He was also the National Leave No Trace Outdoor Education Coordinator for the USFS Recreation and Heritage Department. Greg served as Associate Faculty at Arizona State University where he developed and taught upper level Wilderness Management and Environmental Education courses. He currently serves as

The Center for Responsible Outdoor Activities and Recreation

Associate Faculty at Central Arizona College where he developed and teaches American Indian Studies and Natural Resource Management and is International Environmental Management/American Indian Studies Consultant at the Arthur Carhart National Wilderness Training Center. He is also one of the twenty-six individuals to receive the William T. Hornaday Gold Medal for conservation and is a Leave No Trace Master Educator.

Volunteer Advisory Board Members:

Vaughn J. Thacker, received a Ph.D in Education Administration and Supervision, a Masters Degree in Education Administration, and a Bachelor of Arts Degree in Elementary Education. He has served as an elementary teacher, assistant principle, and principle. He has been a curriculum consultant and Curriculum Director and is currently a School Improvement Consultant where he works to improve proficiency scores and improved success on the Standards Based Assessment. In addition to his professional accomplishments Vaughn has 30 years experience as a volunteer for a nonprofit teaching youth groups outdoor activity skills.

Ryan Ewer,

Jason Carling,

Those listed above have partnered with, and provided, various venues and training opportunities on a local, regional and national basis with the Bureau of Land Management, Bureau of Reclamation, USDA Forest Service, National Fish and Wildlife Service, National Park Service, Utah State Division of Wildlife Resources, Utah State Division of Oil, Gas and Mining, Utah State Division of Parks and Recreation, Utah Valley State College, Brigham Young University, Leave No Trace Center for Outdoor Ethics, Tread Lightly, Girl Scouts of the United States, Boy Scouts of America, Student Conservation Association and public schools.

8.3 Management Team Gaps

8.4 Personnel Plan

Executive Director: Principal leader who plans, develops, and establishes ROAR policies and objectives in accordance with board directives and corporation charter. Confers with other leaders to coordinate functions and operations between departments, and to establish responsibilities and procedures for attaining objectives. Reviews activity reports and financial statements to determine progress and status in attaining objectives and revise objectives and plans in accordance with current conditions. Directs and coordinates formulation of financial programs to provide funding for new or continuing operations to maximize results and increase productivity. Evaluates performance for compliance with established policies and objectives of

The Center for Responsible Outdoor Activities and Recreation

The Center for Responsible Outdoor Activities and Recreation and contributions in attaining objectives. Reports to the board of directors and is the Board Director.

Treasurer, Programs Advisor & Adult Staff Advisor: Principle leader responsible for maintaining financial records for ROAR. This leader also plans and implements teaching opportunities for ROAR Action Team members.

Secretary & Youth Staff Advisor: Principle leader responsible for correspondence, minutes as well as recruiting and developing ROAR Action Team youth staff members.

Safety & Land Management Agency Advisor: Leader responsible for ensuring all venues and activities are conducted in a safe manner for staff and participants. Also serves as conduit to state and federal land management agencies and their programs and professionals.

Screenplay & Assistant Land Management Agency Advisor: Leader responsible for developing screenplays for three feature films that use the Native American culture to teach nature awareness and stewardship principles.

ROAR Action Team Manager(s): There will be two to four adults with each team. They will provide a nature awareness, conservation and camping experience for leaders as Action Team members work with their assigned youth.

ROAR Action Team Members: Eight youth members of the ROAR Action Team will provide programs at various venues and activities throughout the United States. They will provide nature awareness and outdoor skills programs to other youth as the team managers provide programs to adult leaders. Team members will also learn as they visit natural settings, historic sites, etc. as they travel across the United States of America teaching others.

When possible team members will also visit state and national recreation areas which experience large numbers of visitors. They will take every opportunity to visit with other visitors about the importance of responsible outdoor recreation and activities and solicit their commitment to be good stewards of our natural resources while recreating. They will also attend conventions and conferences related to outdoor activities that target adult audiences.

9.0 Financial Plan

The time line for implementation of all ROAR programs will be determined by the effectiveness of our fundraising and the flow of donations. ROAR managers recognize that:

- Estimated startup costs will be paid through initial donations. Methods of securing donations are available in Section 6.1.
- Program growth will be funded solely through return on invested donations that have been placed in an endowment fund.
- The implementation process of all programs will be driven by the receipt of donations and may deviate from what has been projected.
- Using only the growth from the endowment fund will guarantee long term success for all ROAR programs once they are implemented.
- Free resources are now available on the ROAR website, www.tcfroar.org.
- Venues have already been scheduled for the ROAR Acton Team and planning is on-going for preparation and implementation of distance learning modules.
- All program implementation will proceed as outlined assuming adequate funding is available.
- Adequate funding will ensure all programs are fully implemented no later than the end of 2007.