Into the future

The American Philatelic Society of 2030

Long Range Planning Committee
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1 Although not a core function, the budgetary impact of real estate was reviewed with the same attention as the core functions.
Foreword

In October 2008, American Philatelic Society (APS) President Wade Saadi began a long range planning process to address the immediate financial challenges the Society and Library were facing. Additionally, the then newly formed Long Range Planning Committee began development of a 20-year plan that, when completed, would be reviewed and approved by the APS and American Philatelic Research Library (APRL). The goal of the planning process was — and is — to assure a bright future for both the Society and the Library in their missions to provide outstanding service to members and the philatelic community.

Both boards, as well as the staff of the APS, completed a number of exercises to aid in the planning and to help verbalize a clear vision for the future. This report takes those ideas and visions and attempts to put them into a workable strategy that will help assure the Society’s bright future and continued excellent service to members.

Is there value in long range planning? Is the future unpredictable? Does creating goals and planning for them eliminate the chance of taking advantage of opportunity when it comes knocking? No. We study history with hope that mistakes of the past will not be repeated. We study current trends to help guide decisions that will affect the future. Neither of these prudent actions negates the possibility of taking advantage of opportunity when opportunity knocks on our door.

Long Range Planning Committee
March, 2010

[Long Range Planning Committee Members: Wade Saadi (Chair), Rick Banks, John Barwis, Roger Brody, Jack Flannery, Ken Grant, Kathryn Johnson, Janet Klug, Ken Martin, W. Danforth Walker]
1. Into the future

The American Philatelic Society of 2030

1.1. Introduction: Vision

A true vision is the inspiration and framework for strategic planning. It provides a picture of what an organization can be.

Visions are often clouded and, indeed, not what we wish they would be, by current problems such as lack of funding, lack of staffing, lack of creative thinking and problem-solving abilities, etc. There are always reasons why NOT to do something and less often there are suggestions on how to implement a new idea properly.

But that can be overcome. An exciting vision can drive funding, inspire creative planning and energize staff and volunteers.

Current vision (approved by BOD June 2, 2009)

“The American Philatelic Society encourages and promotes the philatelic arts as endeavors that are relaxing, mentally stimulating and historically and culturally important; and is the national center in serving and supporting members who engage in philatelic and related arts. The American Philatelic Society will achieve its vision in a financially responsible way that exemplifies good stewardship of our members’ investments in the Society, and ensures the Society’s long-term continuity.”

Now let’s suppose the BOD adopted a vision for what the APS will be in 2030 that is something like this:

“The American Philatelic Society encourages and promotes the philatelic arts as endeavors that are relaxing, mentally stimulating and historically and culturally important. Through its virtual and physical presence, the American Philatelic Society serves and supports a global community of collectors and members who engage in philatelic and related arts. The American Philatelic Society achieves this fiscally responsible vision by good stewardship of our members’ investments in the Society, which ensures the Society’s long-term continuity.”

Manipulate a few words and a myriad of exciting possibilities and challenges explode in one’s imagination.
What services could be offered that are equally accessible to a global community?

How would these services be delivered?

What would it cost to deliver these services?

Before the APS can get to this point, the leadership must replace “that would never work because….” with “what would the Society have to do to achieve this, under what time schedule and what measurable benefits would be generated?”

Nothing is impossible!

1.2. Assumptions used for the APS in year 2030

- The APS will exist in both the virtual and physical worlds if it is to exist at all. This paper assumes the APS will still be a viable, professionally managed membership association.

- The physical existence will be the American Philatelic Center, 100 Match Factory Place, Bellefonte, PA., which offers flexibility to “right size” office and meeting space to address the needs of the Society and Library. (Measures will have been taken to mitigate flood concerns to the degree possible).

- The U.S. Postal Service (USPS) may no longer exist as we know it. Postage stamps may still be issued, but not because there is a genuine need. [With post office generated PVIs and similar USPS applications for printing your own postage meters on a home computer, there is not a genuine need for stamps now]. There will still be a need for parcels to be delivered, but instead of “stamps” some form of bar-coding (as presently exists), embedded microchip technology or even nanotechnology will be utilized for bookkeeping, tracking and accounting purposes.

- People will still collect stamps and other philatelic materials even if postal services as we know them today no longer exist, just as people collect antiques from bygone eras today.

- Much of what APS does now in the physical world will move to the virtual world (many of the things APS does now are already being moved to the virtual world by other organizations and corporations).

- For dealing with a 20-year future, we will consider the revised 2009 joint operating budget ($4.65 million in both revenues and expenses, including depreciation) is a straw-man starting point from which cuts will have to
be made and/or additional income be found in order to accommodate declining membership and inflation.

- 100% of APS membership will have access to information technology in whatever form it will be delivered. (The remaining 20% from the 2007 APS Stamp Collectors Survey in which stated “80% of respondents indicated they have Internet access…” will have Internet access by 2030.)

- Stamp collectors will still enjoy friendships and interacting with other collectors, but this may be done more frequently through digital media, video conferencing or other emerging technologies.

- Membership is presumed to be 13,250 in the year 2030, if nothing changes and membership continues to decline. This is based on the following:
  
  1. Approximately 70% of the current APS members will not be members in 2030 (APS Membership Survey 2007 stated 70% of APS members were 60 or older in 2007. In 2030 these people will be 80+ years old and unlikely to be members).

  2. Per same survey, only 2% of the members in 2007 were under 40. This paper assumes all of these members (approx. 840) will still be members in 2030.

  3. APS will recruit 500 new members each year between now and 2030 and will retain 80% of them through 2030.

  4. Assuming the number of members and $4.65 million operating revenue with no draw from investments, dues would have to be set at $350 annually to balance the budget if nothing changes to improve these data.

- Technology will have evolved two generations from where we are today. The next technologies (either already in limited use or in development) will eliminate the need for PCs with hard drives that run hundreds of different programs and applications. Instead, iTouch, iPhone or Blackberry type hand-held units will be self-contained or will connect seamlessly to high definition or 3-D televisions and/or plasma walls. Input will be less keystroking and more touch or voice activated. Software will exist on master computers accessed through the Internet. This is called “cloud computing” and it exists now in limited form. A commonly used example of “cloud computing” is Google Docs.

- The second generation of information technology that will emerge around the end of this 20-year plan will be even more pervasive and interactive, involving holographic communication and, undoubtedly, quantum technologies that are in development right now.
2 Predicting future trends by observing current practices

2.1. Strengths, weaknesses, opportunities, threats

The APS Long Range Planning Committee (LRPC) along with the boards of the APS and APRL, came up with dozens of “core functions”, which were distilled into the following bullet points:

- Provide educational opportunities
- Provide marketplace opportunities
- Provide research opportunities
- Provide housing and preservation of philatelic materials/objects
- Promote and grow stamp collecting

(See Appendix 1 for complete SWOT [Strengths, Weaknesses, Opportunities and Threats] report).

Not surprisingly, the core functions of APS identified by the Boards and LRPC bear a remarkable resemblance to the APS Statement of Purpose, which states the APS exists for these reasons:

- To promote stamp collecting for people of all ages
- To offer services to its members and to philately in general, including knowledge and education, which enhance the pleasure and friendliness of stamp collecting
- To initiate and coordinate new programs for the benefit of stamp collecting and of all collectors

Recommended viewing:
http://www.youtube.com/watch?v=cL9Wu2kWwSY
• To represent the United States of America in the world body of philately
• To assist members in acquiring and disposing of philatelic materials

2.2. Core functions and their related member services

The LRPC and Boards recognize each of the core functions was supported by member services. In many instances a member service supports more than one key function.

The APS provides educational opportunities with Summer Seminar, seminars at shows, American Philatelist, books it publishes, Internet-based courses, weekend courses at headquarters, the American Philatelic Research Library (APRL), youth booths at shows, Young Stamp Collectors of America, Youth Leadership Philatelic Fellows program, All-Star Stamp Clubs, assistance with Stamp Camp USA, expertizing, reference collection, Quick ID, the website, Postal History Symposium in partnership with the National Postal Museum, e-newsletters, stamp shows, mentoring service, estate service and translation service.

The APS provides marketplace opportunities with sales circuits, StampStore, STAMPSHOW and AmeriStamp Expo, the American Philatelist, the soon to be implemented eBay listing service and in-house sale of donated materials.

The APS provides research opportunities in its support of the APRL, American Philatelist, Philatelic Literature Review, expertizing, reference collection, Quick ID, Summer Seminar, StampCampus and other courses, translation service, the website and e-newsletters.

The APS provides housing and preservation of philatelic materials and objects at the American Philatelic Center in Bellefonte, Pennsylvania, the APRL, as well as through its Preservation and Care of Philatelic Materials Committee, Headsville Post Office, many objects owned and displayed to benefit members and visitors.

The APS promotes and grows stamp collecting by representing the United States in the world body of philately, reaching out to collectors at shows, through partnerships with the National Postal Museum, U.S. Postal Service and dealer organizations, conducting seminars and classes in Bellefonte and throughout the USA, and by supporting chapters and affiliated groups of the APS.

A sixth component is the real estate operations, which is not part of the APS statement of purpose, but nevertheless must be considered. This includes maintenance of the completed areas within the American Philatelic Center, renovation of the areas not yet completed, and rental operations.
This exercise established that departments within the APS and APRL have overlapping responsibilities in providing member services and that the core functions support the mission and vision of the APS.

The LRPC analyzed the SWOT responses and made the following recommendations based upon the input of both boards.

**To fast track as soon as possible:**
- Create plan for a digital collection and dissemination of materials, beginning with AP and key items that have no copyright issues
- Continue cost reduction/ adding new sources of income
- Create and implement a disaster plan to protect staff and minimize risks to assets
- Create and implement a physical space plan based upon current and future needs, whether this may be the current APC or something else
- Create membership plan based on SMART (specific, measurable, attainable, realistic, time-bounded) goals with targets and tactics

**Long term projects the Boards have identified as desirable:**
- Create long term forecast of who education audience is/ will be, and how to serve them
- Evaluate current educational programming for effectiveness and cost/benefit analysis
- Consider whether to keep & strengthen vs eliminate services
- Analyze programs for effectiveness (cost vs risk vs service to membership at large)
- Digitize circuits
- Move toward complete digitization of digital collection (as defined by boards) by 2020
- Retrain staff or hire needed skills
- Initiate digitization of archives
- Create union catalog/ finding guides
- Digitize materials that are deteriorating
- Re-examine what we think we should preserve
- Plan now for possible return of Headsville (set money aside for move, plan for reuse of available space should SI request return or Boards deem return desirable after considering cost/benefit analysis)
- Begin funding building depreciation
- Re-evaluate our target audience — who they are/ how best to serve needs
- Create cost/benefit/results study of those offering similar services
- Pursue partnerships to maximize benefits to members at reduced costs
- Create RE investment options and set long-term strategy
- Create membership & cash flow forecasts for 5, 10 & 20 years hence
- Create physical space plan based upon how much space will actually be needed to serve the members 5, 10 and 20 years hence

Implementing these recommendations will further the goal of long-term financial stability and put APS and APRL on sound footing for working a 20-year plan.
“In the past twenty years, there has been a dramatic increase in the processing speed of computers, network capacities and the speed of the internet. These advances have paved the way for the revolution of fields such as quantum physics, artificial intelligence and nanotechnology. These advances will have a profound effect on the way we live and work, the virtual reality we see in movies like the Matrix, may actually come true in the next decade or so.”

Chris Herzog, November 26, 2006

3. Core functions considered

3.1. Overview

This section will review the core functions of APS and the American Philatelic Research Library (APRL), first with a quick overview of today’s services followed by modest projections of how these services might be offered to the philatelic community in 2030. What you read may sound like science-fiction, but all suggestions for 2030 are based on TODAY’S technology that will be cheaper, faster and more prevalent in the future.

Notes: Expenses and income quoted are rounded off and based on the 2008 actual and include depreciation and interoffice services used. Although not a core function, the budgetary impact of real estate was reviewed with the same attention as the core functions.

3.2. Providing educational opportunities

3.2.1. Exhibitions

Current status: Two shows annually (STAMPSHOW and AmeriStamp Expo) in cities determined by the BOD, serves “X” (6000?) members on a 2008 expense of $623k, income $559k ($63k deficit) or $10.50 per registrant. Shows feature dealers, exhibits, social functions, educational seminars, first day events, USPS sales areas, youth activities. It provides income to APS.

Current threats: Possibility of USPS withdrawing its partnership (and supporting funds) for STAMPSHOW. Rising costs of venues limit available choices. Rising costs of hotels and food functions. Fewer dealers attending shows (one reason for this is airline security issues). Cost of travel in dollars. Cost of travel in time. Aging membership may travel less.

Exhibitions in 2030: Philatelic exhibitions offering all of the current show activities (exhibits, dealer bourse, seminars) could be staged in the virtual world right now. In fact, it is being done on in a virtual reality platform called “Second
Life” (www.secondlife.com) and within an area called “Philatelica.” (See also Exponet with more than 500 exhibits online: www.exponet.info). Second Life is free for visitors to use. It is a virtual world. Visitors create representations of themselves (called “avatars”) and wander through the virtual world where there are villages, shops, museums and other activities, including Philatelica, a sort of virtual American Philatelic Center.

Businesses and organizations such as the APS, APRL and Philatelica can — and do — establish a virtual presence on Second Life. In the virtual world, what actually happens is that the cost of space on a server, use of software and the ability to attract new “customers” to your site from Second Life’s millions of users worldwide is analogous to the physical world’s erecting a building, adding furnishings and utilities, training staff and launching a membership drive and PR campaign.

In the future, some — perhaps even most — businesses’ public faces will be virtual (N.B. Some businesses already exist solely in the virtual world — for example, amazon.com.) Benefits of virtual businesses include: The need for “more space” means more servers to store data and not necessarily more physical space. Visitors do not incur travel expenses or time constraints. The “building” and business is open to visitors from all over the world 24/7. It is one new way to deliver some or all of APS core functions, which could also be delivered in a more “traditional” click-thru website format on the APS website.
In 2030, STAMPSHOW could still be an annual extravaganza in both the physical and virtual worlds. Cost and reduced support from USPS may require a scaled-down version of STAMPSHOW, but the virtual world makes STAMPSHOW offerings available to collectors all over the world (and 24 hours a day/7 days a week). Right now seminars can be given on Second Life, classrooms established, social interaction with other collectors can occur, and purchases from dealers can be made.

*Philatelica’s “orange” pavilion within Second Life presently has several philatelic exhibits representing the American Association of Philatelic Exhibitors. Visitors walk from frame to frame reading the exhibit just as show-goers do in the physical world right now.*

*→ Two avatars in the American Philatelic Society pavilion view a Tour of the American Philatelic Society video.*

*← A pavilion under construction in Philatelica that is dedicated to the American Philatelic Society. Exhibits, seminars and illustrated talks can be held there.*
3.2.2. American Philatelist and Philatelic Literature Review

**Current status:** Two publications: *American Philatelist* is a monthly used by 100% of the membership. Expenses: $855k, income $542k, ($313k deficit). *Philatelic Literature Review* is a quarterly, read by approx. 1500 subscribers. Costs: $44k, income $41k, ($3k deficit). Both currently operate at a loss.

**Current threats:** Annual cost increases for distribution. Foreign distribution costs more than the dues received from foreign members. Increasing costs for print publications. Uncertainty about number and frequency of advertisers.

**AP/PLR in 2030:** Delivered digitally, *AP* monthly and *PLR* on an “as desired” schedule, probably as part of *AP*, with both publications distributed to all members of the APS. These publications will not be like the current print versions, since technology improvements will allow such value-added features as live interviews and interaction with authors, video advertisements and other multi-media technology that could make dissemination of knowledge more interesting and accessible. These publications will be supplanted with other electronic transmissions similar to our present *Special e-Delivery* newsletter. Cost savings likely through digital delivery and no cost for printing. Additionally Editorial could be moved offsite (outsourced, as other hobby organizations, such as the Antique Automobile Club of America, are doing), but there is still a net cost to digital delivery for software and technology expenses.

PC Magazine ceased to exist in print version in February 2009 after 27 years on the newsstands. In the world of philately, Linn’s Stamp News and Scott Stamp Monthly are both available online. Amos Press staffers indicate that subscriptions are up for the online versions, with noticeable growth in foreign subscriptions. This would be another way for APS to serve all collectors all over the world all of the time at a lower cost and perhaps increase membership.
PC Magazine Goes 100% Digital

11.19.08

by Lance Ulanoff

An Open letter to PC Magazine (Print) Readers,

The January 2009 issue (Volume 28, Issue 1) of PC Magazine will mark a monumental transition for the publication. It is the last printed edition of this venerable publication. Of course, as with any technology-related enterprise, this is not the end, but the beginning of something exciting and new.

Starting in February 2009, PC Magazine will become a 100-percent digital publication. So, in addition to our popular network of Websites, which includes our centerpiece, PCMag.com, as well as ExtremeTech, blogs like Gearlog and AppScout, and audio and video content that includes PCMag Radio, Cranky Geeks and DL.TV, we'll offer PC Magazine Digital Edition to all of our print subscribers. The PC Magazine Digital Edition has actually been available since 2002. So for thousands of you, the benefits of this unique medium are already clear. And those benefits will continue to multiply in the coming months, as we work hard to enhance your digital experience.

With PC Magazine Digital, you will continue to receive the same quality, unbiased, expert reviews of products, as well as tech advice, news, and opinions you have come to expect from us these past 27 years, all in a package that is completely portable. Our coverage will not change, only the format, which offers these benefits:

- It arrives in your e-mail automatically. Just click the link to either download the latest edition, or to view it entirely online.
- It is portable. Once you've downloaded the issue (which takes a matter of seconds), just power up your PC and view it anywhere, on an airplane, in your hotel room, wherever.
- It looks like the PC Magazine you're familiar and comfortable with. I know why you've stuck with us all these years. You like the magazine and you enjoy the format. Our digital platform makes it possible to deliver that same magazine experience on your PC. So you can "turn" the pages and view our features and departments as you do now.
- It's lively and interactive. Our digital edition will eventually offer rich media options within a magazine format. So, for example, next to the product review you're reading in First Looks, you can easily view a slideshow of that product. Or while you're reading a Solutions article on Microsoft Outlook tips, our PC Labs experts can walk you through the steps of some of those tips in a video.
- Yes, you can print it. You can print as many pages of the magazine as you want.
- It's searchable. Here's something PC Magazine print cannot do. Enter a search term and PC Magazine Digital will fill all the related pages.
- A live TOC: The table of contents is not only a place to find out what's in this month's issue. You can use it to navigate directly to the stories you want to read.
- It's Green: You can actually feel good about the amount of paper, ink, and gas we'll all be saving by not producing and consuming a physical magazine.

For our current subscribers, if we already have your e-mail address, you don't have to do a thing. The digital edition will begin arriving in your e-mail inbox. If we don't have your e-mail address, please visit our customer service Web site (http://go.pcmag.com/subscriberservices) and follow the instructions on it. If you're not yet a subscriber, you can find a free trial edition of PC Magazine Digital Edition at this link: http://www.zinio.com/express3?issue=316996843&o=ext.

While we are energized by the endless possibilities of the digital format, I assure you that the decision to stop producing a hard-bound copy was not an easy one. But the
reality is that the ever-growing expense of print and delivery was turning the creation of a physical product into an untenable business proposition.

I want to personally thank you for more than 27 years of devotion to PC Magazine in its print form, and now I invite you to, if you haven't already, join us in the digital age. There are many technology innovations on the horizon. It promises to be a wild ride, one for which you'll find no better guide than the PCMag Digital Network.

—Lance Ulanoff
Editor-in-Chief
PCMag Digital Network

3.2.3. American Philatelic Research Library

**Current status:** Among the elite of philatelic libraries in the world, the APRL serves its own members, members of the APS and the general public. The library’s card catalog is online, a union catalog (one that combines contents of more than one catalog or library) is “in progress,” but there is little/no actual content of literature on the APS/APRL website. Expenses (including building depreciation, excluding PLR): $642k. Income (does not include subscriptions or advertising): $264k, ($378K deficit) or $10.80 per member based on 35,000 members.

**Current threats:** Costs to maintain and house the collection. Costs to users: Mail borrowers pay significant fees for service; visitors have the expense of travel to get to and use the APRL. Lack of digitizing the collection in a time with libraries are moving to providing digital delivery to serve their users. The
library’s lower bookshelves are well below the 100-year flood elevation, and the library floor is essentially at the 50-year flood elevation.

**APRL in 2030:** Recently the BODs of both the APS and APRL were presented with a rendering of the completed library that will be used in fundraising. This rendering, looking much like a screen shot from Second Life, shows the APRL of the future, but that future looks very much like the present. Books line shelves, users sit at desks within a physical space. It is gorgeous. The projected cost for completing this project is $4 million (added to the $9 million spent on the APC to date), or about $114 per member, assuming 35,000 members.

This rendering could exist in the virtual world right now, although without any

One of many virtual libraries in Second Life. The library is full of content that is organized by subjects. Content includes pdf books from Google Books, Gutenberg Project, other books, websites and magazines that are available online.

digitization of the collection completed, there would be no “books” on the “shelves.” Certainly in the future when some of the collection is digitized and available for use by members and visitors, the APRL could exist in addition to or instead of a physical presence. Some dollars spent on the physical plant today might be channeled to digitization of the collection and thus reduce or eliminate the need for an expanded physical presence. Digitizing the collection makes the library service instantly available to all members, all the time, all over the world. A beautiful library in the physical world cannot do that by itself. (See also page 21).
3.2.4. Educational programming

**Current status:** APS offers a diverse menu of educational programs, with the “jewel in the crown” being the week-long Summer Seminar that is attended by fewer than 100 individuals, many of whom are returning participants. A more recent addition the annual postal history symposium in partnership with the National Postal Museum. A host of seminars are offered at STAMPSHOW and AmeriStamp Expo. None are committed to video tape and made available to members. A few Internet based courses are offered with limited participation. Youth-directed activities are part of the educational program. Expenses: $176k, income $80k, ($96k deficit).

**Current threats:** Limited participation by members. Increasing costs to deliver quality educational programming in traditional “face-to-face” venues. Many educational opportunities are not viable for those who cannot afford the time and/or money to attend in person. Other sources of information that are freely available on the Internet.

**Educational programming in 2030:** Many universities presently offer adult education learning and degree programs entirely online. While the APS has a few Internet-based courses, these do not utilize webinar technology to maximize the experience and value to those who take the courses. Webinars, video conferencing and seminars captured on video will enable distance learning. By 2030 APS must take its educational opportunities to the membership, no matter where they live. The APS could develop courses in concert with Penn State, the Smithsonian National Postal Museum and/or other educational institutions that would use philatelic materials to enhance learning. A “master philatelist” certificate course could help assure a strong future for the hobby as well as provide additional income for the Society.

Home schooling is likely to continue to grow. This alternative education offers parents the ability to become intensely involved in their child’s education, and thus catering to and providing lesson plans for home-schoolers would be a prudent method to maximize dollars spent on youth programs.

The APS is one of many organizations providing programs to attract and support youth. By 2030, youth outreach programs will be a consolidated effort under the direction of APS, with all supported programs pooling resources and not duplicating the efforts to attract and
Many universities offer certificate and degree courses that are conducted completely online. Readers of this document may wish to take a free e-course to see how it works at www.e4meohio.org. See screen shot below.
### 3.3. Providing marketplace opportunities

**Current status:** APS assists members in sale of surplus or unwanted materials by offering two services — a traditional circuit in which member-created booklets of stamps and covers travel from member to member in a circuit; and the Internet Sales Unit known as StampStore. Members submit material they themselves have described and priced. APS staff scan the stamps, laboriously key in the descriptions and place the items for sale on the APS website. The APS is responsible for collecting the money for items that sold, packing and shipping the items, guaranteeing them and paying the consignors. To this mix will be added an eBay listing service. Expenses: $945k (includes both Sales Division and StampStore), income $742k ($203k deficit).

**Current threats:** Slow payment to consignors when compared with the “instant gratification” of selling on eBay. The circuits rely on the US Postal Service for delivery. Loss of items in the mail. Theft. APS must store these materials when not making the rounds in the circuits or while in the process of being sold (StampStore). Circuits are difficult/impossible for members living outside the USA. Labor intensive; relatively high staff cost.

**APS marketplace in 2030:** Slow-moving “circuit” type sales will find a permanent home on the Internet. Fulfilling the orders will be labor-intensive unless new technologies will expedite processing. Internet sales may remain as an Internet-based sales opportunity, or it could be converted into a sort of “home shopping” video presentation available for electronic distribution. Imagine stamps being sold from a particular country with a voice-over by the seller that tells something about the country, the subject pictured on the stamp and its condition. Added to this mix should be offerings of box lots, collections, remainders and other items that collectors love. These are currently offered from materials donated to APS, but only to those members fortunate enough to visit the American Philatelic Center’s physical headquarters in Bellefonte.
Creative new “stamp swapping” ideas may replace our more labor intensive methods. Members swapping stamps with other members through using the technologies. APS serving to link collectors of similar materials to help each other find needed materials. Posted “wanted” lists, finding and swapping without reliance on the APS in Bellefonte to house or ship philatelic materials may be in our future. Members will maintain their APS membership because APS is providing the collectors’ link with other collectors for the benefit of growing their stamp collections and philatelic knowledge, meeting our original organizational objectives.

How much of THE stamp swap (plate block of inverted Jennys for a 1c Z Grill) took place via e-mail?
3.4. Providing research opportunities

Current status:
The APRL has a wealth of research materials, including original documents and archival materials that few members know exist. The reference collection contains gems, full sheets useful for plating studies, forgeries and other great material. APEX has thousands of expert certificates that contain opinions about genuineness of philatelic materials.

Current threats:
Lack of finding aids, especially for the unique items owned by APS/ APRL such as Belmont Faries files (if researchers do not know they exist; how will they find them?); lack of a completed union catalog; location of American Philatelic Center not easy for some to get to; the risk of flood, fire, mold; lack of digital content; researchers increasingly turning to Internet for content and research materials.

Research opportunities in 2030:
The priority for the here and now must be to create finding aids for the archives, objects and materials that are uniquely APS and APRL. Those things that can only be had at APS have a potential of attracting new members, but currently, with no method available to inform collectors and researchers what is available, the archives are not providing service to the members who support with their membership dollars the care for these materials.

The APRL should begin now to forge a working relationship and partnership with philatelic libraries in the USA and abroad. Some will say that relationship already exists, however a working partnership is much more than just having open lines of communication.

As all libraries are strapped for cash, especially in the current economy, it makes good economic sense to enter the digital age with partners who share the same goals and aspirations of creating digital content for researchers and users. Saying that the APRL should “digitize everything” is not feasible and certainly not within the realm of current budgetary considerations. However, setting a goal that the APRL will digitize all APS publications (past, current and future) and all of the archival materials it owns is within the realm of possibility. APRL could lead a unified program where certain libraries would take on the task of digitizing sections of their own collections, thus ensuring that limited funds are used to maximum advantage and there is no duplication of efforts. All of the digital content becomes available to users using one search engine. If done properly, philatelic books, catalogs, and monographs will become part of the content that Google and other search engines can access.

The American Philatelic Expertizing service (APEX) has an archive of thousands of certificates, none of which are readily available to researchers. There is
no finding guide that researchers can access by themselves and hence the images and opinions of experts are not readily available. If these were digitized and published to the APS website, a century of philatelic expertise can be disseminated to our members and to collectors throughout the world. This offers the possibility of charging a fee for use, or having this as a member service that could be an important recruiting tool.

Content is king on the Library of Congress website (www.loc.gov), whose offerings include exhibits, photographs, webcasts, digital collections and much more.
The APS/APRL of 2030 provides value-added service to the world of philately by distributing, for pay or as a benefit of membership, content that is uniquely APS/APRL. The partnership with other research libraries, museums and foundations that was initiated by APS/APRL provides philatelic researchers with instant access to thousands of finding aids, primary source documents and other materials of interest to researchers. Some (or all) of APRL could be a virtual library (see page 15) by 2030.

3.5. Housing and preservation of philatelic materials

Current status:
The APS/APRL are curators of a variety of philatelic materials, from the smallest (stamps in the reference collection) to larger items (Headsville Post Office, perforating machine). The APS assists members in preserving their philatelic materials through the actions of the Preservation of Philatelic Materials committee and educational materials on the APS website.

Current threats:
Within the American Philatelic Center: Threats of flooding, mold and fire; mishandling of materials by untrained staff and careless volunteers; costs associated with maintaining the APC. Additionally, recent self-adhesive stamps are creating preservation challenges and consistency in the quality of philatelic supplies is problematic (i.e., lack of peelable stamp hinges, plasticizers in page protectors, mounts and stock books).

Housing and preservation of philatelic materials in 2030:
The APS/APRL will have physical materials that will need preservation in 2030. Books, artifacts, stamps, covers, archives and primary source documents will continue to be important resources for members. While many of these items have tactile appeal, museums are already realizing that only a small minority of interested parties will be able to visit the museum and see the exhibits.

The solution for museums is to create web-based exhibits that display artifacts within their collections along with multi-media presentations that bring the objects to life. The APS/APRL will need to do this as well in order to make all of its collections available to the members who support it. The National Postal Museums Arago website (www.arago.si.edu) is a good example.

Museums are also discovering virtual reality. The Smithsonian Institution has created a virtual Latino museum on Second Life that does not exist in a physical sense.

The next page shows illustrations of both types: web-based and virtual museum experiences.
The National Postal Museum’s Arago website has exhibits illustrated with objects from many different Smithsonian museums shown in tandem with postage stamps (www.arago.si.edu).

The Smithsonian Latino Museum exists only in the virtual world of Second Life (Secondlife.com), but offers interactive experience as well as traditional museum objects.
3.6. Promoting and growing stamp collecting

**Current status:**
Arguably, the most obvious APS promotion of stamp collecting occurs at APS STAMPSHOW and AmeriStamp Expo, but other hobby promotions are also very visible. These promotions include the APS website, youth programs, partnership outreach efforts (such as learnaboutstamps.com) with the National Postal Museum and American Stamp Dealers Association., Stamp Saturday beginner programs, the annual Postal History Symposium held in partnership with the National Postal Museum, and colorful, creative stamp album pages.

**Current threats:**
Financial viability, uninteresting and difficult to navigate website, competition from other Internet resources, burgeoning costs/cash flow difficulties, “elitist” reputation, increasing costs of travel, small budget for promotional activities.

**Promoting and growing stamp collecting in 2030:**
Promoting and growing stamp collecting is going to become more of a challenge as years go by and stamps become much less visible or relevant in our daily lives. It is going to be necessary to become increasingly inventive with ways to promote the hobby, especially with a severely limited budget. Stamps as we currently know them may no longer be issued by the world’s postal administration in 2030.

Using stamps, old letters and other philatelic materials to educate people about historical events, topical interests and art is one way APS could promote and grow stamp collecting. APS could work with historical societies and museums by matching philatelic volunteers to help with their philatelic materials in their collection.

The Internet will be pervasive in 2030 (see *Time Magazine “What will replace the Internet?”* at http://www.time.com/time/reports/v21/tech/mag_web.html), accessible from cars, household appliances, and communication devices. The APS **MUST** remain current with emerging technologies and utilize them to the maximum extent possible to promote stamp collecting and keep it relevant. It is likely that as the postal services change, stamp collecting will become a form of antique collecting. That is, stamps may no longer be used or issued, but people will collect them just as people collect shoe button hooks, hat pins, celluloid collars and other kinds of obsolete items and antiques.
3.7. Real estate

Current status:
The American Philatelic Society was established in 1886, and in 1945 located its administration to State College, Pennsylvania. After a number of moves, the present day American Philatelic Center was purchased in 2002 and is the permanent home of the APS and APRL. The APC is a group of 19 buildings built over time beginning in the 1890s, located in the center of historic Bellefonte, Pennsylvania. The property has a rich history, first as a Match Factory, which operated until 1947. It later served as a lumber yard thereafter, and was vacant and in disrepair for several years before the APS/APRL purchase.

The APS anticipated needing only a portion of the Match Factory space, and with the purchase of the property, began converting the older manufacturing space for office spaces for society and multi-tenant use. The renovation of these buildings has to date entailed an investment of $9.3 million, and the APS has an existing mortgage debt of $4.4 million, after funding much of the work through a successful capital campaign for donations. The completion costs for the spaces not yet renovated have been estimated at $5.8 million, for a total project cost over $15 million.

Leasing of space has progressed but has not completed as of early 2010. Significant space remains unimproved, and some space is in disrepair. Today, tenant rents cover the majority of the mortgage costs, with the APS having an annual mortgage remainder cost of $120,000 per year, charged to APS as rent. Two larger tenant spaces may rent within the upcoming year, ultimately having their rent stream cover APS monthly operating costs after improvements are funded.

A large portion of the Match Factory space has not been renovated and is unnecessary by the APS/APRL at this time, thus this space remains available for leasing opportunities. A library project with an expected $4 million or more costs, would be undertaken only if donor funds were committed.

Current threats:
The Match Factory property as APS’s long term home has been a source of some concern. The property’s higher than expected renovation costs are exacerbated
when we also consider the APS’s declining membership. Our property is unique, and with that also not typically saleable in the real estate marketplace. Estimates of sale value are only estimates, but likely point to being less than our current mortgage obligations. Our property is not a liquid asset, and in the current market climate must be assumed to remain illiquid for the coming years if a sale for more than the remaining mortgage balance is needed.

A separate threat concerning our real estate is the risk of property flooding and flood related concerns, including mold. Our property is at significant risk of flooding, and has flooded once during our ownership. The flood risk must be managed and assumed to be not an “if” but a “when” situation. The flood risk, too, adds to the limited likelihood of a sale of our property at a significant sum.

Additional threats to our real estate are less significant, but are to be noted as follows. We have a financial risk of our mortgage interest rate resets, driving up our effective monthly mortgage costs in the short run and in the longer term finding further mortgage lender options. Our property is fully collateralized. Another risk is that the city of Bellefonte or the County may require the APS to complete renovations to exterior visibly deteriorated portions of our space, they likewise have rights to condemn the property or a portion of the property, an unlikely scenario but still a risk. We have liability risks for mold or flood from employees or tenants affected by flood or moisture problems that may develop.
Other risks to keep in mind include older structure and storage materials fire, recall of Headsville Post Office by Smithsonian requiring a high dismantle and shipping cost, insufficient parking when all tenant spaces are occupied requiring a purchase of adjacent space, other unexpected maintenance costs and renovation costs.

Real estate in 2030:
Our need for real estate today and in 2030 is to allow us to serve our members. The APC, our current headquarters, serves our members by providing the needed office space for our library, key philatelic assets, our various member services, and administration of the society overall. Our objective is to have our real estate serve as a safe, pro-
ective and productive home for the philatelic assets and functions of APS in a cost effective manner. Ideally, our space should be flexible, too, allowing us to grow or shrink and perhaps ultimately move as society and member needs change.

GOAL: In 2030 the APS/APRL will have paid off the current mortgage and will be properly utilizing the American Philatelic Center to effectively serve its members and provide additional income.
4. Next steps

4.1. Phased implementation

Change is often met with resistance. To minimize resistance and maximize opportunities to create a stronger APS/APRL that will survive the next twenty years and beyond, it recommended that a carefully phased implementation of the plan. Related costs included in the annual operating budgets will need to be adopted. Phased implementation is recommended because attempting to do too much at any one time stretches the Society’s resources (money and people) and could create resistance to change.

Any 20-year plan should be revisited and reviewed on a rolling five-year basis. That approach allows remedial measures (modifications, additions, or deletions) to be taken on the short-term goals that may not have been completed or need to be redirected. It allows a clearer view of the end-point; long-range plans are often impacted by new technology developments that were unanticipated, or expected ones that arrive sooner than forecast. Finally, refreshing the plan every five years obviates the need for future LRPC groups to start from scratch.

4.1.1. Deliverables by year-end 2010

Deliverables to be completed by the end of 2010:
1. A 20 year plan including deliverables, budget implications and timelines will be approved and in place
2. All departments are operating within the confines of a balanced budget and plan within the framework of their respective SMART goals and metrics to measure performance
3. An Oversight Committee of Board members that will review progress semi-annually and report to the boards is established and will have completed at least one report.
4. Working with department heads, the APS Executive will have created a plan that will include the following:

“The American Philatelic Society encourages and promotes the philatelic arts as endeavors that are relaxing, mentally stimulating and historically and culturally important. Through its virtual and physical presence, the American Philatelic Society serves and supports a global community of collectors and members who engage in philatelic and related arts. The American Philatelic Society achieves this fiscally responsible vision by good stewardship of our members’ investments in the Society, which ensures the Society’s long-term continuity.”
A. Plan for digitizing useful content for members within each department
B. Budget establishing digital content within each department according to board approved plan.
C. Analysis of who target audience is for services provided and metrics for measuring success in serving these target audiences
D. Performance goals for all employees that require linkage to and successful attainment of these goals.
E. Linkage of department objectives to new website capabilities

5. APRL Board will have developed a Library Plan that will include:
   A. A network of philatelic libraries to develop digital content will have been established. This network makes certain to avoid duplicative efforts; creation of a union catalog for this network; consideration of an overall “network-owned/operated” website to disseminate philatelic knowledge
   B. Policy on what will be kept, disposition of any materials that will not be kept, with prioritization of high to low usage/request material from our members
   C. Plan within the APRL to execute immediate, phased digitization of archival materials and works created by APS that can be made available to APS/APRL members. The process of creating an APS/APRL Digital Collection may be done by volunteers, staff, outsourcing or a combination of these resources
   D. A network of volunteers to assist with implementing our digitization is in place (not necessarily scanning the materials, but recommending items to be scanned and identifying methods and funding sources).

6. Membership & cash flow forecasts for 5, 10 & 20 years hence have been created

7. A membership recruiting/retention plan with measurable SMART goals, targets and tactics has been implemented

8. A plan based on future needs and utilization for the development, usage, condoning, or other for the American Philatelic Center has been created and actions are underway to proceed according to the plan

9. A detailed plan for budgets to move the library and annex and detailed plan for item relocation in case of flooding has been implemented. These plans are checked periodically for changes in need

10. Detailed capital, expense and continual operating expense calculations for a new library to be created in building three if donor funding becomes available has been completed

11. Long term forecast of who education audience is/will be, and how to best serve them has been completed. This report has been used to reach decisions on whether to continue poorly performing programs

12. A comprehensive information technology (IT) plan that incorporates integrated policies for upgrading equipment, software, website and web applications; deaccession of outdated or unused equipment; and disaster planning and recovery for IT

13. A flood mitigation plan has been approved, budgeted, and implemented.
4.1.2. Deliverables by year-end 2015

Deliverables to be completed by the end of 2015:

1. All departments have been operating within the confines of a balanced budget for five years, with SMART goals and metrics to measure performance.

2. By 2015, digital content, subject to APRL Board approval, is available on a “Members’ Domain” portion of the APS website (or a virtual reality equivalent), and/or for sale as digital downloads, CD-ROM, DVD or content-loaded flash drives. For example, the APRL Board may have approved early digitization of these items for the APS/APRL Digital Collection:
   - A. The entire run of *American Philatelist* and *Philatelic Literature Review*
   - B. Select Belmont Faries files
   - C. Select Bellefonte airmail photographs and archives
   - D. Select other archival materials that are part of APS/APRL collections
   - E. Select publications that are *unique* to APS/APRL that are not encumbered by copyright issues
   - F. Select expertizing certificates issued by APEX, excluding those issued in the past decade

3. By year end 2015 the viability of traditional Sales Circuits will have been reassessed and, if found to be no longer feasible, will have been moved to the internet or converted to a different means whereby members may exchange stamps with one another.

4. By 2015 all staff have been trained in proper operation of information technology as pertains to their job and their department

5. In 2015 the APS will have undertaken a new membership survey that will provide data for planning the next 6-8 years

6. By 2015, the APS website will have shadow home pages in *at least* Spanish, French and Chinese, with a goal of completing home pages and some content in other key languages as well

7. APS will plan and have a Virtual Stamp Show on its own website or a virtual reality website

8. The catalog of old slide programs will have been reviewed and renewed. Outdated programs will have been eliminated from the catalog. Those whose content is still fresh have been converted to new media formats for publication to YouTube or for free access to members on the APS website in the “Members Domain” area

9. APS coordinates philatelic youth activities with other organizations so that efforts are not duplicated and maximum value from available funding is achieved and measured

10. Master Philatelist certificate course has been created and implemented

11. APS has evaluated providing management services for APS affiliates or other non-profit collectibles organizations
4.1.3. Deliverables by year-end 2020 (Mid-point of 20-year plan)

Deliverables to be completed by the end of 2020:
1. *The American Philatelist* and *Philatelic Literature Review* is primarily delivered digitally, with a more expensive membership for those who want either publication printed on demand and mailed to them
2. Digitalization of the library continues, in accordance with agreements made within the alliance of philatelic libraries, concentrating on those materials that are most in demand and which have cleared copyright issues
3. Seminars (including Summer Seminar) formerly done only in the physical world are also done simultaneously as webinars, made possible using free software and pervasive webcams that are standard equipment of all computers
4. The webinar technology is utilized to conduct periodic “America’s Stamp Club Meetings” and APS Town Hall Meetings
5. APS-owned reference collection material, 3-dimensional objects and other archives have been scanned or photographed and made into exhibits available in “Members Domain” portion of website
6. APS/APRL required real estate is right-sized for current and future needs, and accomplished within our operating budget constraints
7. Member services are right-sized for the number of members, value to members and affordability, within the constraints of operating budgets
8. APS/APRL hosts/archives philatelic websites of value that have been created by others. Digital auction catalogs may also be archived by APS/APRL

4.1.4. Deliverables by year-end 2025

Deliverables to be completed by the end of 2025:
1. *The American Philatelist* and *Philatelic Literature Review* delivered digitally. It is a multi-media production that utilizes 2025 technologies
2. APS operates securely within its means, providing greater services to its membership by utilizing technology tools and understanding members changing needs

4.1.5. Deliverables by year-end 2030

Deliverables to be completed by the end of 2030:
1. Having planned the work and worked the plan for 20 years, APS/APRL Board of Directors created a new 20-year plan, drawing on the sound footing and vision provided by the current APS/APRL Boards, that assure a bright future for its members and for philately
### APPENDIX 1: Appraising Current Functions: SWOT Exercise

**APS/APRL Long-Range Planning Committee**

**Function: Provide Educational Opportunities**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Content (have more than we know)</td>
<td>• Used by few</td>
</tr>
<tr>
<td>• Loyal members &amp; authors for education programs</td>
<td>• Costly to use services/ provide services</td>
</tr>
<tr>
<td>• Loyal members &amp; authors for AP</td>
<td>• Time consuming</td>
</tr>
<tr>
<td>• Courseware/content</td>
<td>• Large space/ large operating expense</td>
</tr>
<tr>
<td>• Teachers</td>
<td>• Staff costs to run services</td>
</tr>
<tr>
<td>• Interpersonal relationships while learning/ networking</td>
<td>• Assets in one building that are not replicated in cyberspace</td>
</tr>
<tr>
<td>• Eager learners</td>
<td>• Reputation of expertizing service is poor</td>
</tr>
<tr>
<td>• Access to teaching materials</td>
<td>• Limited member interest in courses</td>
</tr>
<tr>
<td>• Conflict-free educational materials</td>
<td>• APS weak compared with ASDA publication</td>
</tr>
<tr>
<td>• Network of affiliates</td>
<td>• Internet capabilities (such as webinars)</td>
</tr>
<tr>
<td>• Highly educated membership</td>
<td>• Staff level of philatelic knowledge</td>
</tr>
<tr>
<td>• Vast library holdings</td>
<td>• Summer seminar same attendees, same courses, same teachers year after year</td>
</tr>
<tr>
<td>• Reference collection</td>
<td>• AP has poor communication with authors</td>
</tr>
<tr>
<td>• Expertizing certificates</td>
<td>• Resistance to change</td>
</tr>
<tr>
<td>• Facility—physical plant</td>
<td>• Slide programs not digitized, not updated and are in formats not used much anymore</td>
</tr>
<tr>
<td>• Web capacity</td>
<td>• Cost of physical delivery of seminars</td>
</tr>
<tr>
<td>• Shows (APS &amp; WSP)</td>
<td>• Cost to mail AP</td>
</tr>
<tr>
<td>• American Philatelist</td>
<td></td>
</tr>
<tr>
<td>• Staff know-how</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Convert slide programs to digital and/or put on YouTube</td>
<td>• Increasing costs to deliver services in traditional venues</td>
</tr>
<tr>
<td>• Videotape Summer Seminar programs for on-demand pay-per-view distribution</td>
<td>• USPS withdrawing support for STAMPSHOW</td>
</tr>
<tr>
<td>• Digitize library</td>
<td>• Cost of travel in time and money</td>
</tr>
<tr>
<td>• Digitize expertizing certificates</td>
<td>• Google</td>
</tr>
<tr>
<td>• Make AP digital online publication</td>
<td>• Declining membership</td>
</tr>
<tr>
<td>• Webinars</td>
<td>• Competition</td>
</tr>
<tr>
<td>• PLR online</td>
<td>• Non-joiners</td>
</tr>
<tr>
<td>• Provide focused individual philatelic knowledge digitally</td>
<td>• Internet (instant gratification)</td>
</tr>
<tr>
<td>• Greater opportunities for volunteers</td>
<td>• Cost</td>
</tr>
<tr>
<td>• Grants &amp; fundraising</td>
<td>• Fire/flood/mold</td>
</tr>
<tr>
<td>• Do more with physical capacity (programming, teachers, etc.)</td>
<td>• Copyright issues</td>
</tr>
<tr>
<td>• Give library to someone else</td>
<td>• Not understanding copyright and other issues</td>
</tr>
<tr>
<td>• Digitize greatest assets</td>
<td>• Age of membership</td>
</tr>
<tr>
<td>• Put out-of-print items in digital format (charge user for scanning)</td>
<td>• Operating expenses</td>
</tr>
<tr>
<td>• Upload digital books</td>
<td>• Physical location less appropriate as time goes on</td>
</tr>
<tr>
<td>• Get Google to do books for us</td>
<td></td>
</tr>
</tbody>
</table>

*Into the Future 34*
### APPENDIX 1: Appraising Current Functions: SWOT Exercise

APS/APRL Long-Range Planning Committee

<table>
<thead>
<tr>
<th>Function</th>
<th>Provide Marketplace Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td></td>
</tr>
<tr>
<td>- APS is destination/ prestige of national headquarters</td>
<td></td>
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<tr>
<td>- StampStore</td>
<td></td>
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<tr>
<td>- Volume of material available</td>
<td></td>
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<tr>
<td>- Collectors like to accumulate</td>
<td></td>
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<tr>
<td>- Well-established programs</td>
<td></td>
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<tr>
<td>- Provides positive cash flow</td>
<td></td>
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<tr>
<td>- Low-cost material is available to purchasers</td>
<td></td>
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<tr>
<td>- Reputable reputation</td>
<td></td>
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<tr>
<td>- Profits result in satisfied members</td>
<td></td>
</tr>
<tr>
<td>- Supports membership renewals/ retention/ recruiting</td>
<td></td>
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<tr>
<td>- Float from circuits provides income to APS</td>
<td></td>
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<tr>
<td>- Images online useful for member research</td>
<td></td>
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<tr>
<td>- Sense of security/ safer to buy from APS</td>
<td></td>
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<tr>
<td>- Enhances hobby vibrancy</td>
<td></td>
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<tr>
<td>- Access to staff &amp; friends</td>
<td></td>
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<tr>
<td>- Place to sell low-cost material</td>
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<tr>
<td>- ISU guarantee</td>
<td></td>
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<tr>
<td><strong>Weaknesses</strong></td>
<td></td>
</tr>
<tr>
<td>- Labor intensive</td>
<td></td>
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<tr>
<td>- Low percentage of use by membership</td>
<td></td>
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<tr>
<td>- Slim margin for inexpensive material</td>
<td></td>
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<tr>
<td>- Restricted to members</td>
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<tr>
<td>- APS gets least profitable material</td>
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<tr>
<td>- Low satisfaction for members</td>
<td></td>
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<tr>
<td>- Staff costs</td>
<td></td>
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<tr>
<td>- Too many ISU lots stay on for years</td>
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<tr>
<td>- High number of ISU returns</td>
<td></td>
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<tr>
<td>- ISU guarantee</td>
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<tr>
<td>- Dependant upon USPS for delivery</td>
<td></td>
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<tr>
<td>- We don’t truly understand unit cost per item sold</td>
<td></td>
</tr>
<tr>
<td>- Lack of communication to sellers</td>
<td></td>
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<tr>
<td>- Housing all of these stamps incur cost/ staff time/ security</td>
<td></td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td></td>
</tr>
<tr>
<td>- Digitize circuits</td>
<td></td>
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<tr>
<td>- Global marketplace</td>
<td></td>
</tr>
<tr>
<td>- Attract more worldwide members</td>
<td></td>
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<tr>
<td>- Ebay option for StampStore</td>
<td></td>
</tr>
<tr>
<td>- Selling donated material to benefit APS</td>
<td></td>
</tr>
<tr>
<td>- Scanning circuits for instant purchases</td>
<td></td>
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<tr>
<td>- Increase positive cash flow</td>
<td></td>
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<tr>
<td>- Margins in marketplace</td>
<td></td>
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<tr>
<td>- Prestige enough to begin selling estate materials</td>
<td></td>
</tr>
<tr>
<td>- New “my account” feature on new website</td>
<td></td>
</tr>
<tr>
<td>- Selling donated materials to benefit APS</td>
<td></td>
</tr>
<tr>
<td><strong>Threats</strong></td>
<td></td>
</tr>
<tr>
<td>- Roadblock to free trade by some countries</td>
<td></td>
</tr>
<tr>
<td>- Dependable shipping</td>
<td></td>
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<tr>
<td>- State sales tax</td>
<td></td>
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<tr>
<td>- Ebay and other internet auction/ sales sites</td>
<td></td>
</tr>
<tr>
<td>- Flood/ fire/ mold</td>
<td></td>
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<tr>
<td>- Diminished interest in traditional sales circuits</td>
<td></td>
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<tr>
<td>- Length of time to pay consignors</td>
<td></td>
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<tr>
<td>- Cost of postage</td>
<td></td>
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<tr>
<td>- Losses in mail</td>
<td></td>
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<tr>
<td>- Theft</td>
<td></td>
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</tbody>
</table>
### APPENDIX 1: Appraising Current Functions: SWOT Exercise

APS/APRL Long-Range Planning Committee

<table>
<thead>
<tr>
<th>Function</th>
<th>Provide research opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td></td>
</tr>
<tr>
<td>- Library holdings</td>
<td>- Little digitized</td>
</tr>
<tr>
<td>- Archives</td>
<td>- Time consuming to access research material</td>
</tr>
<tr>
<td>- Eligible experts</td>
<td>- Cost of borrowing</td>
</tr>
<tr>
<td>- Reference collection</td>
<td>- Few use it</td>
</tr>
<tr>
<td>- Reputation of quality library services</td>
<td>- Aging materials</td>
</tr>
<tr>
<td>- Knowledgeable staff</td>
<td>- Geographically remote</td>
</tr>
<tr>
<td>- Union catalog</td>
<td>- Search capacity difficult/ card catalog difficult to use</td>
</tr>
<tr>
<td></td>
<td>- No content recording</td>
</tr>
<tr>
<td></td>
<td>- No indexing or extracts</td>
</tr>
<tr>
<td></td>
<td>- Aging members</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td>- Digitize library holdings</td>
<td>- Theft</td>
</tr>
<tr>
<td>- Union catalog</td>
<td>- Storage cost</td>
</tr>
<tr>
<td>- Digitize reference collection</td>
<td>- Labor intensive</td>
</tr>
<tr>
<td>- Digitize everything</td>
<td>- Preservation</td>
</tr>
<tr>
<td>- Broaden membership to worldwide collectors</td>
<td>- Copyright issues</td>
</tr>
<tr>
<td>- Seek researchers and their materials</td>
<td>- Fire/ flood/ mold</td>
</tr>
<tr>
<td>- Pro-active archiving</td>
<td>- Competitors (Google)</td>
</tr>
<tr>
<td>- Grants/ donations/ fundraising</td>
<td>- Declining membership</td>
</tr>
<tr>
<td>- Index reference collection/ create finding guides</td>
<td>- Cost of providing services</td>
</tr>
<tr>
<td>- Link library database to NPM/ Arago</td>
<td>-</td>
</tr>
<tr>
<td>- Alliance with NPM</td>
<td>-</td>
</tr>
</tbody>
</table>
### APPENDIX 1: Appraising Current Functions: SWOT Exercise

**APS/APRL Long-Range Planning Committee**

<table>
<thead>
<tr>
<th>Function</th>
<th>Provide housing &amp; preservation of philatelic objects/ materials</th>
</tr>
</thead>
</table>

#### Strengths
- Space available
- 501(c)3 status
- Donations/ willingness of members to donate
- APS “brand”
- HQ is “Mecca”
- Physical library and reference collection for visitors
- Space to expand

#### Weaknesses
- Location
- Costly to maintain & expand
- Environmental controls
- Entropy
- Amount of space we have limits our thinking
- Junk donations
- Fire/ flood/ mold
- Lawsuit liability
- Cost (overhead, staff, etc.)
- Mortgage

#### Opportunities
- Digitizing
- Loaning items to other libraries/ museums
- Fundraising
- Benchmarking of other organizations like APS
- Community interaction
- Not fully developed—potential to change direction
- Move to cheaper place
- Recall of Headsville by SI
- Assets (C3a, etc.) could be liquidated

#### Threats
- Flood/ fire/ mold
- Recall of Headsville by SI
- Can’t pay bills/ cash flow
- Marketplace value of property
- Maintenance
- Loss of cash flow from unimportant assets
## APPENDIX 1: Appraising Current Functions: SWOT Exercise

**APS/APRL Long-Range Planning Committee**

<table>
<thead>
<tr>
<th>Function</th>
<th>Promote &amp; grow stamp collecting</th>
</tr>
</thead>
</table>

### Strengths
- High ethical standards/protection of ethics in philately
- Social opportunities
- Representation of philately worldwide
- APS reputation in hobby
- Non-profit motives aligned with goals
- Staff exudes love of hobby/dedicated
- Services are non-threatening to try
- Selling & buying “safe” compared to eBay
- Varied avenues to explore hobby
- Passionate members
- Portfolio of activities to attract new members
- STAMPSHOW and AmeriStamp Expo travel around country bringing stamp collecting to masses/gives APS national presence
- Partnerships with NPM, USPS, ASDA
- Well-respected publication (AP)
- Biggest national stamp exhibition
- Attracts more new members annually than any other philatelic organization

### Weaknesses
- Age of members
- No clue what interests younger people
- Boring website
- AP is uninteresting to many and expensive
- Youth programs have no proven results
- Programs not evaluated for effectiveness/results
- Stuck in old ways of doing things
- Focus on members vs. hobby outreach
- APS shrinking while hobby statistically growing
- Financially pinched
- “Tired of trying”
- Membership costs limit admissions
- Perception of “older guy” organization vs. diversity
- Departments have limited budgets and old technology
- No education programs for entry-level adults
- High annual dues
- Loss of 1300 members annually
- Heavy analog-based services

### Opportunities
- Digitize everything for 24/7 use by members
- Diversity program
- Membership & outreach
- Youth, education department/programs we love
- Other organizations losses may be our gain
- Establish partnership/cross promotions with other collector organizations
- Create entry-level adult programming
- Better links to NPM
- Publish philatelic articles in non-philatelic venues
- Structure services to individual needs
- Use volunteers for digital help
- New website can become magnet for attracting new members
- Internet opportunities can present stamp collecting in more attractive light (YouTube, etc.)
- Branding of “America’s Stamp Club”
- Attract eBay users
- Mobilizing professional skills, talents, ideas of members

### Threats
- Peak of baby-boomers is now; rate of joiners will decline
- Financial viability
- Aging membership; declining membership
- Virtual stamp clubs (not our own) driving future core of hobby
- Chapters are linking point for collectors; APS is in background
- Competition from Google, eBay and other Internet-based resources that offer instant gratification
- Burgeoning costs
- Widespread belief that stamp collectors are boring geeks
- Lack of funds to do proper promotions
- Branded as elitist
- Nuisance lawsuits against Society
- Loss of USPS support
- Increasing cost to hold stamp shows
- Travel more expensive/full of hassles/time-consuming
## APPENDIX 1: Appraising Current Functions: SWOT Exercise

**APS/APRL Long-Range Planning Committee**

<table>
<thead>
<tr>
<th>Function</th>
<th>Real Estate at APC</th>
</tr>
</thead>
</table>

### Strengths
- Physical home of APS/APRL
- Attractive Headquarters for Society operations
- Bellefonte postal history & history image
- Cachet of multi-building complex
- Rental income (now at $319,260/yr)
- Storage space and space for specialty rooms
- National Historic property designation
- Useful space for educ. and community events
- Expansion for use & contraction by leasing
- Proximity to PSU resources
- Relative lower cost to an urban setting
- Fosters grand donation options
- Brands APS’s long history and show of stability
- 25% of US Population within a 325 mile radius
- Support from local community – County Seat
- State Senate Appropriation Committee Chair is a tenant
- Centre County is a Growth Area
- Significant Retirement Population (Volunteers)
- Ample parking for employees and guests

### Weaknesses
- Not a primary mission of a philatelic org
- Mortgage debt (4MM+)
- Unfunded depreciation ($225,000/yr)
- Maintenance overhead ($40,000/yr)
- Unfunded construction costs (9MM?)
- Historic designation – limits remodel options
- Tend to use more space because we have it
- Can only be built out with donations
- Cost of senior staff time in rental, etc.
- Uncertainty of tenant income
- Misunderstood by members/ still “hot potato”
- Cost of making building less disaster prone
- Completed, likely to appraise at $5MM less than cost
- Inflexible asset vs. more saleable/generic site
- Cost of RE dev. lessens member services
- Difficult to get to Bellefonte
- No traffic signal at entrance
- Expensive to heat and cool
- Offices are not soundproof allowing for little privacy

### Opportunities
- Expandability for operations
- Rental income on raw space
- Partnership to co-develop raw space
- Partition and sell off unwanted space
- Condo and sell off Comm/Res units
- Sell entire plant and buy dry & smaller
- Sell entire plant and rent dry & smaller
- Disaster planning to overcome potential threats
- RE Appreciation, vs. none if we leased
- Use facility and marketing tool for donations
- PSU students- interns, tech support, library, etc
- Return Headsville Post Office, if cost mandates
- Use sandbags to help minimize flood risk
- Promote APC for the use by Societies
- Expansion for Library & facilities for scholars
- Increase brokerage fee to get more tenants
- Move APC to a more accessible venue (airport)

### Threats
- Floor is below the 50-year flood elevation
- Mold
- Cost of developing raw space
- Collapsing buildings and roofs, etc.
- Shrinking revenues may lead to foreclosure
- Deterioration of building poses hazards to staff
- Uncertainly about timing & amount of donations
- Like kind orgs are not similarly shackled to RE
- Insuff. parking if entire APC is reno’d. & used
- Variable interest rate of mortgage
- All assets except ref. collection pledged as collateral
- Hugh Wood could move out of building 18
These synopses “boil down” the responses to the lowest common denominator. (See the complete SWOTs for more detail).

NOTE ON RECURRING SWOT COMMENTS: Many of the same SWOTs occurred in each core function. The following possible strategies are applicable to address the repetition.

SWOT Recommended Strategies to Fast Track

- Create plan to digitize materials, beginning with AP and key items that have no copyright issues
- Continue cost reduction/ adding new sources of income
- Create and implement a disaster plan to protect staff and minimize risks to assets

Core Function: To Provide Educational Opportunities

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses/ content</td>
<td>Costs</td>
<td>Digitize content</td>
</tr>
<tr>
<td>Staff knowledge/ experience</td>
<td>Use of internet</td>
<td>Merge APS/APRL, seek other library to operate APRL</td>
</tr>
<tr>
<td>Volunteers/ donors</td>
<td>Lack of digital content</td>
<td>Develop university-level short course on philately</td>
</tr>
<tr>
<td>Library/ reference collection</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Threats

- Increasing costs/ operating expenses
- USPS withdrawal of support
- Internet competition offering for free what we do for cost
- Copyright issues

Recommended strategies

- Create long term forecast of who education audience is/ will be, and how to serve them
- Evaluate current educational programming for effectiveness and cost/ benefit analysis
### Core Function: To Preserve Philatelic Objects & Materials

#### Strengths
- Physical space/ available space to expand
- APS brand

#### Weaknesses
- Costs (staff, overhead, expansion, maintenance, mortgage)
- Location
- Fire, flood, mold

#### Opportunities
- Digitize
- Fundraising/ grants
- Move from current location

#### Threats
- Fire/ flood/ mold
- Recall of Headsville by SI
- Lack of sufficient cash flow/ costs/ maintenance

#### Recommended strategies
- Re-examine what we think we should preserve
- Plan now for eventual return of Headsville (set money aside for move, plan for reuse of available space)

### Core Function: To Promote & Grow Stamp Collecting

#### Strengths
- Ethical standards/ reputation
- Staff experience
- Philatelic exhibitions
- APS/APRL publications
- Menu of services

#### Weaknesses
- Costs / budget restrictions
- Resistance to change/ unfocused
- Website
- Misperceptions/ mixed messages about APS & collectors
- Programs not evaluated for effectiveness/ lack of results tracking

#### Opportunities
- Digitize
- Diversity, youth, beginner programming
- New website/ internet opportunities
- Volunteers

#### Threats
- Membership decline
- Long-term financial viability/ increasing costs
- Nuisance lawsuits
- Inability to “think out of the box”

#### Recommended strategies
- Re-evaluate our target audience — who they are/ how best to serve needs
- Create cost/benefit/results study of those offering similar services
- Pursue partnerships to maximize benefits to members at reduced costs
## Strengths
- National headquarters
- Services (StampStore, circuits)
- Buyers/ member service

## Weaknesses
- Costs
- Low % of members use services
- ISU guarantee/ number of returns
- Staff time/ labor intensive

## Opportunities
- Digitize circuits for world-wide marketplace
- Sell estate material & donations to APS/APRL

## Threats
- Shipping/ losses/ increased costs
- Theft/ fire/ flood/ mold
- Liabilities

## Recommended strategies
- Consider whether to keep & strengthen vs eliminate services
- Analyze programs for effectiveness (Cost vs risk vs service to membership at large)
- Digitize circuits

---

### Core Function: To Provide Marketplace Opportunities

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Library/ Archives/ Reference Collection</td>
<td>- Lack of digital content</td>
<td>- Digitize</td>
</tr>
<tr>
<td>- Staff experience/ knowledge</td>
<td>- Costs</td>
<td>- Union catalog</td>
</tr>
<tr>
<td>- Union catalog</td>
<td>- Remoteness of physical space</td>
<td>- Create Finding guides</td>
</tr>
<tr>
<td></td>
<td>- Resistance to change</td>
<td>- Grants/ fundraising</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Partnership with NPM/ other libraries</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
<th>Recommended strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Theft/ fire/ flood/ mold</td>
<td>- Move toward complete digitization by 2020</td>
</tr>
<tr>
<td>- Staffing</td>
<td>- Retrain staff or hire needed skills</td>
</tr>
<tr>
<td>- Cost</td>
<td>- Initiate digitization of archives</td>
</tr>
<tr>
<td>- Maintaining collections</td>
<td>- Create union catalog/ finding guides</td>
</tr>
<tr>
<td></td>
<td>- Digitize materials that are deteriorating</td>
</tr>
</tbody>
</table>
APPENDIX 2

Core Function: Real Estate

**Strengths**
- Physical space/ available space to expand
- Rental income ($319,260 yr)
- Location/ lower costs

**Weaknesses**
- Not primary mission of APS
- Costs *
- Fire, flood, mold
- Necessity for donations/ continuous fundraising
- Location
- Uncertainty of tenant income

**Opportunities**
- Expandability
- Rental income
- Sell all/ part of complex
- Real estate appreciation
- Return Headsville PO to SI

**Threats**
- Fire/ flood/ mold
- Recall of Headsville by SI
- Lack of sufficient cash flow/ costs/ maintenance/ shrinking cash flow
- Marketplace value of property
- Deterioration of old AND refurbished parts of complex *
- Hugh Wood could move out ($50,000 yr rental income)

**Recommended strategies**
- Create RE investment options and set long-term strategy
- Create membership & cash flow forecasts for 5, 10 & 20 years hence
- Create physical space plan based upon how much space will actually be needed to serve the members 5, 10 and 20 years hence

* Costs associated with APC are: Debt — $4+ million, Depreciation — $225,000 yr, Maintenance — $40,000 yr, Unfunded construction — $9 million

* It must be remembered that the refurbished parts of the complex are also slowly deteriorating. Example: In about 15 - 20 years the roofs on the finished sections will need to be redone.
**Executive summary**

**APS/APRL board responses to “future projections” questions**

**Introduction**

Members of the APS and APRL Boards and the Long Range Planning Committee were asked to respond to a series of fifteen questions. Responses were received from 80% of the boards/ LRPC. A “10,000-foot-view” synopsis of the responses follow. This summary represents the *majority* responses when there are conflicting responses within the same categories. Minority opinions may be found in the full compendium of responses distributed previously to the boards.

Responses from APS/APRL Boards are in black type.
Responses from APS Staff are in blue type.
Responses from APS Interim Executive Director Ken Martin are in red type.

1. What services could be offered that are equally accessible to a global community
   - Library materials offered digitally, indexes to publications online
   - Circuits, StampStore, global electronic bourse
   - Digital *American Philatelist, Philatelic Literature Review*
   - PowerPoint educational presentations, educational programs, webinars
   - Permanent online stamp show
   - Digital stamp exhibit competitions
   - Web-based communication system
   - Weekly e-newsletter
   - Searchable union catalog
   - Host philatelic websites
   - Internet sales, library, education, expertizing, *American Philatelist,*
APPENDIX 3

Philatelic Literature Review

- StampStore and Sales Circuits offered to global community
- Translation service, StampStore, insurance

2. How will these services be delivered?
- Through APS website, e-newsletter, e-mail, digital delivery
- By named chairs (funded by endowment) for Director of Resources for grade & high school students
- Digital
- Threaded conversations such as Virtual Stamp Club
- Webinars
- In person, by mail, by phone, over Internet

3. How much physical space will APS/APRL require in 2030?
- Library could be cut to one-quarter space
- Meeting room space could vanish
- APS in 1/3 current space
- No museum space
- Much less physical space
- Much more physical space
- Impossible to predict
- More space than now
- Depends on decisions that need to be made about services that will be provided to members

4. What services will be virtual?
- Communication
- Expertizing
- Stamp sales
- Insurance
- Library
- Education programs
- American Philatelist, Philatelic Literature Review
- All services
- Publications, meetings, educational programs

5. What services will be physical?
- Museum
- Library
- Reference collection
- APC as a destination
- Social interaction activities
- Management/ staff services
- Expertizing
- Sales Circuit examiners
- Exhibitions/ shows
APPENDIX 3

- Shows
- Expertizing
- Stamp shows
- Buying, selling, expertizing, exhibiting, stamp cruise

6. What services will be both physical and virtual?
- Shows
- Educational programs/ seminars
- Circuits
- Expertizing
- Library services
- All services

7. What services do we presently offer that should be curtailed or eliminated?
- Mailing of *AP, Philatelic Literature Review*
- StampStore, unless revamped; circuits, unless revamped
- Museum
- Youth programs
- Traditional sales circuits
- Slide programs
- Shows
- None, unless service has net cost, no demand, or no relation to APS/APRL mission

8. What new services will be instituted to take advantage of new technologies?
- Virtual publication of research
- Posting of show exhibits
- Teaching/ learning
- More effective use of e-mail
- Internet meetings
- Virtual exhibiting, virtual shows
- Archived auction catalogs, pictures of stamps/ covers,
- Webinars, YouTube presentations,
- Repackaging educational products (compilations of articles printed in *AP*, etc.)
- Hosting websites for other societies
- Enhanced e-newsletter
- On-line club meetings
- Webinars
- Educational programs online
- More digitized content, more sophisticated analysis of stamps and covers, more customized communications
9. How will APS prepare now for the future?
   - Creative thinking, strategizing and planning for the future by APS/APRL leaders
   - Staff retraining for future challenges
   - Balance operating budgets
   - Successful fundraising, encourage Legacy Society participation from all members
   - Pay down mortgage
   - Elect responsible leaders
   - Embrace new technology
   - Decide on where/what the physical space needs of the APS/APRL are and will be. Plan accordingly
   - Increase membership
   - Create digital content for website and other emerging digital media
   - Provide technical training for staff
   - Restructure departments
   - Get finances in order, better use of resources and volunteers, provide quality service, retain and recruit members, take advantage of new technologies

10. Will virtual services attract younger members?
    - Hopeful, no guarantee
    - Uncertain
    - Doubtful

11. What will be APS’ core membership in 2030?
    - Older baby boomers
    - Older, more global membership
    - Membership in the 15,000 to 25,000 range
    - Older baby boomers
    - If we can offer quality benefits at a fair price there is no reason to believe we can’t grow to new membership highs

12. How will change affect APS’ core membership?
    - Stronger, more viable Society
    - Positive change, positive results
    - Technology will attract younger people
    - Over 50 group will have more technology skills
    - Positive change should net as many new faces as leave

13. What objections to change will occur, and how will those objections be addressed?
    - Resistance to staff reductions
    - Objections from those who do not have Internet access
    - Resistance from staff to learn new technologies
APPENDIX 3

- Overcome resistance by good communication, instruction and listening to members
- Phased changes will appease objections
- All change will be met with objections

14. Can APS become an umbrella organization for many other collectible hobbies?
- Yes, after we get APS and APRL stable
- Yes, we can do anything we set our minds to do
- Yes, if the organization can provide a product valued and desired by individuals interested in other collectibles

15. Who will do the work?
- Capable staff, board and volunteers
- Paid staff, volunteers, telecommuters
- Paid staff and volunteers
APPENDIX 4: Additional screen shots from Second Life’s Philatelica

Aerial view of Philatelica’s International Philatelic Center.

Philatelic exhibit on display in the Orange Pavilion.

APS Pavilion at Philatelica.
APPENDIX 4: Additional screen shots from Second Life’s *Philatelica*

The blue pavilion (currently earmarked for APS) is seen at sunset with the Philatelica office building in the foreground.

Orange Pavilion is in a lagoon next to Philatelica. There are no worries about being prone to floods, no storm damage, no threat of fire or security breaches.
APPENDIX 5

Recommended additional reading:

**Philatelic:**
“The Change of Pattern”

**Technology:**
Cloud computing:
http://en.wikipedia.org/wiki/Cloud_computing
http://www.youtube.com/watch?v=hplXnFUIPmg

“What will replace the Internet” (Time Magazine)
http://www.time.com/time/reports/v21/tech/mag_web.html

**Future:**
Life expectancy in the U.S.:
http://www.census.gov/population/www/pop-profile/natproj.html
(Recommended reading for projecting age and longevity of future “core membership”)

Smithsonian Institution Strategic Plan Executive Summary
http://si.edu/about/documents/SI_Strategic_Plan_Exec_Summary2010-2015.pdf

Smithsonian Institution Strategic Plan (Full)
http://si.edu/about/docu/ments/SI_Strategic-Plan-2010-2015.pdf

**Business leadership:**