



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

June 26, 1992

John Reynolds, Development Director
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222

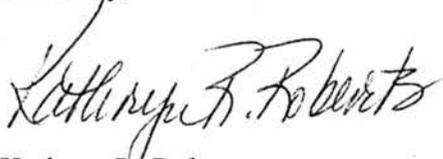
Dear John:

This is to formally advise you, as the Great Lakes Regional Chair of the Development Advisory Group, of the contacts at the Minnesota to be included in the directory being developed. The contacts are:

Development Leon Cooper, Executive Director
 Minnesota Zoo Foundation
 13000 Zoo Boulevard
 Apple Valley, MN 55124
 Telephone: (612) 431-9253
 Fax: (612) 431-9300

PR/Marketing Julie Lee, Communications Director
 Minnesota Zoo
 13000 Zoo Boulevard
 Apple Valley, MN 55124
 Telephone: (612) 431-9322
 Fax: (612) 431-9300

Sincerely,



Kathryn R. Roberts
Executive Director

KRR/gb

cc: Sally Steele, Erich Hunker, National Co-chairs, Development Advisory Committee



American Association of Zoological Parks and Aquariums

DATE: June 26, 1992

REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: President Steve Taylor

RE: **DEVELOPMENT COMMITTEE YEAR-END ACTIVITY REPORT**

The Development Committee's first year was a productive one. By mid-year, as previously reported, the committee had organized the Advisory Group network of development professionals to assist in reviewing cause-related marketing proposals. Their directory of development and marketing proposals will be selectively distributed at the 1992 AAZPA annual conference.

The committee also reviewed the AAZPA development guidelines and will continue to evaluate their effectiveness until this task can be taken on by the AAZPA Development Director, yet to be hired.

The committee drafted a job description for the Executive Office to use in filling the Development Director position. (A copy of the job description was sent to both the Executive Office and Conservation Center office along with minutes of the Development Committee's mid-year meeting.)

Items on the agenda for the next meeting include: trying to sort out the fund raising efforts of various AAZPA committees (i.e., SSP's, TAGs and FIGs); developing a list of foundations and corporations who are "friendly" to zoos, mostly for the benefit of small zoos; discussion of the concept of creating a development advisory board of corporate and foundation executives; publishing a monthly development column in *Communique*; and designing a survey to identify the amount of income institutions have received through AAZPA development and to assess the state of development and marketing at all institutions, as well as identifying cause-related promotions local institutions are involved with.

Recommendation

The committee urges that the board budget for and approve the hiring of a Development Director in order to meet the challenges presented in the AAZPA Long Range Plan; and that the Committee Chair be provided with regular financial reports of contributions made in order to track progress towards the goals in the long range plan.

cc: Development Committee Members
Bill Dennler, Board Liaison



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

June 8, 1992

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WILLIAM V. A. DENNLER

THOMAS C. OTTEN

Kathryn Roberts
Minnesota Zoo
13000 Zoo Blvd
Apple Valley, MN 55124

Dear Kathryn:

The task of formulating the Association's committees and task forces for the upcoming year has been completed. I have attached to this letter a list of those who serve under your chairmanship. Please review this thoroughly and notify me of any errors or omissions that I may have inadvertently made. Also advise me of any serious concerns you may have regarding anyone I have assigned to your group. It is important to me that you feel comfortable about those under your direction. If I have not heard from you by June 19, 1992, I will assume all is well and will notify respective individuals of their appointment.

Thank you very much, Kathryn, for your attention on this matter and, particularly, your willingness to serve the AAZPA as a Chairman.

Sincerely,

Stephen R. Wylie
President-Elect

SRW:dsc

att.

DEVELOPMENT

Liaison: Bill Dennler

Chairman: Kathryn Roberts

Vice-Chairman: Glenn Ekey

Ted Beattie
Charles Bieler
Mary Floye-Federer
Erick Hunker
Sally Steele
Cynthia Sumner
Jim Thorton

Staff Advisor: Sydney Butler



American Association of Zoological Parks and Aquariums

DATE: June 4, 1992

TO: **AAZPA DEVELOPMENT COMMITTEE MEMBERS**

FROM: Kathryn Roberts, Chair, Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

RE: **MID-YEAR MEETING MINUTES** (attached)

Enclosed are the minutes from the AAZPA Development Committee mid-year meeting in Toledo, Ohio, which Erich Hunker forwarded to me. Also enclosed is a position description for the Development Director, as revised by the committee members present at Toledo (Erich Hunker, Mary Floye-Federer, Sally Steele and Cynthia Sumner).

Although I had suggested further revisions to the Development Guidelines which were submitted to the AAZPA board at their mid-year meeting, it may be best to leave the current guidelines in place for now, and wait for further revisions at the recommendation of a new Development Director. I had hoped to change the guidelines to provide for committee review prior to submitting proposals to the board for approval, but I'm sure we can live with things as they are now stated.

Those attending the Toledo meeting also agreed that the Southern Regional Conference, to be held in Orlando next year, was a good choice for this committee's (1993) mid-year meeting.

cc: Steve Taylor, AAZPA President
Steve Wylie
Bill Dennler, Board Liaison
Bob Wagner
Kris Vehrs

AAZPA DEVELOPMENT COMMITTEE
MEETING MINUTES
1992 GREAT LAKES REGIONAL CONFERENCE
THE TOLEDO ZOO, TOLEDO, OHIO
MAY 3, 1992

Attendees: Linda Boyd, AAZPA; Leon Cooper, Minnesota Zoo; Mary-Floye Federer, Zoological Society of Houston; Les Fisher, Lincoln Park Zoo; Wendy Fisher, Mailworks, inc.; Chuck Hammond, Detroit Zoological Society; Erich Hunker, The Toledo Zoo; John Hughes, Central Florida Zoo; Carol Keller-Webster, Potter Park Zoological Society; Judy Kish, Potter Park Zoological Society; Janet Laughead, Target Marketing; Bette Martin, Friends of the Topeka Zoo; Barbara Pickard, Burnet Park Zoo; John Reynolds, Indianapolis Zoo; Sally Steele, North Carolina Zoo Society; Cynthia Sumner, Saint Louis Zoo; Barb Titus, Akron Zoo; Clark Walter, Cleveland Zoological Society

The meeting began with Erich Hunker, The Toledo Zoo, explaining the purpose of the Development Committee of the AAZPA. As stated by Mr. Hunker, the purpose of this committee is to serve as a guide to the AAZPA and its member institutions in the development and marketing fields. This committee was formally adopted by the AAZPA about one year ago. The Committee now has nine members. Kathryn Roberts, Minnesota Zoo, is the Committee chair with Bill Dennler, of The Toledo Zoo, being the AAZPA Board liaison.

The first two items on the agenda (I. Review Development Guidelines, II. Development Officer's Position Description) were discussed with the Development Committee members present. The Development Guidelines reviewed were those established at last year's National Conference in San Diego. They have been revised and reviewed by FAX by the Committee members and agreed upon.

Sally Steele then reviewed the purpose of the Advisory Group. The purpose is as follows: The Advisory Group is to assist the AAZPA and the AAZPA Development Committee with the review of cause-related marketing proposals and possible promotional opportunities; provide input and insight for various AAZPA fundraising activities; assist, and serve as a resource to, other zoo and aquarium development and marketing professionals; and, act as a broad-based sounding board for the AAZPA and the AAZPA Development Committee. The group is organized by region, with national co-chairs to oversee its operation.

Ms. Steele asked that names of individuals in the development and marketing areas of AAZPA member institutions be submitted to the regional chairs of the Advisory Group to be put into a directory. This directory would be used for networking purposes and for obtaining input for the AAZPA and the new Development Director of AAZPA. The directory is being put together by Ms. Steele and will

be presented at the National Conference in Toronto. This list will be made available to AAZPA members only. Ms. Steele also stated that the Advisory Group will not hold formal meetings, however it was recommended that a mid-year meeting be set up to keep all regional chairs and development/marketing personnel updated on what is happening. The next meeting will take place at the National Conference.

The job description for the AAZPA Development Director was discussed and it was decided that Erich Hunker, Sally Steele, Cynthia Sumner, and Mary-Floye Federer will meet during the Regional to discuss this position description (copy enclosed.) This job description is in the early stages, and an Executive Director for the AAZPA will be hired before the search for a Development Director begins. Sabin Robbins will continue to act as the Marketing Director.

In line with Sabin Robbins' report, several questions were then asked and answered regarding the effectiveness of the Committee and about its main purposes. It was agreed that promotional proposals should go to the Advisory Group prior to Board approval to avoid individual institutions approaching the same organizations as the AAZPA for national promotions and funding. This will also help individual institutions realize what the AAZPA is doing and what their plans may be. Concerns were expressed about some of the conditions imposed upon individual institutions by the AAZPA in some recent promotions. It was felt that individual institutions were not given enough time to respond to the AAZPA with their concerns, relationships with individual institution sponsors may be jeopardized because some national programs endorse competitive products and individual institutions then have to follow suit, and national promotions are moving into individual institution regions and this information is not being effectively communicated to the member institutions. One of the purposes of the Advisory Group will be to help find solutions to these problems.

A suggestion was made that AAZPA try to be sure mailings are directed toward the positions that would be involved with the promotions, etc. (example: promotional information should be sent to the public relations, development and marketing personnel, not the Executive Director.) Linda Boyd, AAZPA, did say that the AAZPA does try and keep everyone informed and if a mailing about a promotion is sent to the Executive Director, it is assumed that the information will be circulated to the appropriate person(s). It was also suggested that the zoological societies and individual members be recognized and included on mailing lists so that they are kept informed as well.

It was suggested that a survey be put together to include development and marketing issues, to let Sabin, AAZPA, and individual institutions realize the state of development and marketing at all institutions so that both the national and individual institutions are better served. This survey should be initiated by AAZPA's Development Director and focus on dollars

raised, campaigns, techniques, etc. Additionally, a marketing survey should be formulated to give AAZPA a better understanding of the various cause-related promotions local institutions are involved with, in order to ensure there are no conflicts.

Mr. Hunker asked what input could be given to help resolve disputes on the local level. The following suggestion was made that individual institutions need to be given enough lead time to respond to national promotions. Linda Boyd did say that sometimes proposals are made to AAZPA that need an immediate response, leaving no time to contact and receive input from member institutions.

It was also asked what assurances individual institutions want regarding national promotions. The following suggestions were made: staff members of individual institutions should be contacted before a potential sponsor to avoid conflicts with local sponsors; local institutions should have the right to refuse participation if a promotion is currently being supported by a competitor at the local level; and, more open and available communication of how and where funds being raised by member institutions are spent. Ms. Steele did express that this is what the Advisory Group is for: to increase communication between the individual institutions and the AAZPA and is where regional chairs should be relied upon to distribute information.

The list of AAZPA current and past donation programs was reviewed (enclosed.) Concerns were expressed over the distinction between what is considered tax deductible and what is advertising and promotional dollars. The attendees felt that this should be an issue for the Development Director when the position is filled. The last issue of "Zoo Trends" and a previous issue of "The Chronicle of Philanthropy" contained articles on tax-deductibility of corporate sponsorships.

The question was raised of what is the AAZPA and what is its function? What is the AAZPA's responsibility to its member institutions versus the responsibility to itself? What are membership dues paid for, and where does the money go?

Linda Boyd addressed these concerns as follows: the AAZPA was established to do several things for its member institutions including evaluation of individual institutions, their credibility, to set standards of operation, to provide accreditation and validation, represent individual institutions as a whole in legislative issues, record national proceedings, and provide a centralized network for zoo and aquarium professionals. One of the purposes of the Development Committee is to come up with and present ideas of what the AAZPA can provide to its member institutions, and effective means of doing so. Membership dues are paid to provide these services and the support needed to provide them.

It was suggested that the AAZPA endorse a development/marketing session at the National Conference. This session could take place on the two days prior to the start of the actual conference. It was suggested that if the AAZPA would not recognize this session as part of the whole conference, it could be a "spin-off." Cynthia Sumner of St. Louis offered St. Louis as a host site, if needed. It would be preferable if the development/marketing session was considered a part of the National Conference. The session could be formally put into the program, papers could be submitted, a poster session held, and be included in the proceedings. Focuses could include major gifts and planned giving. A survey could be sent out immediately following the 1992 National to find out what topics should be focused on for the 1993 Conference in Omaha.

It was suggested that as part of this session zoos and aquariums that are currently working in philanthropy be called in to teach others what is working for them. Also, people from the other nature societies, etc., could talk about what fundraising approaches they are taking and what has and hasn't worked for them.

The list of AAZPA Development Priorities (included on the agenda) was reviewed. Mr. Hunker represented Kathryn Roberts in the enclosed comments. It was stated that these projects are not included in the \$2.7 million in the Development Director's job description.

The list of ten projects is a list created by the AAZPA and given to the Development Committee to review and make recommendations on sponsorship opportunities. Linda Boyd reported the CEF fund has raised over \$1.5 million and is now using the earned interest to support projects and provide funding for member institutions. Last year the AAZPA distributed over \$100,000 to various zoos for this purpose.

The PR Fund would provide funds for a national campaign that would spread the word about zoos and aquariums, and encourage people to visit their local institution. This is a good way for all zoos to realize possible increases in memberships and admissions. There is presently no money in this fund. It was suggested that if this fund moves forward, there should be a way devised to track trends of attendance increases, decreases, or no change in the individual institutions due to the campaign.

One suggestion on how the AAZPA could raise funds for projects was that each member institution provide a certain percentage of their revenues to the AAZPA. It was agreed upon that it may be hard to run a successful fundraising campaign locally for AAZPA projects because the general public is unaware of what the AAZPA is, and probably has never heard of it. This is where a national PR campaign would prove beneficial. There were many who were uncomfortable with allocating a percentage of their income to AAZPA.

It was recommended that the Development Committee members sit down with the AAZPA board members and let them know what they feel can work and what their experiences have been with projects and fundraising. Also, the Development Director should coordinate the nationwide effort and cultivation of local funding opportunities when he/she comes aboard.

Mr. Hunker closed the meeting citing that the Development Committee is presently working on the schedule for the National Conference sessions. The 1992 schedule is as follows:

A 4-hour session on Sunday will feature tax issues facing development professionals, the board's role in fundraising, and the director's role in fundraising. Four 1 1/2-hour sessions were also planned and will address: membership acquisition, market research, and promotions and events.

Mr. Hunker is presently working on securing a speaker from the IRS to discuss tax-deductibility. He also asked the attendees to help him secure three board members who would be willing to speak on the board's role in development. In particular, board members who give, as well as get, for their zoos and aquariums.

The meeting concluded at 2:45 p.m.

POSITION DESCRIPTION

TITLE: Director of Development

**THE AMERICAN ASSOCIATION OF ZOOLOGICAL PARKS AND
AQUARIUMS:**

(Define)

THE POSITION:

The Director of Development will report to the Executive Director of AAZPA and will be responsible for initiating and coordinating a Development Office to raise the funds necessary to meet goals of the AAZPA Long Range Plan. The individual will also work closely with AAZPA staff, including the Public Relations and Marketing Officers, AAZPA Development Committee and the AAZPA Board.

SPECIFIC RESPONSIBILITIES:

- * Plan, organize and manage a fundraising program for AAZPA.
- * Oversee and assume full responsibility for activities in prospect research and management, donor identification, cultivation, solicitation, gift recognition and stewardship.
- * Establish and maintain regular contact with officials of corporations, foundations, and civic organizations to promote AAZPA development programs.

- *Promote AAZPA membership.
- * Initiate and supervise direct mail campaigns.
- * Work closely with Public Relations Officer to prepare campaign materials and publicity to promote AAZPA 's need for private support.
- * Develop annual and long-range plans including time and action schedules for review/approval by AAZPA Board.
- *Train and engage volunteers in the fundraising efforts to encourage and facilitate both their personal contributions and their activities as major gift solicitors
- * Review and recommend action to the AAZPA Board and Development Committee on a variety of cause-related marketing efforts, in conjunction with the AAZPA Marketing Office; and develop criteria on which to judge the merits of various marketing and /or licensing proposals.
- * Serve as a resource to Development professionals at the various member institutions.
- * Develop appropriate computerized systems for prospect identification, tracking, contacts, and follow-up.

QUALIFICATIONS:

- * Self-starting, organized, and marketing-oriented individual.
- * Five years of development experience that should include: individual and major gift solicitation, membership marketing, planned giving and corporate and foundation giving.
- * Experience in motivating and working with trustees and volunteers.
- * Ability to deal effectively with a diverse constituency base.

- * Experience with a zoo or conservation-oriented organization preferred.

PERSONAL ATTRIBUTES:

The individual must possess very strong "one on one" solicitation skills and experience and have familiarity with the cultivation techniques required in major gift fund raising. Other attributes should include:

- * Highest level of personal integrity
- * Creative and imaginative, but able to comfortably accept and apply ideas of others.
- * A professional who is both courteous and decisive.
- * A "good listener" who can translate thoughts and concepts into marketable alternatives.
- * Articulate in all areas of communication.
- * Personable and socially adept in broad-ranging environments.

TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY TOLEDO, OHIO 43609 (419)385-5721



May 18, 1992

Ms. Kathryn R. Roberts
Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TOLEDO
ZOO

Dear Kathryn:

We had a very informative - and well attended - AAZPA Development Committee meeting here in Toledo on Sunday, May 3rd. As you can see from the minutes, many folks from other institutions attended the meeting, and the exchange of ideas and feedback was great. I trust you will send copies to the Committee members, as well as Steve Taylor, et.al.

For you, I have enclosed the minutes, as well as any attachments pertinent to the content. Also, Cynthia Sumner, Sally Steele, Mary Floye Federer, and myself reviewed the Director of Development's position and authored a new one. I think it is fair to say that the original was far too lengthy and too specific. It was agreed that the person who takes this job will need some time to get acclimated to the zoo world and that specific dollar goals, with AAZPA's limited staff, resources, and track record could dissuade good candidates.

Lastly, John Hughes, Development Coordinator from the Central Florida Zoological Park in Orlando, offered to host our mid-year meeting next year, during the Southern Regional (which they are hosting). Everyone in attendance here in Toledo expressed interest in Orlando, and it seemed like it would be a good spot. Recognizing that only four Committee members made it to Toledo, Orlando and its attractions may encourage more of our own Committee members - in addition to other development and marketing people - to attend.

Hope your year is off to a good start! It was nice meeting Leon, although I wish he could have stayed to hear some of our speakers (particularly those that discussed the value of a member!).

Looking forward to Toronto!

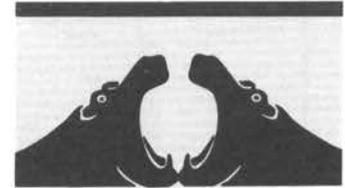
Sincerely,

Erich J. Hunker
Director of Development and Marketing

enclosures



PROGRESS THROUGH PUBLIC AND PRIVATE PARTNERSHIP



TOLEDO
ZOO

A G E N D A

AAZPA Development Committee
Mid-Year Meeting, May 3, 1992
The Toledo Zoo

- I. Review Development Guidelines
- II. Development Officer's Position Description
- III. Evaluation of the Advisory Group (Sally Steele)
- IV. Marketing Activities Report (Sabin Robbins)
- V. Evaluation of Committee's Effectiveness
- VI. Project Priorities (Underwriting Opportunities)
 - AAZPA Operating Support ?
 - CEF Fund ?
 - SSP Programs \$ 10,000+ (each)
 - Legal Defense Fund \$ 50-75,000
 - PR Campaign (one year) \$ 250,000+
 - Conservation Day (one year) \$ 100,000
 - AAZPA Publications ?
 - AAZPA/SSP Scientific Travel ?
 - Conservation Academy \$ 20-30,000
 - Annual Conf. Sponsorship ?
- VII. Development/Marketing Sessions at Annual Conference in Toronto (Erich Hunker)
- VIII. Future of the Development Committee



AAZPA Current and Past Donation Programs
Ranked in Order of Magnitude
(effective as of March 1992)

Ralston Purina

- 1990 \$200,000 to AAZPA/\$200,000 to participating zoos
- 1991 \$300,000 to AAZPA/\$300,000 to participating zoos
- 1992: \$225,000 to AAZPA/\$275,000 to participating zoos
- 1993-4 \$500,000 each year split between AAZPA & participating zoos

Kellogg's \$100,000 in 1989 promotion with \$2 off child's admission with paying adult.

Stride Rite: \$25,000 for penguin conservation for purchasers of animal-themed shoes (\$2 off child's admission with paying adult at participating institutions.

McDonald's \$25,000 for Happy Meals endangered animal promotion (Spring 1992)

Sundancer \$15,000 to date from sales of animal jewelry since 11/90.

Purina Mills: \$11,106 on sales of animal food to member institutions since 9/89.

Daily Juice: \$10,500 to AAZPA Humboldt penguin SSP

Con-Agra Kid's Cuisine: \$10,000 for SSP (Spring 1992)

Lord & Taylor: \$10,000 from sale of Liz Claiborne animal scarves

J.Paul Mitchell: \$10,000 in 1989 for elephant conservation

Maly's/J.Paul Mitchell: \$10,074 (10/90) T-shirt promotion

Sedgwick James Insurance: \$5,708 since 6/90 (% of premiums for zoos)

Bradford Exchange: \$2,500 in 2/91 for promotion of marine animal plates

ZooLife Magazine: \$1,643 (5 cents for each copy sold & % of paid ad revenues since 9/89)

Sable Enterprises: \$433 for sales of wildlife videos to members institutions since 1/90

Morla Corp. \$392 since 8/89 on sales of SSP patches.

Russell's Gallery: \$101 on sales of endangered species vases since 12/91

Other agreements with no donations to date: Cartridge Technology Network (toner cartridges to members); Endangered Species Ltd. (sales of plush animals), Tracks Unlimited (bronze animal tracks); Mundus Amicus Group (endangered animal trading cards); Stefano International (animal jewelry, gifts).

April 21, 1992

DEVELOPMENT GUIDELINES

Preamble

The future of AAZPA and its programs are dependent on the growth of development dollars. It is the responsibility of the staff and Board to adopt guidelines which are in the combined best interest of the AAZPA and its member institutions.

Guidelines

1. Promotions should benefit both AAZPA and its members. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions. Should the AAZPA require access to any member market, that member institution will be contacted prior to any communication.
2. The primary function of the AAZPA development staff is to raise funds for AAZPA.
3. The primary function of the development committee is to serve as a liaison and advisor to member institutions and the AAZPA.
4. All promotions which involve member institutions ~~must~~ will be first reviewed by the Advisory Committee to determine whether member institutions are interested in participating and then approved by the AAZPA Board of Directors.
5. \$100,000 is the minimum donation required for consideration of promotions involving coupons or discounts.
6. \$25,000 is the minimum donation (or in-kind donation) for any AAZPA promotion or endorsement requiring major staff effort.
7. ~~Proposals which provide royalties to AAZPA, but are limited to sales in AAZPA member institutions only, will be declined.~~
8. ~~Proposals which provide royalties to AAZPA from a large market, as well as from sales to AAZPA memberships, will be considered.~~
7. All proposals which provide royalties and/or donations to AAZPA and which require only minimal effort on the part of staff may be considered by AAZPA staff.
8. All copy and design for printed materials in which the AAZPA or its programs are mentioned must be reviewed and approved in writing.

Deletions are indicating by ~~striking through~~; additions are underlined.

Notes:

Upfront donations?

- #4. This would provide Development Committee input. Currently proposals go to the board first, and then the committee may be asked for input.
- #6. Please see list of projects, realizing how many would be turned down under current guidelines.

AAZPA Development Director DRAFT Position Description

Position Purpose: This position is responsible for initiating and coordinating an AAZPA Development Office through which all fund raising programs will be administered. The incumbent will work closely with AAZPA staff, including the Executive Director, PR & Marketing Officers, the AAZPA Development Committee and AAZPA board.

Reportability:

Reports to: AAZPA Executive Director (?)

Supervises:

PRINCIPAL RESPONSIBILITIES AND TASKS

Initiate and coordinate an AAZPA Development Office in order to raise the \$2.7 million (plus inflationary sums) required to meet the AAZPA Long Range Plan goals by January 1995.

Tasks

- ◆ Make a recommendation to the AAZPA board on the concept of creating a Development Advisory Board of corporate and foundation executives; and implement if approved.
- ◆ Prepare an annual breakdown of funds received and anticipated through all areas of development.
- ◆ Survey institutional membership to determine the amount of income they have received through AAZPA development.
- ◆ Recommend strategies to assist in funding the AAZPA's goal of 100 SSP Groups.
- ◆ Procure grants to partially underwrite an AAZPA Conservation Academy (estimated cost of \$25,000 annually) to train people to manage SSP, studbook and Taxon Advisory Groups.
- ◆ Review and recommend action to the AAZPA Board and Development Committee on a variety of cause-related marketing promotions, in conjunction with the AAZPA Marketing Office; and develop criteria on which to judge the merits of various marketing and/or licensing proposals.

Identify potential and available funding sources, including corporate, foundation and individuals to provide financial support to the AAPZA.

Tasks

- ◆ Establish and maintain regular contact with officials of corporations, foundations, and civic organizations to promote the AAZPA development programs.
- ◆ Attend and speak at appropriate business and civic meetings to promote awareness of the AAZPA and its development programs.

- ♦ Prepare case statements and coordinate all aspects of solicitation of government agencies and foundation, proposal preparation, acknowledgments, reports, evaluations and follow-up procedures required by grantors.

To formulate, direct and manage a comprehensive grant development program so that goals reflected in AAZPA's Long Range Plan can be met.

Tasks

- ♦ Initiate, plan and develop current and long range funding program plans including time and action schedules for review/approval by AAZPA Board.
- ♦ Develop priority list of projects (operating and capital) for potential funding and develop and implement fund raising strategies with Board members and Development Committee..
- ♦ Determine staffing needs and train appropriate board members and other AAZPA members who may have affiliations with identified potential donors.
- ♦ Develop and plan special campaign and donor events.
- ♦ Initiate and supervise direct mail campaigns.
- ♦ In conjunction with AAZPA PR Officer, prepare campaign/fund raising program brochures, personal letters, press releases, and feature stories to promote visibility of fund raising programs.
- ♦ Ensure timely deposit and acknowledgment of all contributions received and supervise accounting of gifts in donor records.

RELATIONSHIPS

The incumbent in this position relates closely to the AAZPA Executive Director in developing and implementing a comprehensive development program for the AAZPA. In addition, the incumbent will work closely with the Board and the Development Committee in determining potential projects for development campaign funding. The incumbent will also interact closely with officers and representatives of corporate, civic, community and governmental organizations on a regular basis as well as with individual donors.

KNOWLEDGES, SKILLS AND ABILITIES

The incumbent must possess a high degree of managerial skills in addition to excellent human relations, and written and oral communication skills to work with the diverse clientele of AAZPA development activities. The incumbent must possess a high degree of professional knowledge and sophisticated organizational and coordinative skills in the formulation and management of a development program. The incumbent must also possess demonstrated successful skills in fund raising strategies and procedures.

Minnesota Zoo Memo

To: Sally Steele
From: Kathryn R. Roberts
Date: May 26, 1992
Re: Proposal for Monthly Development Column

I received your message regarding a monthly column for **Communique**. Whether or not this is a good idea is probably not the decision to be made. In all likelihood a regular column about Development would be perceived by our committee as an excellent vehicle for keeping people informed about development issues. However, before this effort is undertaken, I strongly believe it should be discussed by the Development Committee and authors should be determined at the same time. I think this is an idea that bears discussion so that the full committee feels ownership.

I will make certain this is an agenda item at our September meeting. Thanks for bringing this idea to my attention. I look forward to seeing you at the annual meeting.



AAZPA CONSERVATION CENTER

7970-D Old Georgetown Road, Bethesda, MD 20814-2493
(301) 907-7777 Fax: 301: 907-2980

Conservation • Development • Education • Legislation • Public Relations



30 April 1992

Dr. Steven Thompson
Director, Conservation and Research
Lincoln Park Zoological Gardens
2200 North Cannon Drive
Chicago, IL 60614

Just on file

Dear Steve:

Thank you for your letter dated 10 February regarding SSP/TAG/FIG fund-raising. I realize that we have spoken about this over the phone, but thought a formal response would be in order for the record.

I agree that funding requests initiated by various SSPs, TAGs and FIGs are getting out of hand and will eventually need some coordination. I have received other complaints from institutional directors about the flood of letters requesting money that deluge their respective offices. In fact, there appear to be many cases where funds obtained from member institutions are being managed by various AAZPA committees. For example, there was mention of a "AAZPA Tiger SSP Global Strategy Fund" in some recent correspondence I received. I have no knowledge of this fund, nor of its origin, size or methods of distribution.

AAZPA will be hiring a Director of Development in the near future. It is my hope that this individual, working with the new AAZPA Executive Director and Board, will establish some policies regarding fund-raising activities by various AAZPA committees, including SSPs and TAGs. The process needs some centralization and oversight. This must be done in a way that does not hinder our ability to raise money, but at the same time, precludes the kind of uncoordinated efforts that are apparently the current norm. Instead of each institution considering dozens or even hundreds of requests annually, perhaps a contribution could go into a managed fund for distribution (on some percentage basis) to various SSPs, TAGs and FIGs? Of course, this is only one of many possible options if the Board decides to take action.

If you have any ideas on how this might be accomplished, please let me know.

Sincerely,

Michael Hutchins, Ph.D.
Director, Conservation and Science

cc: R. Wagner, S. Taylor, S. Wylie, K. Vehrs, D. Meritt, C. Wemmer, B. Read, K. Roberts

April 22, 1992

To: **AAZPA DEVELOPMENT COMMITTEE MEMBERS**

From: Kathryn Roberts, Committee Chair

Re: **May 3 Meeting in Toledo**

I regret that I will be in Jersey attending meetings of CBSG and the ISIS Board at the time of the mid-year meeting of the AAZPA Development Committee on May 3rd at the Toledo Zoo. Our Committee Vice Chair, Glen Ekey, will also be absent from the meeting. I have asked Erich Hunker to chair the meeting in our absence. A preliminary agenda and my own comments about items are attached.

Enclosures

cc: Steve Taylor, AAZPA President
Steve Wylie
Bill Dennler, Board Liaison
Bob Wagner
Kris Vehrs

Tentative Agenda
AAZPA Development Committee

Sunday, May 3, 1992
Noon - 3:00 p.m.
at the Toledo Zoo

1. **Review Development Guidelines** relating to need for upfront contributions and contributor categories. *(See the full range of differing opinions in the packet of responses on amending the Guidelines prior to the AAZPA March board meeting, which was sent to all committee members. A review of the attached list of past promotions may be useful in discussing the guideline amounts. My suggested revisions are attached.)*
2. **Draft Development Officer's Position Description.** *(Each committee member should bring their own list of ideas for the position, including appropriate sections of their own positions which may be applicable. My draft points are attached.)*
3. **Evaluate Effectiveness of Advisory Group.** *(Sally & Erich can report how it is working and how the committee can effectively use the group; i.e., when does a proposal go to the committee -- before or after the Board approves it?)*
4. **Evaluate Committee Effectiveness.** *(Self-assessment of how the committee has functioned and how we could improve.)*
5. **Project Priorities.** *(The list generated by David Jenkins prior to his departure should be discussed by committee. See attached list which includes my comments.)*
6. **Development Sessions at Annual Conference in Toronto (September 1992).** *(Erich has formulated an agenda for the sessions, and this can be shared with the committee as appropriate.)*

AAZPA Current and Past Donation Programs

Ranked in Order of Magnitude

(effective as of March 1992)

Ralston Purina

- 1990 \$200,000 to AAZPA/\$200,000 to participating zoos
- 1991 \$300,000 to AAZPA/\$300,000 to participating zoos
- 1992: \$225,000 to AAZPA/\$275,000 to participating zoos
- 1993-4 \$500,000 each year split between AAZPA & participating zoos

Kellogg's \$100,000 in 1989 promotion with \$2 off child's admission with paying adult.

Stride Rite: \$25,000 for penguin conservation for purchasers of animal-themed shoes (\$2 off child's admission with paying adult at participating institutions.

McDonald's \$25,000 for Happy Meals endangered animal promotion (Spring 1992)

Sundancer \$15,000 to date from sales of animal jewelry since 11/90.

Purina Mills: \$11,106 on sales of animal food to member institutions since 9/89.

Daily Juice: \$10,500 to AAZPA Humboldt penguin SSP

Con-Agra Kid's Cuisine: \$10,000 for SSP (Spring 1992)

Lord & Taylor: \$10,000 from sale of Liz Claiborne animal scarves

~~J.Paul~~ *J.Paul Mitchell: \$10,000 in 1989 for elephant conservation*

Maly's/J.Paul Mitchell: \$10,074 (10/90) T-shirt promotion

Sedgwick James Insurance: \$5,708 since 6/90 (% of premiums for zoos)

Bradford Exchange: \$2,500 in 2/91 for promotion of marine animal plates

ZooLife Magazine: \$1,643 (5 cents for each copy sold & % of paid ad revenues since 9/89)

Sable Enterprises: \$433 for sales of wildlife videos to members institutions since 1/90

Morla Corp. \$392 since 8/89 on sales of SSP patches.

Russell's Gallery: \$101 on sales of endangered species vases since 12/91

Other agreements with no donations to date: Cartridge Technology Network (toner cartridges to members); Endangered Species Ltd. (sales of plush animals), Tracks Unlimited (bronze animal tracks); Mundus Amicus Group (endangered animal trading cards); Stefano International (animal jewelry, gifts).

AAZPA Development Director DRAFT Position Description

Position Purpose: This position is responsible for initiating and coordinating an AAZPA Development Office through which all fund raising programs will be administered. The incumbent will work closely with AAZPA staff, including the Executive Director, PR & Marketing Officers, the AAZPA Development Committee and AAZPA board.

Reportability:

Reports to: AAZPA Executive Director (?)

Supervises:

PRINCIPAL RESPONSIBILITIES AND TASKS

Initiate and coordinate an AAZPA Development Office in order to raise the \$2.7 million (plus inflationary sums) required to meet the AAZPA Long Range Plan goals by January 1995.

Tasks

- ♦ Make a recommendation to the AAZPA board on the concept of creating a Development Advisory Board of corporate and foundation executives; and implement if approved.
- ♦ Prepare an annual breakdown of funds received and anticipated through all areas of development.
- ♦ Survey institutional membership to determine the amount of income they have received through AAZPA development.
- ♦ Recommend strategies to assist in funding the AAZPA's goal of 100 SSP Groups.
- ♦ Procure grants to partially underwrite an AAZPA Conservation Academy (estimated cost of \$25,000 annually) to train people to manage SSP, studbook and Taxon Advisory Groups.
- ♦ Review and recommend action to the AAZPA Board and Development Committee on a variety of cause-related marketing promotions, in conjunction with the AAZPA Marketing Office; and develop criteria on which to judge the merits of various marketing and/or licensing proposals.

Identify potential and available funding sources, including corporate, foundation and individuals to provide financial support to the AAPZA.

Tasks

- ♦ Establish and maintain regular contact with officials of corporations, foundations, and civic organizations to promote the AAZPA development programs.
- ♦ Attend and speak at appropriate business and civic meetings to promote awareness of the AAZPA and its development programs.

- ♦ Prepare case statements and coordinate all aspects of solicitation of government agencies and foundation, proposal preparation, acknowledgments, reports, evaluations and follow-up procedures required by grantors.

To formulate, direct and manage a comprehensive grant development program so that goals reflected in AAZPA's Long Range Plan can be met.

Tasks

- ♦ Initiate, plan and develop current and long range funding program plans including time and action schedules for review/approval by AAZPA Board.
- ♦ Develop priority list of projects (operating and capital) for potential funding and develop and implement fund raising strategies with Board members and Development Committee..
- ♦ Determine staffing needs and train appropriate board members and other AAZPA members who may have affiliations with identified potential donors.
- ♦ Develop and plan special campaign and donor events.
- ♦ Initiate and supervise direct mail campaigns.
- ♦ In conjunction with AAZPA PR Officer, prepare campaign/fund raising program brochures, personal letters, press releases, and feature stories to promote visibility of fund raising programs.
- ♦ Ensure timely deposit and acknowledgment of all contributions received and supervise accounting of gifts in donor records.

RELATIONSHIPS

The incumbent in this position relates closely to the AAZPA Executive Director in developing and implementing a comprehensive development program for the AAZPA. In addition, the incumbent will work closely with the Board and the Development Committee in determining potential projects for development campaign funding. The incumbent will also interact closely with officers and representatives of corporate, civic, community and governmental organizations on a regular basis as well as with individual donors.

KNOWLEDGES, SKILLS AND ABILITIES

The incumbent must possess a high degree of managerial skills in addition to excellent human relations, and written and oral communication skills to work with the diverse clientele of AAZPA development activities. The incumbent must possess a high degree of professional knowledge and sophisticated organizational and coordinative skills in the formulation and management of a development program. The incumbent must also possess demonstrated successful skills in fund raising strategies and procedures.

AAZPA DEVELOPMENT PRIORITIES

1. AAZPA Operating Support (ongoing)	Unlimited
2. AAZPA CEF Fund (ongoing)	Unlimited
3. Individual SSP Programs (ongoing)	\$ 10,000+
4. AAZPA Legal Defense Fund	\$50-75,000
5. AAZPA PR Campaign Fund	\$250,000+
6. Conservation Day (1992)	\$100,000
7. Underwrite AAZPA Publications	?
8. Underwrite AAZPA & SSP Scientific Travel	?
9. Underwrite AAZPA Conservation Academy (1993)	\$20-30,000
10. Annual Conference Program Sponsorship (1992)	?

K. Roberts Comments

David Jenkins suggested identifying a menu of items from which potential sponsors could choose, but he noted that the operating support, which is probably the highest priority, is probably the most difficult to "sell" to a potential sponsor.

- 1. Although AAZPA general operating support is unlimited, membership dues and registration fees currently provide minimum but adequate income for current level of expenses. Additional funds are necessary for hiring staff, including Development Officer.*
- 2. Could be considered as part of operating budget.*
- 3. Could be considered as part of operating budget.*
- 4. Pro bono possible?*
- 5. Check on lead with FUJI Film, on which Karen Asis is working.*
- 6. Many feel should be an easily fundable project even though current experience does not support that.*
- 7. Review findings from publications survey. Currently what is not covered by user fees is taken from general operating funds?? or individual zoos? Report due to board in August 1992.*
- 8. Should this be responsibility of individual institutions -- an additional fee to participate in scientific projects which involve travel? Obviously this would exclude some staff from smaller zoos with little or no travel budgets.*
- 9. How is this currently funded?*
- 10. Retain as responsibility of host institution to identify local sponsors.*



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510
Highland Beach, Florida 33487
(407) 243-3122



MEMO

TO: Eric Hunker
FROM: Sabin Robbins
DATE: April 22, 1992
SUBJECT: Marketing Topics for Development Committee

You may wish to bring up the following five subjects at your Development Committee meeting on May 3.

- 1). Our newest royalty/licensing program with Dakin is the biggest ever (see my report to Executive Director enclosed).
- 2). Advice on guidelines/minimum donations are essential for two types of AAZPA marketing programs: A). National promotions like Ralston, Stride Rite, and Kellogg. B). Royalty/licensing programs like Dakin, Sundancer Jewelry, and Zoo Life magazine.
- 3). Any reaction/input on the recent Discount Admission Survey (my report enclosed) from the Committee or even marketing-development officers at the Regional Meeting?
- 4). Any input from Committee as to why all (except the Sedgwick James Insurance) royalty programs designed to serve/involve our member institutions have not been supported either by the individual institutions or AAZPA Board. Past failures have included affinity credit cards, recycled paper and cleaning products, office supplies, long distance telephone, and, most recently, Mystic Color Lab's proposal.
- 5). As I indicated on the phone to you today, any input from the Committee and marketing-development staffers at the Regional Meeting would be welcome as to how AAZPA can improve and expand its promotions to better serve individual participating institutions. Any concerns with recent/current AAZPA marketing promotions?

cc: K. Roberts



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510
Highland Beach, Florida 33487
(407) 243-3122



April 22, 1992

Ms. Cynthia Sumner
Director of Development
St. Louis Zoological Park
Forest Park
St. Louis, MO 63110

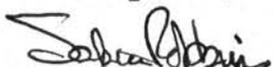
Dear Cynthia,

Many thanks for your April 14 memo with input on the Mystic Color Lab proposal and other sponsorship ideas. Except for Sally Steele at the North Carolina Zoo, no one else on the Development Committee was very enthusiastic about the Mystic proposal. Perhaps the proposal will be discussed further at the Toledo Development meeting next week, which unfortunately I will not be attending. I might also suggest to Mystic that they may wish to test the program at a few more of our member institutions, and, if as successful as the Mystic Aquarium, AAZPA could again consider introducing nationwide.

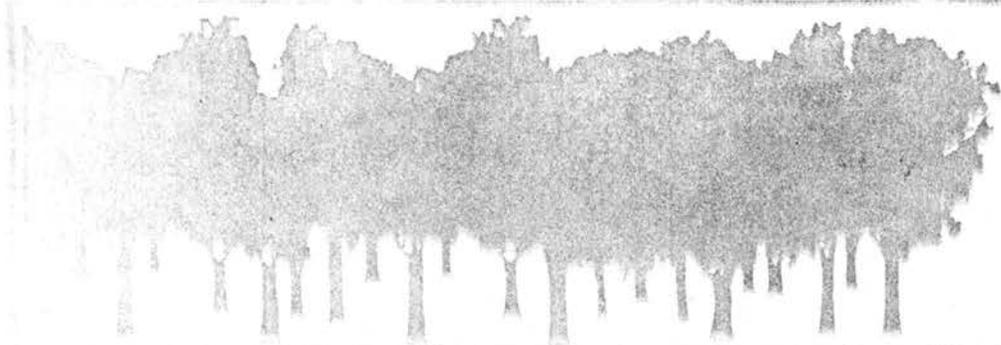
I have already followed up on the AT&T sponsor possibility, and though the person mentioned in the article you sent is no longer there, I am in touch with his replacement and am sending details on our Conservation Day sponsor opportunity as well as more general market tie-in possibilities. AT&T is one of the very few, "whopper" corporations that I haven't contacted for Conservation Day, so thanks for the timely reminder. I had been in touch with them on a long distance telephone program with our member institutions (similar to the insurance royalty with Fred James), but that program concept was rejected by the AAZPA Board. Because of our close relationship with Ralston and the "bidding war" history between them and Mars/Kal Kan, I felt it best to hold off should/if the successful Ralston promotion end.

Hope all is booming at your super zoo, and I guess it won't be until Toronto that we get together.

Best regards,


Sabin Robbins
Marketing Officer

cc: K. Roberts



SAVING A PIECE OF THE WORLD FOR ITS WILDLIFE.

NORTH CAROLINA ZOOLOGICAL SOCIETY

MEMORANDUM

April 14, 1992

To: Sabin Robbins
From: Sally Steele

RE: Mystic Color Lab Proposal

I think there are really two (at least) issues here: Would the color lab program be a profitable project for our member institutions, and would it be a valuable one for the AAZPA?

Both questions should be answered "yes" before pursuing the program.

I consulted with our gift shop manager in an attempt to answer the first question. She was impressed with the program and thought it would offer a service to visitors, a revenue opportunity for our Zoo, and increased visibility for the AAZPA as well as our Zoo. She would expect a major portion of the \$1 donation.

I can not judge the answer to the second question without knowing what Mystic Color Lab might propose in the way of a donation to the AAZPA. I would suggest that the \$1 donation per mailer be kept by the participating zoo or aquarium (they would get this now if they worked independently of the AAZPA) and the AAZPA receive a percent of total sales on top of a guaranteed contribution. In turn, we would endorse their program and give them one-time use of the AAZPA membership mailing list.

Hope this is helpful.

cc: Kathryn Roberts ✓

*She just
can't leave stuff
alone, can she?*



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

April 10, 1992

Kathryn Roberts, Director
Minnesota Zoological Garden
13000 Zoo Blvd
Apple Valley, MN 55124-8199

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THOMAS C. OTTEN

Dear Kathryn:

In the spring of each year, the President-Elect of AAZPA has the responsibility of appointing individuals to serve on one or more of the Association's numerous committees and task forces. This is accomplished by seeking volunteers from the general membership via a notice in the Communique, and by reviewing the membership of each committee or task force with its respective chairman. The goal of this process is to guarantee that the Association's committees and task forces are composed of dedicated, hard-working members.

Attached to this letter is a list of those currently serving on your committee. Those prefaced with an asterisk have completed two full terms of service and must be replaced. The remaining individuals are subject to evaluation based upon their contributions and productivity as committee members. Please review this list thoroughly as I will be contacting you by phone within the next few weeks to discuss it with you. It is not necessary to communicate with me by mail as I realize it may be difficult for you to formally respond in a negative fashion. I would also appreciate, at that time, your thoughts on potential committee candidates, as well as any concerns you may have on the workings of the committee. Please rest assured that our discussions will be held in the strictest confidence, unless you wish otherwise.

Thank you very much, Kathryn, for your assistance and cooperation on this matter. Please let me know if you have any questions regarding this matter prior to my contacting you.

Sincerely,

Stephen R. Wylie
President-Elect

cc: Bill Dennler, Board Liaison
Steve Taylor
Bob Wagner

Development

Liaison

Dennler

Chair
V-Chair

Kathryn Roberts
Glenn Ekey

Ted Beattie
Charles Bieler
Erich Hunker
Sally Steele
Cynthia Sumner
Jim Thorton



TOLEDO
ZOO

MEMORANDUM

To: AAZPA Development Committee Members
From: Erich Hunker
Date: April 8, 1992
Re: Meeting At The Toledo Zoo - May 3, 1992

As you are aware, the first meeting of the AAZPA Development Committee for 1992 is taking place at The Toledo Zoo on Sunday, May 3, 1992, from 12:00 noon to 3:00 p.m. Our meeting is prior to the 1992 Great Lakes Regional Conference that is being held in Toledo.

Kathryn Roberts has agreed to offer other development and marketing professionals who will be attending the conference an invitation to the meeting, as long as they inform me they will be in attendance (for lunch reservations). This will be a good opportunity to introduce the Committee to other AAZPA members and to receive any feedback we desire.

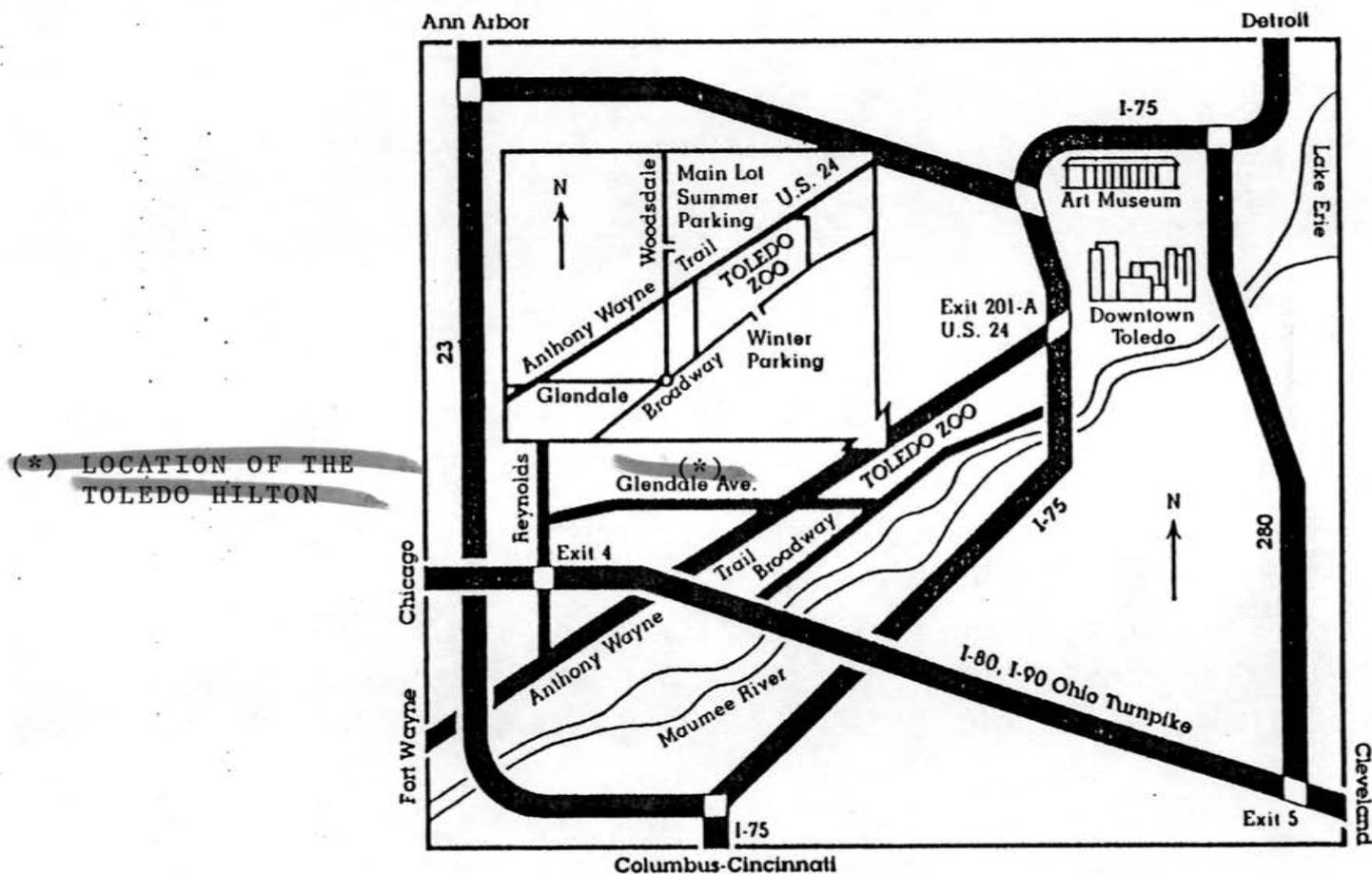
The meeting will be held on the Zoo's grounds in the Greenhouse Conference Room, and lunch will be served. Parking will be available in the Broadway Lot. Please refer to the enclosed maps and directions.

If you have any questions, please do not hesitate to contact me. I look forward to seeing you in Toledo!

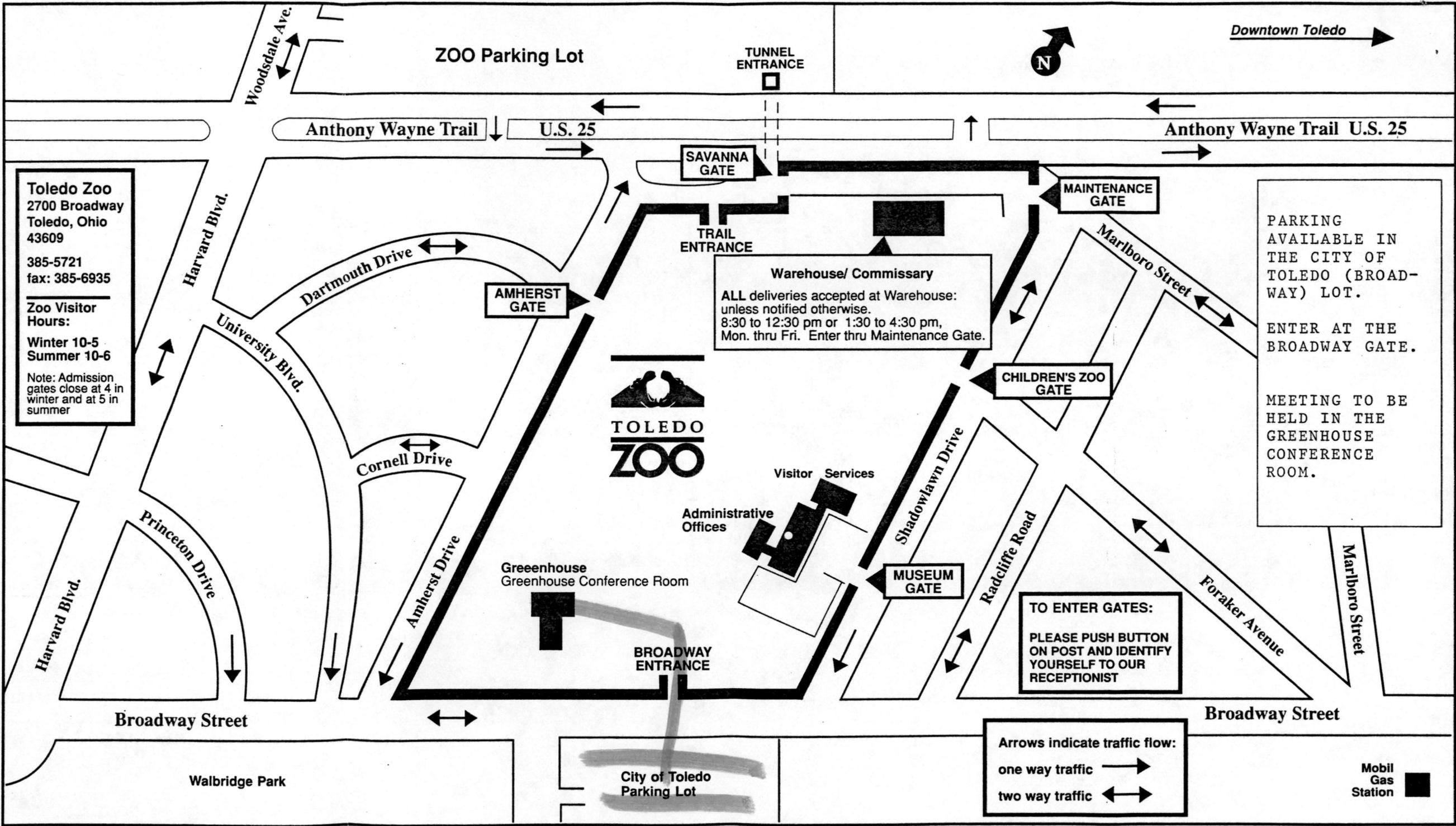
*cc: Leon Cooper
jb*



Toledo Zoo
P.O. Box 4010
Toledo, OH 43609
(419) 385-5721



Directions: Travelling north or south, take I-75, exit at #201A and you are five minutes away on U.S. 25 south. Travelling east or west, take the Ohio Turnpike, exit at Gate 4 and you are ten minutes away by following Reynolds Rd. (U.S. 20) north to Glendale Ave., to the Anthony Wayne Trail (U.S. 25).



Toledo Zoo
 2700 Broadway
 Toledo, Ohio
 43609
 385-5721
 fax: 385-6935

Zoo Visitor Hours:
 Winter 10-5
 Summer 10-6

Note: Admission gates close at 4 in winter and at 5 in summer

PARKING AVAILABLE IN THE CITY OF TOLEDO (BROADWAY) LOT.

ENTER AT THE BROADWAY GATE.

MEETING TO BE HELD IN THE GREENHOUSE CONFERENCE ROOM.

TO ENTER GATES:
 PLEASE PUSH BUTTON ON POST AND IDENTIFY YOURSELF TO OUR RECEPTIONIST

Arrows indicate traffic flow:
 one way traffic →
 two way traffic ↔

Mobil Gas Station

Maumee River



Warehouse/ Commissary
 ALL deliveries accepted at Warehouse: unless notified otherwise.
 8:30 to 12:30 pm or 1:30 to 4:30 pm, Mon. thru Fri. Enter thru Maintenance Gate.

BROADWAY ENTRANCE

MUSEUM GATE

CHILDREN'S ZOO GATE

MAINTENANCE GATE

SAVANNA GATE

AMHERST GATE

Greenhouse
 Greenhouse Conference Room

Administrative Offices

Visitor Services

ZOO Parking Lot

TUNNEL ENTRANCE

Anthony Wayne Trail

U.S. 25

Anthony Wayne Trail U.S. 25

Downtown Toledo

Harvard Blvd.

University Blvd.

Dartmouth Drive

Cornell Drive

Princeton Drive

Amherst Drive

Shadowlawn Drive

Radcliffe Road

Marlboro Street

Foraker Avenue

Marlboro Street

Broadway Street

Broadway Street

Walbridge Park

City of Toledo Parking Lot



KNOXVILLE ZOOLOGICAL SOCIETY

P.O. BOX 6040 • KNOXVILLE, TENNESSEE 37914 • 615/637-5331 FAX 615/637-1943

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Paul C. Sherbakoff

April 7, 1992

Kathryn Roberts
Minnesota Zoo
13000 Zoo Blvd.
Apple Valley, MN 55124

Dear Kathryn:

Thank you for sending me a copy of your letter to Sabin re: the Mystic Color Lab proposal.

I totally agree with you. The project requires a major institutional commitment with very little payback. There is no guarantee to AAZPA from what I can tell.

This project is more appropriate as a local promotion.

Are we to assume that proposals we receive from Sabin or the AAZPA office are being recommended for approval? I would suggest that would be a good first step.

Hope all is well in Minnesota.

Sincerely,

Ted A. Beattie
Executive Director

TAB/kb





American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510

Highland Beach, Florida 33487

(407) 243-3122



Species Survival Plan

*forward to Dev Com
w/ request for
response to
Sabin 4/12/92*

MEMO

TO: Kathryn R. Roberts
FROM: Sabin Robbins
DATE: April 6, 1992
SUBJECT: Mystic Color Lab Proposal

I appreciate your March 31 feedback on the Mystic Color Lab proposal. Since its success depends on the response of our member institutions (which I have yet to predict accurately!), I thought initial reaction from the Development Committee would be wise. If most agree with you, I wouldn't pursue it further. Past experience on similar promotions (affinity credit cards, long distance telephone company, office supply purchasing) have not been encouraging except for our AAZPA-sponsored insurance program with Fred James, which grows yearly. So if most of our zoos and aquariums don't think the Mystic Aquarium success is applicable or appropriate, the program will fail.

To answer your specific questions: Like all our royalty programs, there is no minimum guarantee for AAZPA as companies will only donate a percent of actual sales. It's hard to predict the specific dollar benefit to AAZPA as we haven't yet decided what portion of the \$1-per-order donation goes to the local institution and what to AAZPA. And extrapolating from just the one example (Mystic) is speculative at best. The amount of work member institutions would take on is whatever effort is required to distribute the film mailers to visitors. Since AAZPA would be setting up the overall program, our members would have that much less to do--BUT, of course, their donation is less because they give part to AAZPA.

The bottom line: how can we (staff, Committee, Board) most accurately predict the response (and therefore success or failure) of our 165 diverse institutions. I was hoping that the Development Committee might prove to be an accurate litmus test for such cooperative promotions.

cc: Wagner, Vehrs



American Association of Zoological Parks and Aquariums

March 31, 1992

DATE:

REPLY TO:

Kathryn Roberts, Chair, AAZPA Development Committee
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

Sabin Robbins
AAZPA Marketing Office
3101 S. Ocean Blvd., Suite 510
Highland Beach, FL 33487

Dear Sabin:

All members of the Development Committee received a memo from Kris Vehrs and Bob Wagner along with the proposal from Mystic Color Lab, asking for an evaluation of the proposal. Before we start collecting a lot of feedback, I need to tell you that I do not believe that it will not work.

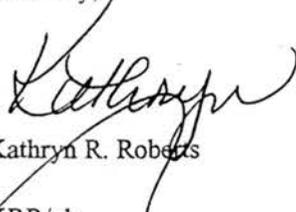
In the case of the Minnesota Zoo 75% of the traffic is a day trip, so having your film waiting for you at home isn't going to sell. Almost everybody in Minnesota lives near a Target Store where you can get your film developed cheaply within 48 hours -- or within an hour for a slightly higher cost.

However, if you are convinced this is a good idea and that it will work, I will ask the Development Committee for serious feedback. Before we can give you feedback, though, I know that questions are going to emerge such as:

- ◆ Is there a minimum guarantee to AAZPA?
- ◆ What is the real benefit to AAZPA? (My rough figures show approximately \$375,000 for AAZPA if the return rate held and every single zoo in the U.S. participated; however, I strongly believe the rate would drastically drop as you move further from the processing location.)
- ◆ What work level do the member institutions have to take on?
- ◆ Wouldn't it be easier for each zoo to set this up for themselves with local vendors?

I look forward to receiving a response from you. If you really believe it is worth pursuing, I will ask the Development Committee to respond.

Sincerely,



Kathryn R. Roberts

KRR/gb

cc: Development Committee
Kris Vehrs
Bob Wagner

GUIDELINES ESTABLISHED FOR AAZPA-SPONSORED INTERNATIONAL CONSERVATION PROGRAMS

A set of guidelines has been established for AAZPA-sponsored international conservation programs initiated by AAZPA members or member institutions. The guidelines were prepared by C. Wemmer, National Zoological Park, Conservation and Research Center, as the result of a meeting between C. Wemmer, B. Read, M. Hutchins, R. Wiese, K. Vehrs, and K. Asis at the AAZPA Conservation Center in March 1991. The draft guidelines were adopted by the AAZPA Board of Directors at their annual meeting at Florissant, Colorado, on 6 August 1991.

The following guidelines shall apply to all AAZPA-sponsored international activities, including those of AAZPA-endorsed Fauna Interest Groups, Consortia and Trusts:

Finance and Reporting

- (1) Members, agencies or NGOs (foreign or domestic) that receive grants through a trust or consortium should be accountable for expenditures and provide receipts and other records as evidence of how finances are managed.
- (2) Monies should be used to support conservation activities and not for "purchase" of animals.
- (3) Consultant fees to officials are permissible if reasonable (based on NGOs fees) and the consultation supports the goals of the trust or consortium. Consultant fees should be justified in the proposed budget.
- (4) An Annual Progress Report should be submitted to WCMC and the Director of Conservation and Science. The report should include an accounting of all expenditures.
- (5) Reports and publications resulting from the project should be sent to all participating agencies and organizations.

Legal Considerations

- (1) Legal counsel must be sought in the preparation of the project plan.
- (2) The issue of liability should be dealt with in the plan.
- (3) Careful consideration should be given to whether the group is best set up as a foundation, trust, consortium, etc.
- (4) All programs must conform to the laws of the country of origin, as well as to international and U.S. laws governing wildlife.

Components of Participation

Personnel

- (1) In-country personnel should be employed whenever possible.
- (2) A representative of the trust or consortium should be on the ground or visit periodically to represent the interests of the management committee and to ensure accountability. (When feasible, a qualified host country national is preferred; a foreign national may suffice if a qualified national is not available.)

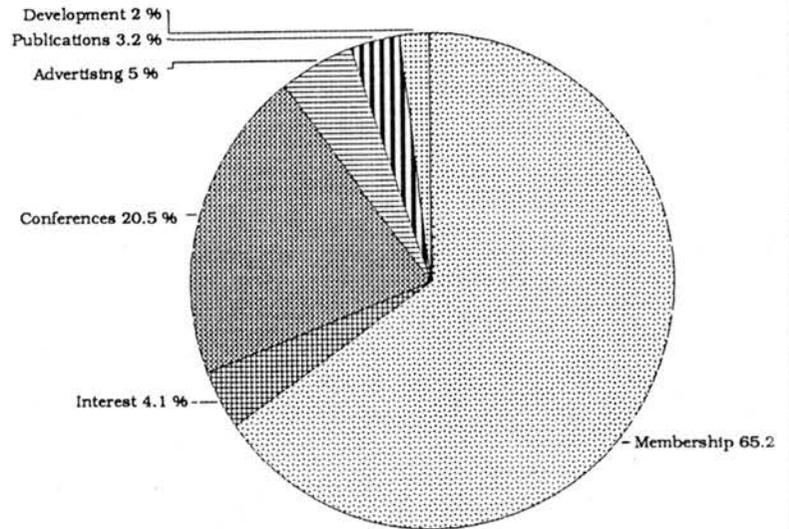
- (3) A "Management Committee" composed of qualified administrators and biologists, including foreign collaborators representing all participating institutions and agencies, should be established to administer and promote the goals of the project.
- (4) The Management Committee should have a chairperson, elected by the Committee, who will communicate all proposals and decisions to committee members and others.
- (5) The Management Committee should designate someone to administer follow-up activity, promises, schedules for actions, etc.

Reciprocity

- (1) Projects should include an educational component in the country of origin focused specifically on the species of interest.
- (2) Projects should be an integral part of long-term conservation programs which may already be in place in the country for the species of interest.
- (3) A project should include transfer of technology, equipment or supplies to the country of origin in direct support of both in situ and ex situ conservation efforts.
- (4) Direct investment in in situ conservation should be a component of all endangered species projects; these activities include technology transfer and other contributions to protected area management, resource protection, faunal surveys, etc.
- (5) An ex situ project involving the capture of wild animals should include the construction of breeding/holding facilities in the host country to aid with acclimatization to captivity, the development of local expertise and, where applicable, for reintroduction if feasible.
- (6) If a North American captive population results from the project, participation in a regional and international studbook and SSP is strongly encouraged, and the species in question should be prioritized for captive breeding by the appropriate IUCN SSC Taxonomic Specialist Group, IUCN CBSG Captive Action Plan Working Group, and Regional Taxon Advisory Group (TAG).
- (7) Whenever possible, ownership of all CITES I animals should stay with country of origin.
- (8) Removal of animals for captive propagation should not have a detrimental impact on wild populations, and proposals for such should include an assessment of possible detrimental effects. If the information required for this assessment does not exist, it is the responsibility of the management committee to undertake or support such efforts (i.e., population surveys, habitat assessment, etc.).
- (9) If the program is intended to include a reintroduction component, the proposal should include a projected time schedule for releases and a plan for how it will be accomplished. Consultation with the IUCN SSC Reintroduction Advisory Group and relevant Regional Advisory Group is strongly encouraged.
- (10) Cooperative research efforts should be encouraged, especially between consortium members and in-country partners. This should include shared responsibilities and shared credit.
- (11) Publication of the results of all surveys, research, etc., is encouraged.

1991 AAZPA GENERAL FUND INCOME

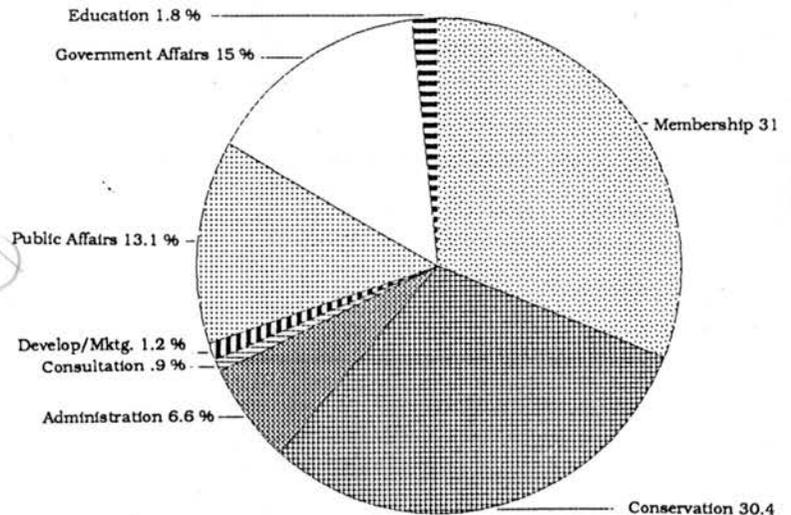
CONFERENCE REGISTRATION AND EXHIBITS	\$ 252,700
INTEREST ON INVESTMENTS	49,900
MEMBERSHIP	800,200
ADVERTISING	61,000
PUBLICATION SALES	38,800
UNRESTRICTED DEVELOPMENT INCOME	25,100
	<u>\$1,227,700</u>



NOTE: Contributions and earned interest for our restricted conservation, management school scholarship, and conservation endowment accounts amounted to \$540,204. Such amounts are not included above. The above figures reflect \$25,100 we received as unrestricted development income.

1991 AAZPA GENERAL FUND EXPENSES

MEMBERSHIP SERVICES	\$ 395,900
CONSERVATION PROGRAMS	388,100
ADMINISTRATION	84,200
PROFESSIONAL CONSULTATION	11,100
DEVELOPMENT/MARKETING	16,300
PUBLIC AFFAIRS	166,800
GOVERNMENT AFFAIRS	191,500
EDUCATION	23,000
	<u>\$1,276,900</u>



NOTE: Expense items are proportioned over the eight major functions of AAZPA and include expenditures of more than \$119,000 from the Conservation Endowment Fund for specific conservation programs. Not included is \$102,400 awarded in grants for feline conservation projects as the result of the donation to AAZPA from Ralston Purina. Also not included is approximately \$350,000 in income and expenses from our operation of the 1991 Rhino Walk, which resulted in nearly \$150,000 net income for Rhino Conservation Projects in Africa.

EXECUTIVE DIRECTOR'S REPORT

The following is the adjusted 1991 report on the Association's finances as provided to the Board of Directors. The report reflects income and expenses, compiled on a cash basis, and includes anticipated income and that actually received, as well as the amounts budgeted and expended for each account. On the following page are graphs which reflect income and expenses for the Association's major programs and functions.

(R. Wagner)

INCOME	PROJECTED	ACTUAL
MEMBERSHIP DUES	\$ 744,300	\$ 797,500
COMMUNIQUE ADVERTISING	53,800	61,000
CONFERENCE REGISTRATION	133,500	189,800
CONFERENCE EXHIBITS	60,000	62,900
PUBLICATION SALES	48,600	38,800
ACCREDITATION FILING FEES	3,000	2,700
INTEREST ON INVESTMENTS	48,000	49,900
UNRESTRICTED DEVELOPMENT INCOME	76,400	25,100
	<u>\$1,167,600</u>	<u>\$1,227,700</u>

EXPENSES

EQUIPMENT	\$ 12,000	\$ 18,300
SALARIES & WAGES	732,900	634,100
RETIREMENT PLAN	48,000	44,600
OTHER BENEFITS	87,900	77,100
OFFICE/LIABILITY INSURANCE	12,000	5,300
RENT & UTILITIES	17,300	15,400
EQUIPMENT MAINTENANCE	12,600	12,300
SUPPLIES	21,000	27,300
POSTAGE & SHIPPING	40,200	50,000
PRINTING	139,100	136,700
PUBLICATIONS & MEMBERSHIPS	6,700	8,900
HONORS & AWARDS	1,500	1,400
TELEPHONE	24,000	22,000
BUSINESS AUTO	2,400	1,800
STAFF TRAVEL	49,200	53,000
COMMITTEE TRAVEL	8,200	3,900
CONFERENCES & MEETINGS	12,000	12,600
LEGAL & AUDITING SERVICES	5,500	6,500
GRANTS/DEVELOPMENT	54,000	16,300
MANAGEMENT CONSULTANT	-0-	4,600
ANIMAL DISEASE SYMPOSIUM	-0-	4,000
BUILDING MAINTENANCE	-0-	1,800
	<u>\$1,286,500</u>	<u>\$1,157,900</u>

MARKETING

SURVEY SHOWS DISCOUNT ADMISSIONS ARE POPULAR

The results of a December 1991 survey of AAZPA zoos and aquariums reveal an overwhelming majority of our institutions regularly participate in discount admission promotions. Typical promotions include two admissions for the price of one, or a free child's admission with a paying adult.

The one-page survey, sent out by the Marketing Office, was designed to make sure that AAZPA endorsed only national marketing/promotion programs that would assure maximum benefits to participating zoos and aquariums. The results, based on 90 surveys returned out of 165, are as follows:

- *Ninety percent of zoos and aquariums regularly participate in discount admission coupon promotions, although sometimes the participation is conditional on benefits beyond increased attendance and in-park spending, such as free advertising, donation or local marketing support.

- *Maximum discounts provided were two for one; typically free child with paying adult (70 percent); \$1 off (10 percent); 50 percent reduction off admission (7 percent); 20-25 percent admission price reduction (6 percent); \$2-4 off (4 percent).

- *Eighty-two percent would offer similar discounts for AAZPA-endorsed national promotions, although many surveyed indicated participation would be conditional on compatibility of mission, local promotions, time of year and extent of local monetary or advertising-marketing support.

- *Seventy-one percent preferred discounting admission rather than membership dues; 29 percent preferred or would agree to discounting memberships.

- *Sixteen surveys were left blank, because the institution had free admission. In those cases, most would consider participating in national promotions by offering discounted or free parking, beverages or inexpensive souvenirs.

(S. Robbins)

DEVELOPMENT GUIDELINES

Preamble

The future of AAZPA and its programs are dependent on the growth of development dollars. It is the responsibility of the staff and Board to adopt guidelines which are in the combined best interest of the AAZPA and its member institutions.

Guidelines

1. Promotions should benefit both AAZPA and its members. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions. Should the AAZPA require access to any member market, that member institution will be contacted prior to any communication.
2. The primary function of the AAZPA development staff is to raise funds for AAZPA.
3. The primary function of the development committee is to serve as a liaison and advisor to member institutions and the AAZPA.
4. All promotions which involve member institutions must be approved by the AAZPA Board of Directors.
5. \$100,000 is the minimum donation required for consideration of promotions involving coupons or discounts.
6. Proposals which provide royalties to AAZPA, but are limited to sales in AAZPA member institutions only, will be declined.
7. Proposals which provide royalties to AAZPA from a large market, as well as from sales to AAZPA memberships, will be considered.

April 21, 1992

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2. The primary function of the AAZPA development staff is to raise funds for AAZPA.
3. The primary function of the development committee is to serve as a liaison and advisor to member institutions and the AAZPA.
4. All promotions which involve member institutions ~~must~~ will be first reviewed by the Advisory Committee to determine whether member institutions are interested in participating and then approved by the AAZPA Board of Directors.
5. \$100,000 is the minimum donation required for consideration of promotions involving coupons or discounts.
6. \$25,000 is the minimum donation (or in-kind donation) for any AAZPA promotion or endorsement requiring major staff effort.
7. ~~Proposals which provide royalties to AAZPA, but are limited to sales in AAZPA member institutions only, will be declined.~~
8. ~~Proposals which provide royalties to AAZPA from a large market, as well as from sales to AAZPA memberships, will be considered.~~
7. All proposals which provide royalties and/or donations to AAZPA and which require only minimal effort on the part of staff may be considered by AAZPA staff.
8. All copy and design for printed materials in which the AAZPA or its programs are mentioned must be reviewed and approved in writing.

Deletions are indicating by ~~striking through~~; additions are underlined.

Notes:

Upfront donations?

- #4. This would provide Development Committee input. Currently proposals go to the board first, and then the committee may be asked for input.
- #6. Please see list of projects, realizing how many would be turned down under current guidelines.

Tentative Agenda
AAZPA Development Committee

Sunday, May 3, 1992
Noon - 3:00 p.m.
at the Toledo Zoo

Review Development Guidelines
(relating to need for upfront contributions and contributor categories)

Draft Development Officer's Position Description

Evaluate Effectiveness of Advisory Group

Evaluate Committee Effectiveness

Marketing Activities Report

Project Priorities

Development Sessions at Annual Conference in Toronto

ANNUAL ACTIVITY REPORT- 1992

Marketing Office

Submitted by Sabin Robbins

Although spotty economic recovery has tempered corporate commitment to cause-marketing programs, conservation-tied promotions with AAZPA and its member institutions have maintained if not increased momentum. Efforts of the Marketing Office have focused on the cultivation of long-term donor commitments from major corporations. In addition to the on-going program with Ralston Purina, this year saw promotions with McDonald's, Con Agra/Kid Cuisine, and the signing of a major licensing/royalty agreement with one of the world's largest manufacturer of plush animals. Serious discussions for 1993-4 promotions are on-going with Burger King, Procter and Gamble, and a joint venture with five or more major food companies.

MARKETING PROMOTIONS

1. Ralston Purina's Big Cat Survival Fund promotion, in which more than 100 member zoos now participate, has gone so well that Ralston intends to continue it through 1994. Donations for big cat conservation will be \$500,000 in 1992 (\$225,000 to AAZPA and \$275,000 to participating zoos with incentives that could increase these dollars) and a similar \$500,000 for 1993 and \$500,000 for 1994.

2. A spring, 1992 promotion with more than 1,000 west coast McDonald's stores involved premium give-aways of endangered animal statuettes and 32-page conservation booklets to four million purchasers of "Happy Meals." McDonald's donated an unrestricted \$25,000 to AAZPA. The success of this promotion could lead in the future to similar nationwide promotions at all 8,500 McDonald's with substantially increased donations to AAZPA.

3. Also this spring and summer, the Kid Cuisine food division of Con Agra offered free zoo coloring posters and educational activities themed to zoo-aquarium conservation efforts to some nine million purchasers of their popular line of healthy frozen children's meals. Tie-in events at participating zoos and aquariums were planned. AAZPA will receive \$10,000 for the Species Survival Fund.

NEW LICENSING/ROYALTY PROGRAMS

After several years' experience, AAZPA policy is to encourage licensing/royalty programs only if they are part of a broad, nationwide sales effort. Past royalty programs directed solely at sales from member gift shops did not yield

sufficient revenue to justify continuation.

1. America's largest producer-seller of high-quality plush animals, Dakin, Inc. of California, recently agreed to donate to AAZPA a generous percent of all their net sales from a new line of wildlife-themed souvenirs and gifts. The some 50 different products include plush or stuffed animals, figurines, mugs, pens, and pencils. All of the items will carry a hang tag designed to educate the buyer/public about the conservation work of AAZPA and its member institutions. Dakin products are sold at more than 30,000 gift and toy stores throughout North America and abroad. The royalty program is by far the largest ever for AAZPA and is expected to generate a \$250,000 donation over the length of the three year program starting in 1993. The agreement can be renewed for another three years if the first three years generate the expected quarter-of-a-million dollar donation to AAZPA.

2. Other licensing/royalty agreements launched in 1992 include:

- A. Stefano International from their Bali-inspired animal jewelry and gifts that will be sold nationwide through catalog and retail outlets.
- B. The Mundus Amicus Group from the nationwide sales of their Environmental Action Cards, a new line of high-quality, collectible endangered animal cards. Zoos and aquariums who provide acceptable color photographs of their animals can also receive royalties.
- C. Tracks Unlimited from nationwide sales of their unique, lifesize castings in bronze of wild animal tracks.
- D. Russell's Gallery and Studio in Albuquerque from sales of their limited edition series of hand-painted, glazed, and gold-trimmed ceramic vases depicting various endangered animals.

ON-GOING LICENSING/ROYALTY PROGRAMS

- 1. Since 11-90, Sundancer Jewelry from sales of their endangered animal jewelry.
- 2. Since 9-89, Purina Mills from sales of their Mazuri animal feed to AAZPA institutions.
- 3. Since 6-90, Sedgwick James Insurance from insurance to AAZPA institutions.
- 4. Since 9-89, Zoo Life magazine from subscriptions and ads.
- 5. Since 1-90, Sable Enterprises from wildlife videos to member institutions.

6. Since 8-89, Morla Corporation from SSP/Zoo Ark souvenir patches.
7. Since 1-91, the Endangered Species Federation, Ltd. from life size, plush sea turtles.
8. Since 5-91, Cartridge Technology Network from toner cartridges to member institutions.

Royalty donations have so far totalled \$62,500.

POSSIBLE FUTURE PROGRAMS

1. A Board-approved May, 1993 national promotion, "Savings Safari," is designed to tie-in major food corporations through FSI (free-standing inserts in Sunday newspapers), discount and sweepstake coupons. Coordinated by Promotional Communications, Inc. of Illinois, the nationwide promotion is expected to generate up to \$350,000 for AAZPA. If successful, the program would likely expand in successive years.
2. Finally, Burger King seems very close to proposing a nationwide promotion involving customer incentive premiums of "Save the Endangered Animal" collector cards, albums, and possibly discount admission coupons. They have not been discouraged by the \$100,000 minimum donation for a discount admission program.

ADMISSION SURVEY

A recent survey conducted by the Marketing Office revealed that an overwhelming majority (i.e. 90%) of AAZPA institutions regularly offered discount admission promotions, typically two admissions for the price of one or a free child with paying adult. Significantly for AAZPA, these institutions are likely to offer similar discounts for AAZPA national promotions so long as there is a local benefit for the participant. The survey was designed to help AAZPA design promotions that would assure maximum benefits to participating zoos and aquariums.

DEVELOPMENT COMMITTEE

Formed in 1991, the Development Committee chaired by Minnesota Zoo Director, Kathryn Roberts, met for a second time at the May, 1992 Great Lakes Regional Conference in Toledo. Discussed and reviewed were:

the Development Guidelines setting approval procedures on AAZPA marketing programs to ensure that such programs have the most

positive impact on participating member institutions

a Project Priority list for funding;

a Position Description for a Development Officer

the proper role of The Advisory Group that assists AAZPA and the Development Committee in reviewing marketing-promotional opportunities

and the expansion of development/marketing sessions at the National Conference.

SUMMARY

In summary, the increase in programs and serious discussions in 1992 with "Fortune 500" corporations bodes well for major donation commitments in the future. I look forward to coordinating future efforts with the Development Committee and the Executive Director.

MIDYEAR REPORT - MARCH 1992**MARKETING OFFICE**

**TO: AAZPA President, Officers and Board Members and
Development Committee Members**

FROM: Sabin Robbins

Raising dollars by cause-marketing promotions is a lot like fishing. You have to guess where the fish might be, what the best bait might be, then put down as many lures as possible, know when and how to react to a nibble, and hope for the best. Fishing for AAZPA dollars in the past six months has been both encouraging and discouraging. Encouraging, because there are a growing number of royalty donation programs in place. Frustrating, because, despite lots of nibbles, another hundred thousand dollar and above fish, like Ralston Purina, has yet to be caught.

Here is a summary of all current marketing promotions and licensing/royalty programs:

A. MARKETING PROMOTIONS

1. Ralston Purina's Big Cat Survival Fund promotion, in which more than 100 member zoos now participate, has gone so well that Ralston intends to continue it through 1994. Donations to big cat conservation will be \$500,000 in 1992 (\$225,000 to AAZPA and \$275,000 to participating zoos with incentives that could increase these dollars) and similar amounts for 1993 and 1994.
2. A spring 1992 promotion with 1,000 west coast McDonald stores involving give-aways of endangered animal toys and conservation booklets will donate an unrestricted \$25,000 to AAZPA. If successful, it is hoped the promotion will be repeated nationwide at all 8,500 stores with a substantially increased donation to AAZPA.
3. A spring 1992 promotion with Kid Cuisine will offer a free zoo coloring poster and educational activities themed to zoo conservation efforts in nine million of Con Agra's line of healthy frozen meals. Tie-in events at participating zoos and aquariums are planned. AAZPA will receive \$10,000 for its Species Survival Fund.

Sept 91 -
Nov 92

Sept 91
totals

15,000

B. ON-GOING LICENSING/ROYALTY PROGRAMS

- 2 1. Since 11-90, Sundancer Jewelry has donated an unrestricted \$15,000 to AAZPA from sales of their endangered animal jewelry. As with all licensing/royalty programs, it is difficult if not impossible to predict future sales/royalties.
- 0 2. Since 9-89, Purina Mills has donated an unrestricted \$11,106 from sales of their Mazuri animal feed to AAZPA institutions.
- 0 3. Since 6-90, Sedgwick James Insurance has donated an unrestricted \$5,708 from sales of their insurance to AAZPA institutions.
- 0 4. Since 9-89, Zoo Life magazine has donated an unrestricted \$1,643 from sales of their magazine subscriptions and ads.
- 0 5. Since 1-90, Sable Enterprises has donated an unrestricted \$422 from sales of their wildlife videos to member institutions.
- 168 6. Since 8-89, Morla Corporation has donated an unrestricted \$392 from sales of their SSP/Zoo Ark souvenir patches.
- 101 7. Since 12-91, Russell's Gallery and Studio has donated an unrestricted \$101 from sales of their endangered species vases.
8. In 1-91, the Endangered Species Federation, Ltd. agreed to donate a royalty from sales of their plush animals. No donations so far.
9. In 5-91, Cartridge Technology Network agreed to donate a royalty from sales of their toner cartridges to member institutions. No donations so far.
10. In 10-91, Tracks unlimited agreed to donate a royalty from sales of their cast bronze animal tracks. No donation so far.
11. In 1-92, the Mundus Amicus Group agreed to donate a royalty to AAZPA and participating member institution from sales of their endangered animal trading cards. No donation so far.
12. In 1-92, Stefano International agreed to donate a royalty from sales of their animal jewelry and gifts. No donation so far.

POSSIBLE FUTURE PROGRAMS

Two "big fish" have been making major nibbles for 1992-3 promotions.

Burger King seems very close to proposing a nationwide program that would offer customer premiums of "Save the Endangered Animal" collector cards and albums and possibly discount admission coupons. They are also interested in sponsoring Conservation Day and so far have not been discouraged by the minimum \$100,000 donation for discount admission or \$100,000 for Conservation Day sponsorship.

An AAZPA Board-approved national promotion involving major food corporations donating significant dollars (i.e. up to \$350,000) through discount and sweepstake coupons in 52 million Sunday newspapers was rescheduled for May 1992 to May 1993 because of the recession. Promotional Communications, who are coordinating the program, indicated recently that there is now a "very strong" corporate interest in this promotion.

Likely new licensing/royalty programs coming up involve a fast food chain using an endangered animal mug refill promotion (estimated \$7,500 donation) and a national photo processing mail-in company.

NEW DEVELOPMENT COMMITTEE

The newly-formed Development Committee chaired by Minnesota Zoo Director, Kathryn Roberts, is submitting to the Board a final draft of the Development Guidelines that set approval procedures on AAZPA development programs and ensure such programs do not have a significant negative impact on member institutions. The Committee also drafted a list of specific funding needs for various AAZPA programs/projects.

Call Sally Steele of NC (919) 879-7250.

~~You could find out if she thinks each member of committee should respond to Sabin or just wait and see. This is probably the best way to see how the system would work and would answer the same questions I had.~~

Re your fax of yesterday. She doesn't feel there is enough information to send to the Advisory Committee. She has many questions and thinks that a formal proposal is needed.

Re how the Advisory Group would work -- she thinks first the Development Committee should be copied and if the Development Committee thinks it needs more input, then it would go to chairs of regions; if further input is needed it would go further down the tree. She also said she foresaw it coming back the same way. From the furthest level which would include all zoos in the tree, the regional chair would consolidate the responses; ditto on up the line -- always with the final decision or report on opinions coming to you as chair of the committee.

Anyway, I think it sounds like a very cumbersome system. I also think there is enough information at least for evaluation of the Development Committee members. The proposal would be \$1 to be split between AAZPA & the participating institution for each mailer returned. Sally wants to know what they want: endorsement in the newsletter? Would each zoo have to develop the mailer themselves? Why would zoos participate when they could do the same thing themselves and get \$1 for themselves?

Please call the lady. You could find out if she thinks each member of committee should respond to Sabin or just wait and see if everyone on the committee responds to you as she is doing. I thought the idea was to keep you out of the loop, but apparently not! This is probably the best way to see how the system would work and would answer the same questions I had.

~~Everything is attached, but if you don't want to review it...~~

The proposal involves distribution of film packets to visitors (one to each group); the mailers would be provided by Mystic Color Lab and would highlight the participating zoo and the donation offer. The deal would be \$1.00 per mailer returned from a zoo -- to be split between AAZPA and the zoo from which the mailer originates.

Donations paid monthly to Mystic Aquarium -- could they do that with all zoos and AAZPA? Mystic Lab requested AAZPA endorsement in the newsletter.

Mystic Aquarium has participated in the program since May of 1991 -- with 3% of the 125,000 mailers distributed being returned. Thru January (or 9 months), the aquarium earned \$3,750.

Sabin estimated that if the 3% return held up -- with 100 million annual zoo goers (wrong assumption since each group gets a mailer), there would be a possibility for \$3 million annually. In truth, ~~the potential for our zoo if optimistic 3% holds (and assuming a 50/50 split with AAZPA), would be about \$3,750 a year and potential \$375,000 for AAZPA.~~ But what would we need to do? Distribute one to each visiting group? What about the litter from those not wanting one? Could we do a better job and increase our "take" by doing it ourselves locally?

if every zoo participates,

MINNESOTA ZOO

FAX Transmission

From: Kathryn Roberts
To: Erich Hunker *same to Sally*
Company: Toledo Zoo

Date: March 30, 1992
Time: 2:00 p.m.
FAX #: (419) 385-6935

Message: I presume you and Sally also got a copy of the memo from Kris Vehrs and Bob Wagner requesting evaluation of the photoprocessing donor proposal. This is a great chance to see how the Advisory Committee works. Note the responses to Sabin are due by April 10. If you did not receive the complete proposal, please call me at (612) 431-9299 and I will fax the proposal to you also to save time.

Also, I'd like to advise you that the new Development person at the Minnesota Zoo is Leon Cooper. He will be attending the May 3rd meeting in Toledo on my behalf. (Glenn Ekey is chairing the meeting in my absence.) Leon's address for the directory is:

Leon Cooper, Executive Director
Minnesota Zoo Foundation
13000 Zoo Boulevard
Apple Valley, MN 55124
Phone: 612/431-9253
Fax: 612/431-9300

cc: Sally Steele

Our FAX number is 612-431-9336

13000 Zoo Boulevard, Apple Valley, MN 55124



AAZPA CONSERVATION CENTER

7970-D Old Georgetown Road, Bethesda, MD 20814-2493
(301) 907-7777 Fax: 301: 907-2980

Conservation • Development • Education • Legislation • Public Relations



26 March 1992

TO: DEVELOPMENT COMMITTEE
FROM: KRIS VEHR'S AND BOB WAGNER
RE: PHOTOPROCESSING DONOR PROPOSAL

We are seeking your review and input, with concurrence from Sabin Robbins, on the attached proposal from Mystic Color Lab. The proposal seems to meet the Development Guidelines. Our concerns are that the proposal involves distribution of Mystic Color Lab's film packets to zoo and aquarium visitors; there is no minimum guarantee donation to AAZPA and the potential for generating income for AAZPA and the participating zoos seems low. *See last page from Sabin*

We need your help in evaluating this proposal. We believe that because of your combined knowledge of the marketing and development field you may be able to offer some useful information on the question of whether or not AAZPA should pursue this proposal.

Please send your comments, with copies to us, on this proposal by 10 April to Sabin Robbins at 3101 South Ocean Boulevard, Suite 510, Highland Beach FL 33487.

Mason's Island Road
Post Office Box 144
Mystic, Connecticut 06355
Phone # 203-536-4291
Fax # 203-536-6418

 **Mystic Color Lab**

January 30, 1992

AAZPA
Mr. Sabin Robbins
3101 South Ocean Boulevard
Suite 510
Highland Beach, FL 33487

Dear Mr. Robbins,

I enjoyed speaking with you regarding the possibility of a joint promotion between AAZPA and Mystic Color Lab. As promised, enclosed please find a copy of the August 1991 Consumer Reports Magazine which rated photofinishers. We were very pleased to be named as one of the two top rated labs in the country. I have also enclosed a few of our standard customer communication pieces and some corporate background information.

Mystic Color Lab is one of the largest photofinishers in the U.S. We are national and can easily offer this program to AAZPA members in every state. Since we are mailorder, all attraction visitors can take advantage of the promotion. In fact, mailorder film developing is extremely popular with travelers because they are able to mail their films while they are on vacation and have the finished prints delivered to their home address.

As I explained, we are currently involved in a very successful promotion with the Mystic Marinelife Aquarium. The program is really very simple:

- We provide Mystic Marinelife Aquarium with a special film mailer developed specifically for this promotion (see sample enclosed). The mailer highlights the Aquarium and our donation offer. Each mailer is pre-coded so that we can track the number of orders received.

- One mailer is given to each visiting group as they enter the facility.

- When the visitor sends his film to us in this mailer we print a special message on the statement he receives back with his photos which confirms that a \$1.00 donation is being made to the Mystic Marinelife Aquarium as a result of his order.

- We track all orders and send the Aquarium a monthly count of orders received along with the appropriate donation.

Could generate a lot of extra letters!

Mr. Sabin Robbins
January 30, 1992

page 2

This program has been in effect since May of 1991. To date we have received a over 3% of the approximately 125,000 film mailers which have been distributed. Enclosed is a letter of endorsement from Mr. Hugh Connell, president of the Mystic Marinelife Aquarium. \$3,750

The mutual benefits of this type of program are obvious; the Attraction is able to give picture taking visitors a film developing discount and in return can receive a substantial donation. Mystic Color Lab gains exposure to young families and travelers who are taking a lot of photos.

I am very interested in pursuing your idea of an AAZPA endorsement in your quarterly members newsletter. Please let me know if you require further information or if there is anything that I can do to further promote this idea to your members.

I'll be in touch with you next week to discuss our next steps.

Sincerely,

Colleen Garringer
Colleen Garringer
Marketing Manager
MYSTIC COLOR LAB

cc: Paul D'Andrea
Tim Haire

January 27, 1992

Mr. Sabin Robbins
AAZPA
3101 South Ocean Boulevard
Suite 510
Highland Beach, FL 33487

Dear Mr. Robbins:

The purpose of this letter is to inform you of the cordial and rewarding relationship that Mystic Marinelife Aquarium enjoys with the Mystic Color Lab.

This arrangement involves distribution of a film pouch by Mystic Marinelife Aquarium to each paid group or individual. The pouch, which is specially designed to indicate its origin from Mystic Marinelife Aquarium, allows visitors to mail their film for processing at a significant percentage off the regular Color Lab rates. In return, for each film pouch sent, the Mystic Color Lab makes a donation to Mystic Marinelife Aquarium.

This arrangement has been very beneficial to our Aquarium and the Mystic Color Lab, and I am pleased to confirm this to you.

Yours sincerely,



Hugh W. Connell
President

HPC/jcm

Mason's Island Road
Post Office Box 144
Mystic, Connecticut 06355
Phone # 203-536-4291
Fax # 203-536-6418



CORPORATE FACT SHEET

HEADQUARTERS: Mystic Color Lab
Mason's Island Road
Mystic, Connecticut 06355

PRESIDENT & CEO: Paul D'Andrea

TYPE OF BUSINESS: Direct Mail Photofinisher catering to the upscale amateur 35mm still photography market.

TYPE OF CORPORATION: Wholly-owned subsidiary of Fotolabo SA, the largest direct mail photofinisher in Switzerland.

FACILITY: All processing is done in the recently renovated Mystic, CT. facility employing 240 photo technicians during peak summer months.

CUSTOMER BASE: 1.5 million customers throughout the United States with the highest concentration in the Northeast.

COMPANY BACKGROUND: Founded in 1969, Mystic Color Lab has grown to be the third largest direct mail photofinisher in the United States. Recognized as an industry leader, Mystic Color Lab is committed to quality and customer service.

CUSTOMER SERVICE: Customers may call toll free - 1 (800) 367-6061 24-hours a day to request mailers, ask questions or to inquire about the status of their order.



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510

Highland Beach, Florida 33487

(407) 243-3122



FEB 12 1992

You got this previously.

MEMO

TO: Kris Vehrs
FROM: Sabin Robbins *SR*
DATE: February 4, 1992
SUBJECT: Major Photoprocessing Donor Proposal

As the attached proposal indicates, this interesting royalty/donation program has already proven successful at Mystic Aquarium. If their 3% return rate held up nationally, the dollars for AAZPA/participating member institutions would be substantial. (3% of 100 million zoogoers is \$3 million dollars annually!)

*in groups of avg 94 = 25,000,000
\$750,000*

Obviously key to its success is the willingness/extent that our zoos and aquariums would pass out/distribute the photo mailers to their visitors. If each participating zoo-aquarium shared in the \$1 donation, their willingness might well increase!

Since this donation program involves our member institutions, it must have your and Bob's OK as well as our Board. If you/Bob/they approve, the apportioning of the \$1 per order could also be decided at a staff/Board level.

Please let me know your reaction.

*What do they charge?
for processing?
potential for our
zoo is optimistic. 39 shells (and
assuming 50/50 split with AAZPA
is \$3,750,000
AAZPA = \$375,000
potential*

*Sally/Erick:
This seems to
be a proposal worth
evaluating through
the Advisory
Committee.*

MINNESOTA ZOO

13000 Zoo Boulevard, Apple Valley, MN 55124 612.431.9200

March 30, 1992

Glenn Ekey, Executive Vice President
Zoological Society of Florida
12400 SW 152nd St.
Miami, FL 33177

Dear Glenn:

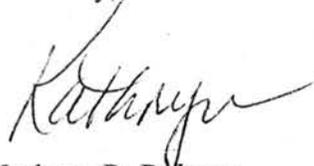
I've attached a tentative agenda for the mid-year meeting of the AAZPA Development Committee on May 3rd at the Toledo Zoo. As I told you previously, I will be in Jersey attending meetings of CBSG and the ISIS Board.

Some of the agenda items are issues raised by committee members when we were talking about the Development Guidelines. My suggested revisions to those guidelines are included in this packet, but our past experience shows that a group discussion is the only way to sort through various options on the guidelines. I've made notes on one copy of the agenda so you would understand where I'm coming from; however, feel free to amend as you wish.

Erich Hunker and I talked about guests. Erich has invited some of the national advisory board people to attend the meeting. I am sending Leon Cooper, the new executive director of the Minnesota Zoo's Foundation.

Please call me with questions or comments you may have on the enclosed materials. And thanks for chairing the committee meeting in my absence!

Sincerely,



Kathryn R. Roberts
Director

/gb

Enclosures

Tentative Agenda
AAZPA Development Committee

Sunday, May 3, 1992
Noon - 3:00 p.m.
at the Toledo Zoo

1. **Review Development Guidelines** relating to need for upfront contributions and contributor categories. *(The full range of differing opinions is shown in the packet of responses on amending the Guidelines prior to the AAZPA March board meeting, which was sent to all committee members.)*
2. **Draft Development Officer's Position Description.** *(Each committee member should bring their own list of ideas for the position, including appropriate sections of their own positions which may be applicable.)*
3. **Evaluate Effectiveness of Advisory Group.** *(Sally & Erich can report how it is working and how the committee can effectively use the group; i.e., when does a proposal go to the committee -- before or after the Board approves it? My suggested revisions to guidelines include a provision that the Advisory Committee be polled to determine interest in participating prior to Board decision.)*
4. **Evaluate Committee Effectiveness.** *(Self-assessment of how the committee has functioned and how we could improve.)*
5. **Marketing Activities Report.** *(Hopefully we can have the results of the survey done by Sabin on zoos willing to participate in discounted admissions coupons. I would also suggest a review of promotions over the past year -- see attached reports -- in order to measure them against current Development Guidelines.)*
6. **Project Priorities.** *(The list generated by David Jenkins prior to his departure should be discussed by committee. See attached. We now know that we have not been successful in identifying a sponsor for Conservation Day, although numerous contacts were made. It might be the case that several of the projects are readily fundable by submitting well-written grant proposals to national companies. For that, a full-time Development Officer is needed.)*
7. **Development Sessions at Annual Conference in Toronto (September 1992).** *(Erich has formulated an agenda for the sessions, and this can be shared with the committee as appropriate.)*

Tentative Agenda
AAZPA Development Committee

Sunday, May 3, 1992
Noon - 3:00 p.m.
at the Toledo Zoo

Review Development Guidelines
(relating to need for upfront contributions and contributor categories)

Draft Development Officer's Position Description

Evaluate Effectiveness of Advisory Group

Evaluate Committee Effectiveness

Marketing Activities Report

Project Priorities

Development Sessions at Annual Conference in Toronto

DEVELOPMENT GUIDELINES

Preamble

The future of AAZPA and its programs are dependent on the growth of development dollars. It is the responsibility of the staff and Board to adopt guidelines which are in the combined best interest of the AAZPA and its member institutions.

Guidelines

1. Promotions should benefit both AAZPA and its members. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions. Should the AAZPA require access to any member market, that member institution will be contacted prior to any communication.
2. The primary function of the AAZPA development staff is to raise funds for AAZPA.
3. The primary function of the development committee is to serve as a liaison and advisor to member institutions and the AAZPA.
4. All promotions which involve member institutions ~~must~~ will be first reviewed by the Advisory Committee to determine whether member institutions are interested in participating and then approved by the AAZPA Board of Directors.
5. \$100,000 is the minimum donation required for consideration of promotions involving coupons or discounts.
6. \$25,000 is the minimum donation (or in-kind donation) for any AAZPA promotion or endorsement requiring major staff effort.
- ~~7. Proposals which provide royalties to AAZPA, but are limited to sales in AAZPA member institutions only, will be declined.~~
- ~~8. Proposals which provide royalties to AAZPA from a large market, as well as from sales to AAZPA memberships, will be considered.~~
7. All proposals which provide royalties and/or donations to AAZPA may be considered by AAZPA staff.
8. All copy and design for printed materials in which the AAZPA or its programs are mentioned must be reviewed and approved in writing.

to provide for Development Committee input

Why turn down any royalty programs they should be member effort

Deletions are indicating by ~~striking through~~, additions are underlined.

Upfront donation?

Current and Past Donation Programs

Ralston Purina:

- 1990 \$200,000 to AAZPA/\$200,000 to zoos
- 1991 \$300,000 to AAZPA/\$300,000 to zoos
- 1992: \$250,000 to AAZPA/\$250,000 to zoos
- 1993-4: \$500,000 each yr. split between AAZPA & Zoos

Kellogg's \$100,000 1989 promotion with \$2 off child's admission with paying adult.

Stride Rite: \$25,000 for penguin conservation for purchasers of animal-themed kid's shoes (\$2 off child's admission with paying adult at participating institutions)

McDonald's: \$25,000 to AAZPA. Get animal activity booklet with purchases of Happy Meals & miniature endangered animal and educational booklet on animal & AAZPA conservation efforts. —

Wallace Co.: \$20,000 to AAZPA (or \$.10/animal sold if higher)

Sundancer Jewelry: \$15,000 to date from sales since 11/90.

Purina Mills: \$11,106 on sales of animal food sold to member institution since 9/89.

Daily Juice Products: \$10,500 to AAZPA Humboldt penguin SSP.

Lord & Taylor \$10,000 sale of Liz Claiborne animal scarves

J. Paul Mitchell: \$10,000 in 1989 for elephant conservation.

Maly's/J. Paul Mitchell \$10,074 (10/90) T-shirt promotion.

Sedgwick James Insurance: \$5,708 since 6/90 (royalty on premiums) *of zoo premiums*

Bradford Exchange: \$2,500 in 2/91 for promotion of marine animal plates.

Zoo Life Magazine: \$1,643 (5 cents for each copy sold & % of pd. ad revenues since 9/89)

Sable Enterprises: \$442 Sales on wildlife videos to member institutions 1/90

Morla Corp. \$224 since 8/89 on sales of SSP patches

AAZPA DEVELOPMENT PRIORITIES

1. AAZPA Operating Support (ongoing)	Unlimited
2. AAZPA CEF Fund (ongoing)	Unlimited
3. Individual SSP Programs (ongoing)	\$ 10,000+
4. AAZPA Legal Defense Fund	\$50-75,000
5. AAZPA PR Campaign Fund	\$250,000+
6. Conservation Day (1992)	\$100,000
7. Underwrite AAZPA Publications	?
8. Underwrite AAZPA & SSP Scientific Travel	?
9. Underwrite AAZPA Conservation Academy (1993)	\$20-30,000
10. Annual Conference Program Sponsorship (1992)	?

K. Roberts Comments

David Jenkins suggested identifying a menu of items from which potential sponsors could choose, but he noted that the operating support, which is probably the highest priority, is probably the most difficult to "sell" to a potential sponsor.

- 1. Although AAZPA general operating support is unlimited, membership dues and registration fees currently provide minimum but adequate income for current level of expenses. Additional funds are necessary for hiring staff, including Development Officer.*
- 2. Could be considered as part of operating budget.*
- 3. Could be considered as part of operating budget.*
- 4. Pro bono possible?*
- 5. Check on lead with FUJI Film, on which Karen Asis is working.*
- 6. Many feel should be an easily fundable project even though current experience does not support that.*
- 7. Review findings from publications survey. Currently what is not covered by user fees is taken from general operating funds?? or individual zoos? Report due to board in August 1992.*
- 8. Should this be responsibility of individual institutions -- an additional fee to participate in scientific projects which involve travel? Obviously this would exclude some staff from smaller zoos with little or no travel budgets.*
- 9. How is this currently funded?*
- 10. Retain as responsibility of host institution to identify local sponsors.*

DEVELOPMENT GUIDELINES

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7. All proposals which provide royalties and/or donations to AAZPA may be considered by AAZPA staff.
8. All copy and design for printed materials in which the AAZPA or its programs are mentioned must be reviewed and approved in writing.

Deletions are indicating by ~~striking through~~, additions are underlined.

MINNESOTA ZOO

Memo

To: Erich Hunker
From: Kathryn R. Roberts 
Date: March 30, 1992
Re: 1992 Annual Conference Development Meetings

The agenda you faxed to me on March 24, 1992 looks great. I had thought that this subject was an appropriate one for the AAZPA Development Committee meeting in May, but you and Sally have already taken care of it. Wonderful!

As far as my spot on the agenda goes, I certainly plan to be at the annual conference; however, I am not sure whether I will be arriving on Sunday. If I don't make it for the entire Development & Marketing sessions on Sunday, I will certainly have my new Development Officer, Leon Cooper, there. We'll know the composition of the new AAZPA Development Committee prior to the meeting, since President-Elect Wylie will undoubtedly make his appointments sometime this summer.

My only other comment on the agenda is Item VI: Will Les Fisher be attending since he has retired as director of Lincoln Park Zoo?

Thanks for your active participation in committee activities. I really appreciate your work!



TOLEDO
ZOO

FAX TRANSMITTAL SHEET

DATE: 3/24/92 TIME: 2:15 p

TOTAL NUMBER OF PAGES (INCLUDING THIS SHEET): 3

TO: Dr. Kathryn Roberts

TITLE: _____

COMPANY: Minnesota Zoo

FROM: Eric Hunter

RE: Tentative agenda for 1992 National
M Domb

Thoughts?

PHONE NUMBER: _____

IF YOU DO NOT RECEIVE ALL OF THE PAGES, PLEASE CALL
(419) 385-5721, EXT. 224.

OUR FAX NUMBER IS (419) 385-6925.



1992 AAZPA NATIONAL CONFERENCE - TORONTO

Development & Marketing Sessions

Sunday, September 13th, 1:00 to 5:00 p.m.

Moderators: Erich Hunker & Sally Steele

I. Introductions

II. Kathryn Roberts, AAZPA Development Committee Chair
- status and info. on AAZPA Development Committee

III. Presentation of AAZPA Development personnel directory (Sally Steele)

IV. Tax issues facing development professionals
- tax deductibility of memberships, corp. underwriting issues, gala event tickets, etc.

Possible speaker: Kris Vehrs - AAZPA

V. Your Board's Role in Development

- board members from zoos and aquariums to discuss how they see their role in the development efforts of their zoos & aquariums

Possible speakers: Darryl Grisham/Ernie Wish - Lincoln Park Trustee of NC Zoo Society?
Others?

VI. Your Director's Role in Development

- zoo & society directors discuss how they see their involvement in the development efforts of their zoos & aquariums

Possible speakers: Roy Shea - Indianapolis
Les Fisher - Lincoln Park
Glen Ekey - Zoological Society of Florida
Others?

Note: Wendy Fisher (Mailworks) has offered to sponsor the breaks during this afternoon session (coffee, sodas, cookies, etc.)

Monday, September 14th, Two 1 1/2 hour sessions (3 hours total)

Session I

Title: Membership Acquisition, Retention & Renewal -
"Database As The Strategy: Telephone As The Tool"

Subject: Using telephone sales, coupled with good database management, to boost membership sales.

Moderator: John Reynolds - Indianapolis Zoo

Possible speakers: (see John Reynolds)

Session II

Title: "On Site Membership Sales: Gettin' Them At The Gate"

Subject: How on site membership sales are more cost effective than other acquisition methods; how zoos and aquariums can creatively gather the best possible mailing lists; and, how on site sales provide positive public relations for your institution.

Moderator: Sally Steele - NC Zoo Society

Possible speakers: (to be determined by Moderator Steele)

Tuesday, September 15th, Two 1 1/2 hour sessions (3 hours total)

Session I

Title: "Boosting Revenues & Cutting Expenses Through Market Research"

Subject: How good market research helps you to define specific needs of your visitors and members, and how it gives you the opportunity to know where to direct your resources.

Moderator: Wendy Fisher - Mailworks

Possible speakers: (to be determined by Moderator Fisher)

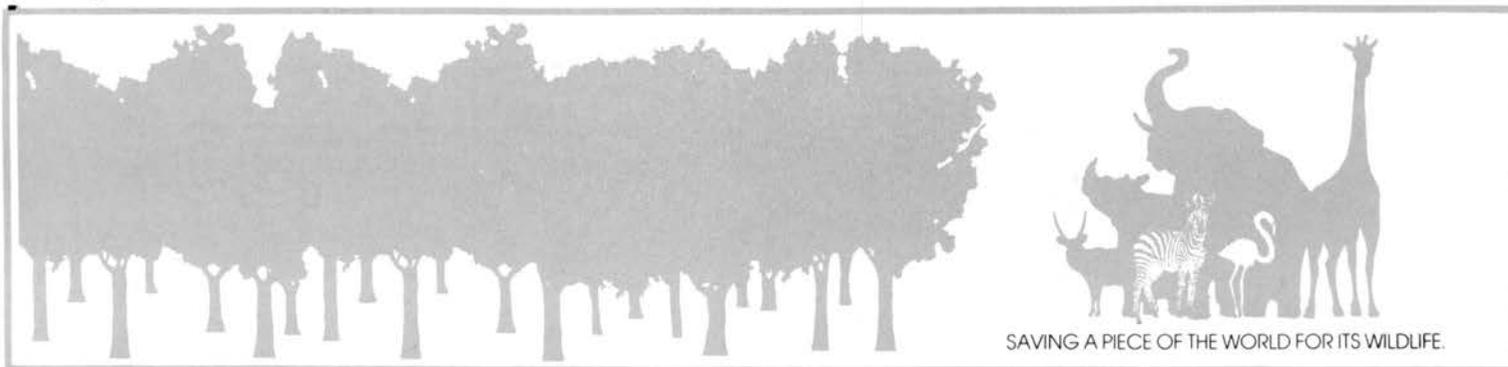
Session II

Title: "Promotions & Events: The Good, The Bad, & The Ugly"

Subject: How promotions & events can positively - or negatively - effect your institution.

Moderator: Erich Hunker - Toledo Zoo

Possible speakers: (to be determined by Moderator Hunker)



NORTH CAROLINA ZOOLOGICAL SOCIETY

MEMORANDUM

March 25, 1992

TO: Fran Bernstein
Chuck Bieler
John Hughes
Bette Martin
John Reynolds

From: Erich Hunker
Sally Steele

RE: Directory of Zoo and Aquarium Development Professionals

Having compiled our AAZPA Advisory Group, we are now ready to move on to further develop our networking system.

We would like to compile a directory of zoo and aquarium development professionals as a resource to colleagues, the AAZPA and the AAZPA development committee.

Your assistance will determine the success of this undertaking.

We are asking that you write to your regional advisory group members and ask for their help in compiling the directory for your region. You may want to assign specific states or areas for each member to cover. The following information is needed for each listing: Name, title, institution, address, city, state, phone and fax numbers.

(more)

The qualifications for a directory listing are that the person be a paid staff member of a Zoo or Aquarium or its Society, and whose primary responsibility involves raising funds for that institution.

Directories will be distributed at the Toronto Conference during the Sunday afternoon development session from 1 p.m. to 5 p.m. (Start spreading the word - this will be a great session!)

There will be no charge for the directories, however they will be available only to directory participants and will be for the sole use of the participants and the AAZPA.

Please compile your directory information and then mail it to Sally Steele no later than May 29.

Thanks very much!

cc: Kathryn Roberts

FAX MEMO

TO: Bill Dennler, Toledo Zoo Director
AAZPA Liaison to Development Committee
(419) 385-6935

FROM: Kathryn R. Roberts, Minnesota Zoo Director
Chair, AAZPA Development Committee Chair (612) 431-9336

RE: **March 14 AAZPA Board Meeting Report for Development Committee**

I have talked to Steve Taylor about my attendance at the board meeting. He assures me I will not be breaking any protocol by not attending, so I would appreciate it if you will deliver the report.

Steve Taylor will bring Development Guidelines up for approval from the board. We are still mulling over a change. I will keep you posted. Call if you have any questions.

Thanks for your help.

KRR/gb



American Association of Zoological Parks and Aquariums

DATE: March 9, 1992

REPLY TO: Kathryn R. Roberts, AAZPA Development Committee Chair
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124
(612) 431-9299

TO: AAZPA Development Committee Members
VICE CHAIR Glenn Ekey, Zoological Society of Florida
Ted Beattie, Knoxville Zoo
Chuck Bieler, San Diego Zoo
Mary Floye Federer, Houston Zoological Society
Erich Hunker, Toledo Zoo
Sally Steele, North Carolina Zoo Society
Cynthia Sumner, St. Louis Zoo
Jim Thornton, Cincinnati Zoo

RE: **REVISIONS TO DEVELOPMENT GUIDELINES**

Thank you for responding to my request that you consider a revision to the development guidelines to incorporate a requirement for a minimum donation. I am attaching all responses for your review. The one thing accomplished by this latest round of correspondence is the clear identification of the need to gain a consensus.

Although I could not identify clear direction for amending what was previously submitted as the mid-year committee report, we now have information and thoughts which help us formulate the questions we need to answer.

Sally Steele, Mary Floye Federer and Erich Hunker supported a minimum donation of \$25,000. Cynthia Sumner suggested \$30,000. Ted Beattie still feels strongly that \$25,000 is too low a minimum, and Chuck Bieler feels \$10,000 is more appropriate at this time because AAZPA does not have a track record. However, Sally Steele and Glenn Ekey also point out that we shouldn't turn down "quasi-charitable" gifts -- they suggest a hierarchy of categories, or graduated benefits package, based on the size of the contribution. This is an other possible agenda item for the Toledo meeting.

Requiring an upfront payment did not have consensus either. After reading Sabin Robbins' memo (attached), I think it is possible that the Russell Gallery example may not be the norm. There was agreement that a client who is providing a minimal donation/royalty should be expected to provide its own copy and concepts to the AAZPA for approval or disapproval at its own expense. But Sabin Robbins points out that most of these companies really only want boilerplate copy on SSP or specific animals, requiring only minimal effort on the part of staff.

I believe the real issue is one of semantics. I think we should separate promotion/endorsements from royalty agreements. Ted Beattie talks about national endorsements. Sabin, Glenn and Sally talk about "quasi-charitable" contributions, which I am defining as royalties or a commission on sales in order for the "donor" to align themselves with conservation. Let's face it, if someone buys a vase or a scarf or jewelry featuring endangered animals, it is possible that conservation efforts for these species appeal to the buyer as well. That, after all, is the assumption behind cause-related marketing. These efforts also serve to educate people about the need for conservation and what zoos are doing to support conservation, which Mary Floye

Federer points to as a factor in our deliberations.

I regret to say that I will be unable to attend the mid-year committee meeting on May 3 in Toledo, as both the ISIS board and CBSG steering committee (on which I serve) have scheduled meetings in Jersey which conflict with the Development Committee meeting. My poll shows that all the rest of you plan to attend, so instead of changing the date, I have asked our committee vice-chair, Glenn Ekey, to chair the meeting in my absence. (Sabin Robbins will not be able to attend due to lack of travel funds for AAZPA staff.) I will work with Glenn to put together an amended agenda and relevant materials for the meeting.

Enclosures: Responses from committee members re: guidelines
 Copy of memo to Dennler re report to March AAZPA Board
 Copies of Toledo Regional Conference Registration materials

cc: Steve Taylor, AAZPA President
 Steve Wylie
 Bill Dennler, AAZPA Board Liaison
 Sabin Robbins
 Kris Vehrs
 Bob Wagner

FEB-27-1992 16:23 FROM KNOXVILLE ZOO

TO

16124319336 P.02/02



KNOXVILLE ZOOLOGICAL GARDENS

P.O. BOX 6040 • KNOXVILLE, TENNESSEE 37914 • 615-637-5331 • FAX 615-637-1943

February 26, 1992

TO: Kathryn R. Roberts
 FROM: Ted A. Beattie
 RE: AAZPA Endorsements/Promotions

Kathryn:

I guess it was only a matter of time before this issue returned to the table. As you know, I am one of those individuals who feels so very strongly that AAZPA should not be considering projects at these levels.

Our original discussions both at the Board level and during Development sub-committee meetings in New Orleans in late 1990 centered on the key premise that AAZPA is (or can be) a powerful national association that should attract major sponsorship, corporate and public support.

Let's set our sights where they need to be. ~~\$25,000~~ and \$30,000 limits are too low. Our association's financial needs are very large, and if we set these low limits then that will also set the tone for the level of support AAZPA will receive.

Bob Wagner has made some very valid points. We must all remember who we are and the tremendous opportunity we offer any potential company or individual.

If we only look at our own institutions and the levels of sponsorship we attract, you will quickly see that AAZPA is setting its sights far too low.

The AAZPA Development/Marketing efforts should be directed to levels that will attract six figure and million dollar gifts... not \$5,000 or \$10,000 donations for national endorsements.

If I seem to be coming on too strong, I mean to. If our association hopes to fund the programs in its master plan, then let's set this marketing/development program up appropriately.

Kathryn... please give me a call if you have questions. Also, you may want to talk with Ron Forman who was also involved in these early development discussions.

cc: AAZPA Development Committee
 Bob Wagner
 Steve Taylor
 Steve Wylie

Accredited by the American Association of Zoological Parks and Aquariums
 The Knoxville Zoological Gardens is owned by the City of Knoxville, and is created and managed by the Knoxville Zoological Society.

TOTAL P.02



FAX MEMORANDUM

DATE: March 4, 1992
 TO: Kathryn Roberts, Minnesota Zoo
 FROM: Glenn W. Ekey
 SUBJECT: AAZPA Endorsements/Promotions

I agree with everyone. I agree with Bob Wagner that his staff cannot service accounts which generate \$101.20. I agree with Ted Beattie that the association's dreams will not be realized without six-figure programs. But I also agree with Dave Jenkins that we are not in a position to turn away interested people.

We should target mega sponsorships, but at the same time be able to serve smaller organizations. The \$100 Russells Gallery fiasco is so preposterous that I hesitate to comment on it. (However, I wouldn't turn it away. I'd simply make it so difficult and risky to get involved at that level, that the prospect himself would say "no thanks.")

Rather than formulate rules which automatically shut out prospects, is there a way to create general guidelines for different levels which encourage higher levels of participation? All proposals would be welcome, and evaluated individually. The smaller accounts would be required to develop their own materials and the use of the AAZPA's name would be highly restricted. The client would be required to develop and present concepts to the AAZPA for approval or disapproval at his own expense. Larger prospects with questionable return might be required to provide up-front seed money. Solid mega sponsors would face few restrictions.

This is merely food for thought. The AAZPA is not the Olympics (or is it?), and my development instincts tell me there should be some way to accept quasi-charitable gifts to our cause from just about anyone who wants to make them. But I'll support whatever decision is made.

12400 S.W. 152 Street, Miami, Florida 33177-1499 / (305) 255-5551 Fax: (305) 255-7126
 The Zoological Society of Florida is a non-profit organization supporting Metrozoos

TO: Kathryn Roberts	FROM: Sally Steele	DATE: 2/28/92
FAX #: 612-431-9336	FAX #: 919-879-3963	PHONE #: 919-879-7270
		PAGES INCLUDING THIS PAGE: 2
		REPS INFO: 2

SAVING A PIECE OF THE WORLD WITH WILDLIFE

NORTH CAROLINA ZOOLOGICAL SOCIETY

MEMORANDUM

February 28, 1992

To: Kathryn R. Roberts
 From: Sally Steele *Sally*

RE: AAZPA ENDORSEMENTS/PROMOTIONS

I will stand by my earlier recommendation, encouraging the AAZPA to establish a minimum donation for AAZPA endorsement at \$25,000. I am open to this being higher.

We don't have to turn down companies wanting to make small donations, we simply don't want to give them the moon and the stars. Perhaps it would be helpful to establish a "benefits" package for AAZPA donations and I've attached a draft of what this might involve. I offer this for discussion, but strongly urge our group to recommend a consolidated "package" which would consider and include a wide range of potential gifts and benefits. (We are, after all, selling a "product" and should market it as such.)

This package should be re-evaluated when a Development person is on board at the AAZPA.

I feel strongly that we have, again and again, sold the AAZPA short. (I was horrified at a past National Conference when a company was recognized publicly at the banquet for a gift under \$1,000!)

I'm pleased that this issue has been re-opened. I'm confident that our committee can make a significant contribution by developing guidelines which will result in higher donations, and promotions which reflect a quality product - the AAZPA!

NORTH CAROLINA ZOOLOGICAL SOCIETY

SUGGESTED BENEFITS FOR DONATIONS TO THE AAZPA

Donation Level	Benefit
\$1 to \$4,999	A thank you note. Period.
\$5,000 to \$9,999	Recognition in the AAZPA newsletter
\$10,000 to \$24,999	Recognition at the AAZPA National Conference
\$25,000 to \$49,999	AAZPA name affiliation (\$10,000 minimum cash advance)
\$50,000 to \$99,999	One-time use of AAZPA mailing list
\$100,000 and up	Promotion with AAZPA members/coupons, discount offer

Other Recommendations:

Benefits would be accumulative (each level would additionally receive benefits from lower levels.)

~~There would be no use of the AAZPA name until contribution level reaches \$25,000 and all materials carrying the name must be approved.~~

Membership lists are valuable! AAZPA should require sample of any package and give approval prior to mailing.

Special benefits could be negotiated at higher levels (above \$100,000) and customized to the donor.

The Zoological
Society of Houston

Houston Zoological
Gardens

George R. Brown
Education Center

Post Office Box 66387
Houston, Texas 77266
713-529-2632

March 3, 1992



To: Kathryn R. Roberts
From: Mary Floye Federer
Re: AAZPA Endorsement/Promotion issue

Memorandum

As a new committee member, I don't have the history that others do with this issue of promotions and the level of contributions received, but here are my thoughts.

I believe that we must be very careful and selective in deciding which organizations/companies the AAZPA will endorse. I feel very strongly that one's membership list should not be used casually for endorsements. I personally am not against an organization loaning a list I'm on as long as it will greatly benefit the group I support. I agree with Ted that we must receive more financial support for national endorsements than just \$10,000. ~~The figure that comes to mind is \$25,000 minimum for~~ endorsement. I do think that individual circumstances regarding contributions less than \$25,000 will come up that might be beneficial for AAZPA to be involved with. This would be a case when additional guidelines would be needed so the AAZPA staff could make exceptions to accept contributions less than \$25,000. On the flip side, how will the AAZPA staff make these decisions?

Regarding the issue of up-front donations, I would recommend either having a contribution of \$5,000 prior to AAZPA's efforts which you support or at least have a signed commitment of an agreed amount given prior to beginning work. As with most things, there will always be exceptions to the rule. Again, this is where additional guidelines could be helpful.

Kathryn, this is obviously much more complicated than just deciding a contribution amount, and I look forward to having the opportunity to hear more first hand. Let me know if you have any questions. Also, I am sorry for the delay in sending my response.

Post-It® brand fax transmittal memo 7871 # of pages 1	
To: K. ROBERTS	From: E. HUNKER
Co: MINN. Zoo	Co: TOLEDO ZOO
Dept.	Phone: 419/385-51
Fax: 612/431-9336	Fax:

MEMORANDUM

To: Kathryn R. Roberts
Minnesota Zoo
From: Erich Hunker
The Toledo Zoo
Date: February 26, 1992
Re: AAZPA Endorsements/Promotions

Here are my recommendations in response to your memo dated 2/25/92:

- ~~\$25,000 minimum donation to AAZPA~~, across the board (do not give AAZPA staff opportunity to accept lesser amounts)

- I concur with AAZPA receiving a minimum donation up front, if AAZPA staff time will be involved

- AAZPA staff should demand to have approval on any text or art work wherein AAZPA's name or logo is to appear

Call with any questions.

MEMORANDUM

DATE: March 2, 1992
TO: Kathryn Roberts
FROM: Charles Bieler *CBieler*
RE: AAZPA Endorsements/Promotions

I received your FAX dated February 26 concerning AAZPA endorsements and promotions. Attached is a copy of the policy and guidelines of the Zoological Society of San Diego in regards to this same type of activity. I'm not necessarily suggesting that this is what the AAZPA should do, but it's an example of what other institutions are doing, and we are certainly willing to share it.

I tend to agree with Bob Wagner--to accept any proposal whatsoever and incur work for the staff of AAZPA in commitment to dollars, is inappropriate.

My initial suggestion is that a \$10,000 minimum be imposed. It's difficult to suggest up-front payment, especially if it's done as a charity fund-raising event. However, if you are dealing with a corporate entity, I think a minimum of 50% down, based on their guarantee, is reasonable. The reason I suggested \$10,000 rather than \$100,000 or \$200,000, as Ted Beattie suggested, is that I feel we are going to have to set a track record--get people interested and prove that we can do it. I don't think we have reached the stage of that track record at this particular time.

Anyway, these are my thoughts. I think we should set the \$10,000 for a two year period, reevaluate, and then go to \$50,000 and then \$100,000 over the next five years.

I'm anxious to hear what everyone else has to say.

CC: Ted Beattie

MAR 06 '92 09:02 ST LOUIS ZOO

Post-It® brand fax transmittal memo 7571 # of pages = 1

To	<i>Kathryn Roberts</i>	From	<i>Cynthia Sumner</i>
On	<i>MM 2/26</i>	Co	<i>St. Louis Zoo</i>
Dept.		Phone	<i>314-281-0200</i>
Fax	<i>612-431-9336</i>	Fax	<i>314-617-7969</i>

SAINT LOUIS ZOOLOGICAL PARK
MEMORANDUM

TO: Kathryn Roberts
Minnesota Zoo
DATE: March 3, 1992
FROM: Cynthia Sumner
Saint Louis Zoo
RE: AAZPA Endorsements

After receiving four calls just this week to invite the Saint Louis Zoo to partner with a company in a win-win promotion, I am rethinking our minimum donation policy. Is philanthropy dead in America?

As for AAZPA, I agree that there should be an up-front donation, but I think it should be \$10,000. Then a minimum donation level should be set at \$30,000. Naturally, the staff should accept unrestricted gifts at any amount, but adhere to these levels for tie-in promotions. Once a staff member is in place, they can evaluate the worthiness of the projects before taking them to the Board.

Although I agree with Ted Beattie's feelings about positioning AAZPA for the six figure gifts, I hate to lose the small companies who are anxious to partner with Zoos. After all, besides Ralston Purina and Kal-Kan, what other large companies have approached AAZPA?

Instead of worrying about the small ones, I think AAZPA should be more proactive in soliciting the big ones for those national endorsements. They won't care if the minimum is \$30,000 if AAZPA's proposal is for 500,000!

Let the little ones come in "over the transom" and go after the big ones!

cc: Charlie Hoessle



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510
Highland Beach, Florida 33487
(407) 243-3122



MEMO

TO: Kathy Roberts, Development Committee Chairperson
FROM: Sabin Robbins, Development Officer
DATE: March 2, 1992
SUBJECT: AAZPA ENDORSEMENTS/PROMOTIONS

Since I will not be at your Development Committee meeting in Toledo on May 3, I thought it might be useful to respond to Bob Wagner's memo of February 19 expressing concern about small royalty donors. Of course, I agree that a \$100 donation is absurdly low and that your Committee should re-discuss the issue of minimum donation levels to AAZPA.

However, the \$100 contribution example is, in a way, more than it seems on the surface. It so happens that the promotion agency in New Mexico that arranged it, also arranged the royalty program with Sundancer Jewelry (\$15,000 so far) and an animal collecting card promotion guaranteeing \$5,000 the first year (which we turned down). That same individual also put me in touch with a key executive at Dakin Company in California who have just sent us a royalty donation offer on their line of stuffed animals that promises \$250,000 over three years. My point: You never know when a \$100 donation can lead to one worth possibly a quarter of a million dollars! My (and now your!) problem: There is no way to know when a small donation will lead to a much bigger one.

Rather than an inflexible minimum donation, would it make better sense to give AAZPA staff and the Development Officer some flexibility in deciding what is/is not inappropriate use of staff time and resources, keeping in mind some general guidelines set by your Committee ?

My experience so far (3 years and some 30 separate royalty/donation programs) is that only a few request additional help--and that is typically brief descriptions of SSP and some endangered animals for use on their product hang-tags. Mailing labels isn't a problem for me as copies can be made from an original set for pennies. Photo needs are rare and have been easily handled by me with a few phone calls to our member institutions. As far as up-front donations, I think far more donors will agree to a minimum guarantee in a year--which is really just an up-front donation a year late!

I think we all agree that we want a development program that assures maximum dollars with minimum effort. So please contact me if you have any questions on my thoughts.
cc: R. Wagner, K. Vehrs



American Association of Zoological Parks and Aquariums

DATE: March 6, 1992

REPLY TO: Kathryn R. Roberts, AAZPA Development Committee Chair
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124
(612) 431-9299

TO: Bill Dennler, AAZPA Board Liaison

RE: AAZPA DEVELOPMENT COMMITTEE

In response to a memo from Bob Wagner regarding the staff work involved in proposals from companies seeking assistance and support from AAZPA in return for small contributions, I polled Development Committee members regarding a revision to the Development Guidelines as mailed to AAZPA Board members in their packet for the mid-year meeting. However, there was no consensus on the minimum amount or even the advisability of requiring a minimum donation. Therefore, I would like you to present the report as submitted.

The Development Committee will be discussing the guidelines at its May 3rd meeting in Toledo and will attempt to reach a consensus at that time. Any revisions to the guidelines resulting from that meeting will be presented to the board at its August 1992 meeting.

cc: AAZPA Development Committee
Steve Taylor
Sabin Robbins
Kris Vehrs
Bob Wagner
Steve Wylie



American Association of Zoological Parks and Aquariums

DATE: March 9, 1992

REPLY TO: Kathryn R. Roberts, AAZPA Development Committee Chair
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124
(612) 431-9299

TO: AAZPA Development Committee Members
VICE CHAIR Glenn Ekey, Zoological Society of Florida
Ted Beattie, Knoxville Zoo
Chuck Bieler, San Diego Zoo
Mary Floye Federer, Houston Zoological Society
Erich Hunker, Toledo Zoo
Sally Steele, North Carolina Zoo Society
Cynthia Sumner, St. Louis Zoo
Jim Thornton, Cincinnati Zoo

RE: **REVISIONS TO DEVELOPMENT GUIDELINES**

Thank you for responding to my request that you consider a revision to the development guidelines to incorporate a requirement for a minimum donation. I am attaching all responses for your review. The one thing accomplished by this latest round of correspondence is the clear identification of the need to gain a consensus.

Although I could not identify clear direction for amending what was previously submitted as the mid-year committee report, we now have information and thoughts which help us formulate the questions we need to answer.

Sally Steele, Mary Floye Federer and Erich Hunker supported a minimum donation of \$25,000. Cynthia Sumner suggested \$30,000. Ted Beattie still feels strongly that \$25,000 is too low a minimum, and Chuck Bieler feels \$10,000 is more appropriate at this time because AAZPA does not have a track record. However, Sally Steele and Glenn Ekey also point out that we shouldn't turn down "quasi-charitable" gifts -- they suggest a hierarchy of categories, or graduated benefits package, based on the size of the contribution. This is an other possible agenda item for the Toledo meeting.

Requiring an upfront payment did not have consensus either. After reading Sabin Robbins' memo (attached), I think it is possible that the Russell Gallery example may not be the norm. There was agreement that a client who is providing a minimal donation/royalty should be expected to provide its own copy and concepts to the AAZPA for approval or disapproval at its own expense. But Sabin Robbins points out that most of these companies really only want boilerplate copy on SSP or specific animals, requiring only minimal effort on the part of staff.

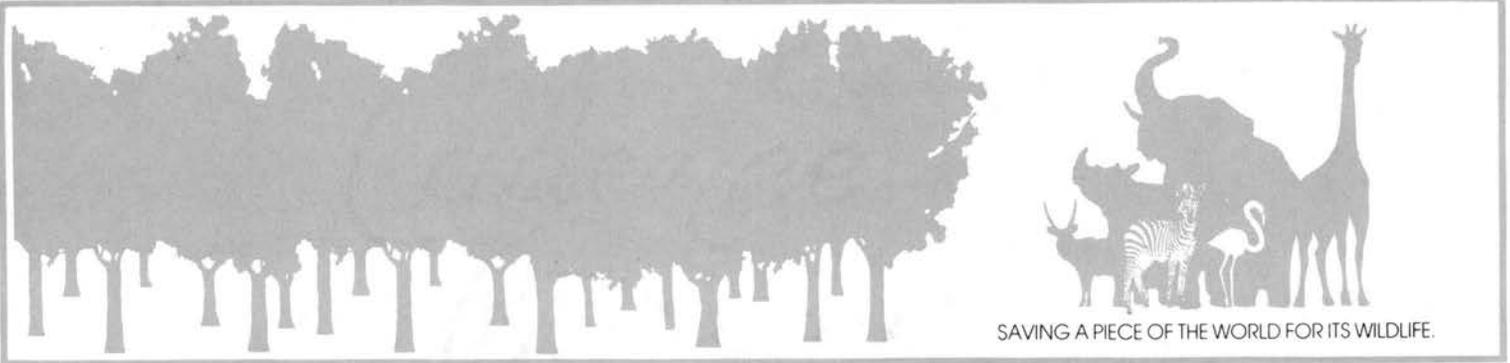
I believe the real issue is one of semantics. I think we should separate promotion/endorsements from royalty agreements. Ted Beattie talks about national endorsements. Sabin, Glenn and Sally talk about "quasi-charitable" contributions, which I am defining as royalties or a commission on sales in order for the "donor" to align themselves with conservation. Let's face it, if someone buys a vase or a scarf or jewelry featuring endangered animals, it is possible that conservation efforts for these species appeal to the buyer as well. That, after all, is the assumption behind cause-related marketing. These efforts also serve to educate people about the need for conservation and what zoos are doing to support conservation, which Mary Floye

Federer points to as a factor in our deliberations.

I regret to say that I will be unable to attend the mid-year committee meeting on May 3 in Toledo, as both the ISIS board and CBSG steering committee (on which I serve) have scheduled meetings in Jersey which conflict with the Development Committee meeting. My poll shows that all the rest of you plan to attend, so instead of changing the date, I have asked our committee vice-chair, Glenn Ekey, to chair the meeting in my absence. (Sabin Robbins will not be able to attend due to lack of travel funds for AAZPA staff.) I will work with Glenn to put together an amended agenda and relevant materials for the meeting.

Enclosures: Responses from committee members re: guidelines
 Copy of memo to Dennler re report to March AAZPA Board
 Copies of Toledo Regional Conference Registration materials

cc: Steve Taylor, AAZPA President
 Steve Wylie
 Bill Dennler, AAZPA Board Liaison
 Sabin Robbins
 Kris Vehrs
 Bob Wagner



NORTH CAROLINA ZOOLOGICAL SOCIETY

MEMORANDUM

To: Kathryn Roberts
From: Erich Hunker and Sally Steele

March 5, 1992

RE: AAZPA Development Advisory Group Up-date

Attached here is our listing for the National Advisory Group. We were delighted with the enthusiasm which our request to join received and anticipate an active and productive group.

These participants are ready to review marketing proposals or to respond to whatever tasks our committee or the AAZPA might determine appropriate.

We would now like to move on to building our directory of development professionals. This can be accomplished by soliciting the assistance of our advisory group. We would set the AAZPA National Conference in Toronto as our goal to distribute this directory.

Please advise if you have any objections to this strategy. Otherwise, we'll begin within the next two weeks and keep you posted on progress.

Member Name	Address
Ms. Fran Bernstein Membership Director Reg Chair Adv Group AAZPA Northeast Div	Friends of the National Zoo 3000 Connecticut Avenue, NW.. Washington DC 20008 202-673-4950
Ms. Mary Beth Correnti Development Director AAZPA Advisory Mbr AAZPA Northeast Div	Zoological Society/Pittsburgh P.O. Box 5250 Pittsburgh PA 15206-025 412-441-9304
Ms. Dell Fioravanti Director of Marketing AAZPA Advisory Mbr AAZPA Northeast Div	Philadelphia Zoo 3400 W. Girard Avenue Philadelphia PA 19104-119 215-243-1100
Ms. Mary Kain Development Officer AAZPA Advisory Mbr AAZPA Northeast Div	Staten Island Zoo 614 Broadway Staten Island NY 10310 718-442-6868
Ms. Stephanie Kurzina Director of Development AAZPA Advisory Mbr AAZPA Northeast Div	New England Aquarium Central Wharf Boston MA 02110 617-723-9705
Ms. Lynn Teret Director/Mrkting & Development AAZPA Advisory Mbr AAZPA Northeast Div	Baltimore Zoo Druid Hill Park Baltimore MD 21217 410-396-7102

Member Name	Address
Ms. Bette Martin Executive Director Reg Chair Adv Group AAZPA Central Div	Friends of The Topeka Zoo 635 S.W. Gage Blvd Topeka KS 66606-206 913-272-7595
Ms. Cyndy Andrews Marketing Manager AAZPA Advisory Mbr AAZPA Central Div	Omaha's Henry Doorly Zoo 3701 S. 10th Street Omaha NE 68107 402-733-8401
Ms. Mary Collins Public Relations Coordinator AAZPA Advisory Mbr AAZPA Central Div	Tulsa Zoo Friends 5701 East 36th Street, North Tulsa OK 74115 918-835-2836
Mr. Thomas Peterson Marketing Officer AAZPA Advisory Mbr AAZPA Central Div	Denver Zoological Gardens City Park Denver CO 80205 303-331-4100
Ms. Sara Jones Development Director AAZPA Advisory Mbr AAZPA Central Div	Dallas Zoological Society 621 E. Clarendon Drive Dallas TX 75203 214-670-6825

Member Name	Address
-----	-----
Mr. John Reynolds Development Director Reg Chair Adv Group AAZPA Great Lakes Dv	Indianapolis Zoo 1200 West Washington Street Indianapolis IN 46222 317-630-2001
Ms. Jerilyn Jones Executive Director AAZPA Advisory Mbr AAZPA Great Lakes Dv	Kansas City Zoo 6700 Zoo Drive Kansas City MO 64132 816-333-7406
Ms. Barbara Titus Development Director AAZPA Advisory Mbr AAZPA Great Lakes Dv	Akron Zoological Park 500 Edgewood Avenue Akron OH 44307 216-434-8645
Mr. Clark W. Walter Development Director AAZPA Advisory Mbr AAZPA Great Lakes Dv	Cleveland Zoological Society Cleveland Metroparks Zoo Park Cleveland OH 44109 216-661-6500

Member Name	Address
Ms. John Hughes Development Coordinator Reg Chair Adv Group AAZPA Southern Div	Central Florida Zoo P.O. Box 309 Lake Monroe FL 32747 407-323-4450
Ms. Barbara Barrett Director AAZPA Advisory Mbr AAZPA Southern Div	Jackson Zoological Park 2918 West Capitol Street Jackson MS 39209 601-352-2590
Ms. Jan Griffin Executive Director AAZPA Advisory Mbr AAZPA Southern Div	Greenville Zoo Society 150 Cleveland Park Drive Greenville SC 29601 803-240-4310
Ms. Liz B. McCarthy Vice President for Development AAZPA Advisory Mbr AAZPA Southern Div	Audubon Park & Zoological Grd P.O. Box 4327 New Orleans LA 70178 504-861-2537
Ms. Suzanne Roshto Marketing & Promotions Manager AAZPA Advisory Mbr AAZPA Southern Div	Jacksonville Zoological Park 8605 Zoo Road Jacksonville FL 32218 904-757-4463

Member Name	Address
----- Mr. Charles L. Bieler Development Director Reg Chair Adv Group AAZPA Dev Committee AAZPA Western Div	----- Zoological Society/San Diego P.O. Box 551 San Diego CA 92112 619-231-1515
Ms. Pia Byrd Marketing/Development Director AAZPA Western Div AAZPA Advisory Mbr	Hogle Zoological Garden 2600 E. Sunnyside Avenue Salt Lake City UT 84108 801-582-1632
Ms. Susan Nix Director of Development AAZPA Western Div AAZPA Advisory Mbr	The Living Desert 47-900 Portola Avenue Palm Desert CA 92260 619-346-5694
Mr. John Vack Development Director AAZPA Western Div AAZPA Advisory Mbr	The Phoenix Zoo P.O. Box 52191 Phoenix AZ 85072-219 602-273-1341

Post-It™ brand fax transmittal memo 7671		# of pages *	P. 1/1
To	Kathryn Roberts	From	Cynthia Sumner
Co.	MN Zoo	Co.	St. Louis Zoo
Dept.		Phone #	314-981-0900
Fax #	612-431-9336	Fax #	314-647-7969

SAINT LOUIS ZOOLOGICAL PARK

MEMORANDUM

TO: Kathryn Roberts
Minnesota Zoo

DATE: March 3, 1992

FROM: Cynthia Sumner
Saint Louis Zoo

RE: AAZPA Endorsements

After receiving four calls just this week to invite the Saint Louis Zoo to partner with a company in a win-win promotion, I am rethinking our minimum donation policy. Is philanthropy dead in America?

As for AAZPA, I agree that there should be an up-front donation, but I think it should be \$10,000. Then a minimum donation level should be set at \$30,000. Naturally, the staff should accept unrestricted gifts at any amount, but adhere to these levels for tie-in promotions. Once a staff member is in place, they can evaluate the worthiness of the projects before taking them to the Board.

Although I agree with Ted Beattie's feelings about positioning AAZPA for the six figure gifts, I hate to loose the small companies who are anxious to partner with Zoos. After all, besides Ralston Purina and Kal-Kan, what other large companies have approached AAZPA?

Instead of worrying about the small ones, I think AAZPA should be more proactive in soliciting the big ones for those national endorsements. They won't care if the minimum is \$30,000 if AAZPA's proposal is for 500,000!

Let the little ones come in "over the transom" and go after the big ones!

cc: Charlie Hoessle

MEMORANDUM

DATE: March 2, 1992
TO: Kathryn Roberts
FROM: Charles Bieler *Charles Bieler*
RE: AAZPA Endorsements/Promotions

I received your FAX dated February 26 concerning AAZPA endorsements and promotions. Attached is a copy of the policy and guidelines of the Zoological Society of San Diego in regards to this same type of activity. I'm not necessarily suggesting that this is what the AAZPA should do, but it's an example of what other institutions are doing, and we are certainly willing to share it.

I tend to agree with Bob Wagner--to accept any proposal whatsoever and incur work for the staff of AAZPA in commitment to dollars, is inappropriate.

My initial suggestion is that a \$10,000 minimum be imposed. It's difficult to suggest up-front payment, especially if it's done as a charity fund-raising event. However, if you are dealing with a corporate entity, I think a minimum of 50% down, based on their guarantee, is reasonable. The reason I suggested \$10,000 rather than \$100,000 or \$200,000, as Ted Beattie suggested, is that I feel we are going to have to set a track record--get people interested and prove that we can do it. I don't think we have reached the stage of that track record at this particular time.

Anyway, these are my thoughts. I think we should set the \$10,000 for a two year period, reevaluate, and then go to \$50,000 and then \$100,000 over the next five years.

I'm anxious to hear what everyone else has to say.

CC: Ted Beattie



Board of Trustees

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Douglas G. Myers

Executive Director

The Zoological Society of San Diego

PROPOSAL FOR FUND-RAISING EVENT

TO BENEFIT THE

ZOOLOGICAL SOCIETY OF SAN DIEGO

PROPOSED EVENT: _____

DATE: _____ TIME: _____

PLACE: _____

SPONSORING ORGANIZATION: _____

Individual in charge of event: _____

Relationship to sponsoring org.: _____

Mailing Address: _____

Daytime Phone: _____

HOW WILL THE EVENT BE FUNDED: _____

Anticipated Costs: _____

Anticipated Revenue: _____

Percentage to be donated to the Zoological Society of San
Diego (ZSSD): _____

Guaranteed Donation to ZSSD: _____



The Zoological Society of San Diego

March 2, 1992

Name
Address

Salutation:

Thank you for your interest in sponsoring a fund-raising event to benefit the Zoological Society of San Diego. Without help from concerned people such as yourself, our task of caring for our large animal and botanical collection would be much more difficult.

In regard to your fund-raising endeavor, please fill out the enclosed proposal with the information requested. Upon receipt of your proposal, it will be reviewed and presented to the Society's Development Committee to determine the feasibility of our involvement.

As you can imagine, the influx of special event ideas from individuals and organizations is quite large. For this reason, a minimum of \$5,000 must be guaranteed to the Society for us to consider lending our names to an event. Also, in compliance with policies adopted by the Zoological Society of San Diego, each group wishing to sponsor an event must have written permission from the Society to use its name in any promotional way.

After receipt of your proposal, I will contact you with further information.

Thanks again for your interest.

Sincerely,

Maureen Greeley
Special Events Coordinator

/lb
Enclosures

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USMC (Ret.)
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Milton G. Wegforth
Executive Director Emeritus
Charles L. Bieler
Director of Museum

PROPOSAL FOR FUND-RAISING EVENT, Page 2

NAME OF YOUR INSURANCE COMPANY WHO WILL BE LIABLE FOR THIS EVENT:

For guaranteed donations of \$10,000 or more, please itemize all responsibilities in connection with your proposed event:

<u>Sponsoring Organization's Responsibilities</u>	<u>Zoological Society's Responsibilities</u>
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____
6. _____	6. _____
7. _____	7. _____
8. _____	8. _____
9. _____	9. _____
10. _____	10. _____

THE ZOOLOGICAL SOCIETY CONTACT PERSON MUST REVIEW AND APPROVE COPY AND DESIGN FOR ALL PRINTED MATERIALS IN WHICH THE ZOOLOGICAL SOCIETY OF SAN DIEGO IS MENTIONED.

=====

The above proposal has been approved: _____
(Date)

Sponsoring Organization Signature Zoological Society Signature

ZOOLOGICAL SOCIETY OF SAN DIEGO
SPECIAL FUND-RAISING EVENTS
POLICY AND PROCEDURES

All fund-raising events to benefit the Zoological Society of San Diego must be presented in proposal form.

Each proposal will be reviewed, and the following will be taken into consideration:

1. How the event relates to current fund-raising priorities
2. How the event will fit in with events already scheduled
3. Development Department manpower required
4. Financial commitment on behalf of the Zoological Society
5. Financial gain from event
6. Public relations and exposure value

The proposal will then be presented to the Development Committee with a staff recommendation. If approved by the Development Committee, the proposal will be sent to the Board of Trustees for final approval.

Listed below are the three categories of fund-raising events that will be addressed:

- I. Fund-raising events to benefit the Zoological Society initiated in-house (by Society employees, Trustees, Committees, Development Department, etc.):
 - A. These events, if approved, would be "Sponsored by the Zoological Society of San Diego," and must not exceed a cost ratio of 25%.
- II. Fund-raising events to benefit the Zoological Society initiated by companies, community groups, organizations and individuals not employed by the Society, etc.:
 - A. Outside organizations must guarantee a minimum donation of \$5,000 to the Society in order to use the Society's name (i.e., "to benefit the Zoological Society of San Diego"). The Society will not expend any labor or money in this case.
 - B. If an outside organization guarantees a minimum donation of \$10,000 to the Society, we will

SPECIAL FUND-RAISING EVENTS
POLICY AND PROCEDURES
Page Two

consider (on an individual basis) becoming involved within reason (e.g., arranging for animals to appear at event, etc.).

- III. Fund-raising events to benefit the Zoological Society that the Society would like to be a beneficiary of (e.g., Las Patronas' Jewell Ball, Horton Plaza Opening, etc.):
- A. These events will be reviewed on an individual basis.

To	Kathryn Roberts	By	Cynthia Sumner
Co.	MN Zoo	Co.	St. Louis Zoo
Dept.		Phone #	314-981-4900
Fax #	612-431-9336	Fax #	314-647-7969

SAINT LOUIS ZOOLOGICAL PARK

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TO: Kathryn Roberts
Minnesota Zoo

DATE: March 3, 1992

FROM: Cynthia Sumner
Saint Louis Zoo

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Let the little ones come in "over the transom" and go after the big ones!

cc: Charlie Hoessle



FAX MEMORANDUM

DATE: March 4, 1992
TO: Kathryn Roberts, Minnesota Zoo
FROM: Glenn W. Ekey *GWE*
SUBJECT: AAZPA Endorsements/Promotions

=====

I agree with everyone. I agree with Bob Wagner that his staff cannot service accounts which generate \$101.20. I agree with Ted Beattie that the association's dreams will not be realized without six-figure programs. But I also agree with Dave Jenkins that we are not in a position to turn away interested people.

We should target mega sponsorships, but at the same time be able to serve smaller organizations. The \$100 Russells Gallery fiasco is so preposterous that I hesitate to comment on it. (However, I wouldn't turn it away. I'd simply make it so difficult and risky to get involved at that level, that the prospect himself would say "no thanks.")

Rather than formulate rules which automatically shut out prospects, is there a way to create general guidelines for different levels which encourage higher levels of participation? All proposals would be welcome, and evaluated individually. The smaller accounts would be required to develop their own materials and the use of the AAZPA's name would be highly restricted. The client would be required to develop and present concepts to the AAZPA for approval or disapproval at his own expense. Larger prospects with questionable return might be required to provide up-front seed money. Solid mega sponsors would face few restrictions.

This is merely food for thought. The AAZPA is not the Olympics (or is it?), and my development instincts tell me there should be some way to accept quasi-charitable gifts to our cause from just about anyone who wants to make them. But I'll support whatever decision is made.



ZOO FAX TRANSMISSION COVER SHEET

Please deliver this fax to: Kathryn Roberts
 Company: Minnesota Zoo
 From: Harold E. King
 Date: March 4, 1992

HIGH PRIORITY - DELIVER IMMEDIATELY

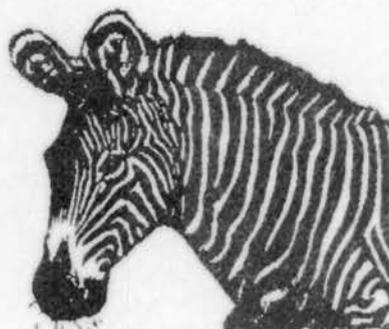
PURPOSE OF TRANSMISSION:

As Requested For Approval Returned for Corrections
 For Review Approved as Noted For Your Information

Total number of pages including cover sheet: 2

We are transmitting from FAX #(305) 255-7126

If you do not receive all the pages or if there is a problem,
 please call 255-5551 and ask for Sally



TO: Kathryn Roberts	FROM: Sally Steele	DATE: 2/28/92
FAX #: 612-431-9336	FAX #: 919-879-3963	PAGES INCLUDING THIS PAGE: 2
	PHONE #: 919-879-7270	TIFFS 14800

SAVING A PIECE OF THE WORLD WITH WILDLIFE

NORTH CAROLINA ZOOLOGICAL SOCIETY

MEMORANDUM

February 28, 1992

To: Kathryn R. Roberts

From: Sally Steele *Sally*

RE: AAZPA ENDORSEMENTS/PROMOTIONS

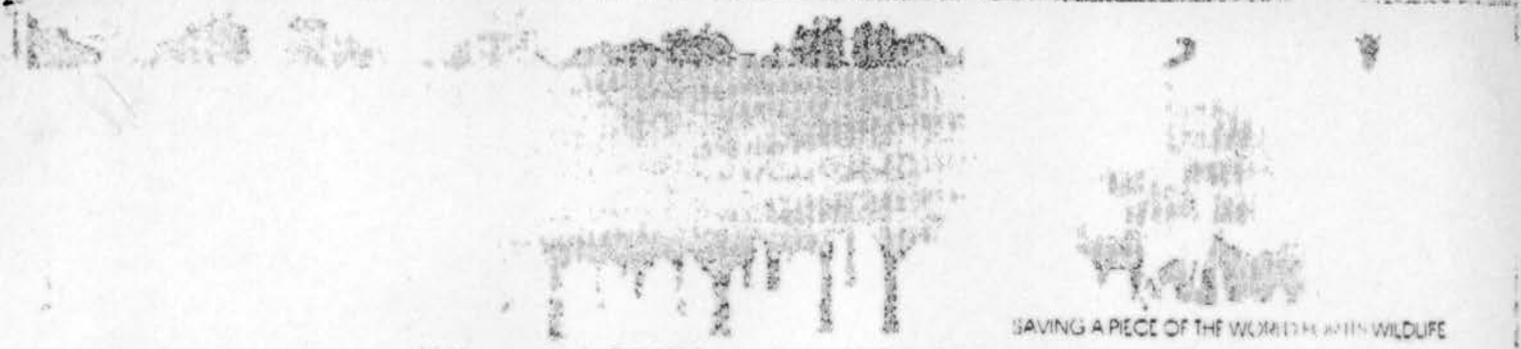
I will stand by my earlier recommendation, encouraging the AAZPA to establish a minimum donation for AAZPA endorsement at \$25,000. I am open to this being higher.

We don't have to turn down companies wanting to make small donations, we simply don't want to give them the moon and the stars. Perhaps it would be helpful to establish a "benefits" package for AAZPA donations and I've attached a draft of what this might involve. I offer this for discussion, but strongly urge our group to recommend a consolidated "package" which would consider and include a wide range of potential gifts and benefits. (We are, after all, selling a "product" and should market it as such.)

This package should be re-evaluated when a Development person is on board at the AAZPA.

I feel strongly that we have, again and again, sold the AAZPA short. (I was horrified at a past National Conference when a company was recognized publicly at the banquet for a gift under \$1,000!)

I'm pleased that this issue has been re-opened. I'm confident that our committee can make a significant contribution by developing guidelines which will result in higher donations, and promotions which reflect a quality product - the AAZPA!



NORTH CAROLINA ZOOLOGICAL SOCIETY

SUGGESTED BENEFITS FOR DONATIONS TO THE AAZPA

Donation Level	Benefit
\$1 to \$4,999	A thank you note. Period.
\$5,000 to \$9,999	Recognition in the AAZPA newsletter
\$10,000 to \$24,999	Recognition at the AAZPA National Conference
\$25,000 to \$49,999	AAZPA name affiliation (\$10,000 minimum cash advance)
\$50,000 to \$99,999	One-time use of AAZPA mailing list
\$100,000 and up	Promotion with AAZPA members/coupons, discount offer

Other Recommendations:

Benefits would be accumulative (each level would additionally receive benefits from lower levels.)

~~There would be no use of the AAZPA name until contribution level reaches \$25,000 and all materials carrying the name must be approved.~~

Membership lists are valuable! AAZPA should require sample of any package and give approval prior to mailing.

Special benefits could be negotiated at higher levels (above \$100,000) and customized to the donor.



KNOXVILLE ZOOLOGICAL GARDENS

P.O. BOX 6040 • KNOXVILLE, TENNESSEE 37914 • 615/637-5331 • FAX 615/637-1943

February 26, 1992

TO: Kathryn R. Roberts
FROM: Ted A. Beattie
RE: AAZPA Endorsements/Promotions

Kathryn:

I guess it was only a matter of time before this issue returned to the table. As you know, I am one of those individuals who feels so very strongly that AAZPA should not be considering projects at these levels.

Our original discussions both at the Board level and during Development sub-committee meetings in New Orleans in late 1990 centered on the key premise that AAZPA is (or can be) a powerful national association that should attract major sponsorship, corporate and public support.

Let's set our sights where they need to be. \$25,000 and \$30,000 limits are too low. Our association's financial needs are very large, and if we set these low limits then that will also set the tone for the level of support AAZPA will receive.

Bob Wagner has made some very valid points. We must all remember who we are and the tremendous opportunity we offer any potential company or individual.

If we only look at our own institutions and the levels of sponsorship we attract, you will quickly see that AAZPA is setting its sights far too low.

The AAZPA Development/Marketing efforts should be directed to levels that will attract six figure and million dollar gifts... not \$5,000 or \$10,000 donations for national endorsements.

If I seem to be coming on too strong, I mean to. If our association hopes to fund the programs in its master plan, then let's set this marketing/development program up appropriately.

Kathryn... please give me a call if you have questions. Also you may want to talk with Ron Forman who was also involved in these early development discussions.

cc: AAZPA Development Committee
Bob Wagner
Steve Taylor
Steve Wylie



KNOXVILLE ZOO

Knoxville Zoological Gardens

P.O. Box 6040

Knoxville, Tennessee 37914

Telephone: (615) 637-5331

Fax: (615) 637-1943

TELE-FACSIMILE TRANSMISSION COVER SHEET

To: Kathryn Roberts

Fax Number: 612-431-9336

From: Tom Beattie

Number of pages transmitted (including this cover): 2

Remarks:

Post-It™ brand fax transmittal memo 7671 # of pages = 1

To	K. ROBERTS	From	E. HUNKER
Co	MINN. ZOO	Co	TOLEDO ZOO
Dept.		Phone #	419/385-5721
Fax #	612/431-9336	Fax #	

MEMORANDUM

To: Kathryn R. Roberts
Minnesota Zoo

From: Erich Hunker
The Toledo Zoo

Date: February 26, 1992

Re: AAZPA Endorsements/Promotions

Here are my recommendations in response to your memo dated 2/25/92:

- ~~\$25,000 minimum donation to AAZPA,~~ across the board (do not give AAZPA staff opportunity to accept lesser amounts)
- I concur with AAZPA receiving a minimum donation up front, if AAZPA staff time will be involved
- AAZPA staff should demand to have approval on any text or art work wherein AAZPA's name or logo is to appear

Call with any questions.

E. Hunker

The Zoological
Society of Houston

Houston Zoological
Gardens

George R. Brown
Education Center

Post Office Box 66387
Houston, Texas 77266
713-529-2632



FAX #: 713/522-2823

DATE: March 3, 1992

PROJECT: AAZPA Development Committee

TO: Kathryn R. Roberts
Fax #612-431-9336

FROM: Mary Floye Federer
The Zoological Society of Houston, Inc.

MESSAGE/
DESCRIPTION
OF MATERIALS
TRANSMITTED: Please see attached.

Including this page, we are transmitting 3 pages using a Murata F-30. If you do not receive this transmission clearly, please call 713/529-2632.

The Zoological
Society of Houston

Houston Zoological
Gardens

George R. Brown
Education Center

Post Office Box 66387
Houston, Texas 77266
713-529-2632



March 3, 1992

To: Kathryn R. Roberts
From: Mary Floye Federer
Re: AAZPA Endorsement/Promotion issue

Memorandum

As a new committee member, I don't have the history that others do with this issue of promotions and the level of contributions received, but here are my thoughts.

I believe that we must be very careful and selective in deciding which organizations/companies the AAZPA will endorse. I feel very strongly that one's membership list should not be used casually for endorsements. I personally am not against an organization loaning a list I'm on as long as it will greatly benefit the group I support. I agree with Ted that we must receive more financial support for national endorsements than just \$10,000.

~~The figure that comes to mind is \$25,000 minimum for~~ endorsement. I do think that individual circumstances regarding contributions less than \$25,000 will come up that might be beneficial for AAZPA to be involved with. This would be a case when additional guidelines would be needed so the AAZPA staff could make exceptions to accept contributions less than \$25,000. On the flip side, how will the AAZPA staff make these decisions?

Regarding the issue of up-front donations, I would recommend either having a contribution of \$5,000 prior to AAZPA's efforts which you support or at least have a signed commitment of an agreed amount given prior to beginning work. As with most things, there will always be exceptions to the rule. Again, this is where additional guidelines could be helpful.

Kathryn, this is obviously much more complicated than just deciding a contribution amount, and I look forward to having the opportunity to hear more first hand. Let me know if you have any questions. Also, I am sorry for the delay in sending my response.

The Zoological
Society of Houston

Houston Zoological
Gardens

George R. Brown
Education Center

Post Office Box 66387
Houston, Texas 77266
713-529-2632



March 3, 1992

Memorandum

To: Kathryn Roberts
From: Mary Floye Federer
Re: Mid-Year Development Committee Meeting

I am planning on attending the Development Committee meeting in Toledo. Do you know the schedule for the rest of the regional meeting? I would appreciate knowing the schedule if you have one so I can make my airline reservations.

By the way, if you need to contact me regarding additional committee matters, I will be off to Botswana and South Africa on March 7 and will return March 22. Needless to say, I can't wait.





American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510
Highland Beach, Florida 33487
(407) 243-3122



MEMO

TO: Kathy Roberts, Development Committee Chairperson
FROM: Sabin Robbins, Development Officer
DATE: March 2, 1992
SUBJECT: AAZPA ENDORSEMENTS/PROMOTIONS

Since I will not be at your Development Committee meeting in Toledo on May 3, I thought it might be useful to respond to Bob Wagner's memo of February 19 expressing concern about small royalty donors. Of course, I agree that a \$100 donation is absurdly low and that your Committee should re-discuss the issue of minimum donation levels to AAZPA.

However, the \$100 contribution example is, in a way, more than it seems on the surface. It so happens that the promotion agency in New Mexico that arranged it, also arranged the royalty program with Sundancer Jewelry (\$15,000 so far) and an animal collecting card promotion guaranteeing \$5,000 the first year (which we turned down). That same individual also put me in touch with a key executive at Dakin Company in California who have just sent us a royalty donation offer on their line of stuffed animals that promises \$250,000 over three years. My point: You never know when a \$100 donation can lead to one worth possibly a quarter of a million dollars! My (and now your!) problem: There is no way to know when a small donation will lead to a much bigger one.

Rather than an inflexible minimum donation, would it make better sense to give AAZPA staff and the Development Officer some flexibility in deciding what is/is not inappropriate use of staff time and resources, keeping in mind some general guidelines set by your Committee ?

My experience so far (3 years and some 30 separate royalty/donation programs) is that only a few request additional help--and that is typically brief descriptions of SSP and some endangered animals for use on their product hang-tags. Mailing labels isn't a problem for me as copies can be made from an original set for pennies. Photo needs are rare and have been easily handled by me with a few phone calls to our member institutions. As far as up-front donations, I think far more donors will agree to a minimum guarantee in a year--which is really just an up-front donation a year late!

I think we all agree that we want a development program that assures maximum dollars with minimum effort. So please contact me if you have any questions on my thoughts.
cc: R. Wagner, K. Vehrs



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510

Highland Beach, Florida 33487

(407) 243-3122



Species Survival Plan

MEMO

TO: Kris Vehrs
FROM: Sabin Robbins
DATE: February 27, 1992
SUBJECT: Marketing Report for April Communique

Survey Shows Discount Admissions Are Popular

The results of a December, 1991 survey of AAZPA zoos and aquariums reveal that an overwhelming majority of our institutions regularly participate in discount admission promotions, typically two admissions for the price of one or a free child with paying adult. Most zoos and aquariums are likely to offer the same discounts in a national promotion sponsored by AAZPA so long as there is a local benefit to the participant. Finally, most institutions much prefer offering discount admissions to discounting membership dues.

The one-page survey, sent out by the Marketing Office, was designed to make sure that AAZPA endorsed only national marketing/promotion programs that would assure maximum benefits to participating zoos and aquariums. The results, based on 90 surveys returned out of 165, are as follows:

* 90% of surveyed zoos and aquariums regularly participate in discount admission coupon promotions, though sometimes participation is conditional on benefits beyond increased attendance and in-park spending such as free advertising, donation, or local marketing support.

* Maximum discounts provided were two for one, typically free child with paying adult (by 70%); \$1 off (by 10%); 50% off (by 7%); 20-25% off (by 6%); \$2-4 off (by 4%).

* 82% would offer similar discounts for AAZPA-endorsed national promotions, though many surveyed indicated participation would be conditional on compatibility of mission, local promotions, time of year, and extent of local monetary or advertising-marketing support offered.

* 71% preferred discounting admission not membership dues; 29% preferred or would agree to discounting memberships.

* 16 surveys were left blank because the institution had free admission. In those cases, most would consider participating in national promotions by offering discounted or free parking, beverage, or an inexpensive souvenir. The Director of St. Paul's Como Zoo, Victor Camp, suggested the possibility of visitors redeeming proof-of-purchase coupons for a dollar, which could then be rebated by the company sponsoring the promotion. Of course, wrote Mr. Camp, "this form of redemption must be very tightly controlled in free zoos to eliminate 'stuffing the ballot box' so to speak."



Species Survival Plan

2/18 NOW

→ KATHRYN ROBBETS

Return ~~Sabin Robbins~~
for file

has going 3/9/93
What should
he bring

MANY THANKS FOR YOUR EXCELLENT
MID-YEAR REPORT. SINCE I HAVE NOT
BSSN TOLD TO TRAVEL TO ORLANDO
FOR YOUR MARCH 28 MEETING,
I'VE ENCLOSED MATERIALS PERTINENT
TO ONE OF YOUR FUTURE PROJECTS,
NAMELY SURVEYING MEMBERS ON
THEIR INTEREST IN NATIONAL
DISCOUNT ADMISSION PROMOTIONS (over)

American Association of Zoological Parks and Aquariums

MARKETING OFFICE

3101 S. Ocean Boulevard, Suite 510, Highland Beach, FL 33487

♻️ Printed on Recycled Paper

AS YOU WILL SEE, I CONDUCTED
A SIMILAR SURVEY IN 11-91'
WITH THE REPORTED RESULTS.

I'D BE HAPPY TO SHIP ON
THE SOME 100 ACTUAL RESPONSES
FROM THE MAILING TO OUR
165 MEMBER INSTITUTIONS.

FAX MEMORANDUM

February 25, 1992

TO: AAZPA Development Committee Members Listed Below
Ted Beattie, Knoxville Zoo (615/637-1943)
Chuck Bieler, San Diego Zoo (619/231-0249)
Glenn Ekey, Rhode Island Zoo Society (401/941-3988)
Mary-Floye Federer, Houston Zoo Society (713/522-2823)
Erich Hunker, Toledo Zoo (419/385-6935)
Sally Steele, North Carolina Zoo Society (919/879-3963)
Cynthia Sumner, St. Louis Zoo (314/647-7969)
Jim Thornton, Cincinnati Zoo (513/559-7791)

FROM: Kathryn R. Roberts, Minnesota Zoo (Phone: 612/431-9299)
Fax: 612/431-9336



RE: **AAZPA ENDORSEMENTS/PROMOTIONS**

Because of the time factor, I am faxing this memo to you, along with a copy of a memo from Bob Wagner. I would like to ask you to respond to the following questions by fax to my office (612/431-9336).

Bob Wagner's memo clearly shows the debate over minimum donation levels for AAZPA endorsement is open again.

When I was thinking in terms of no limit, it did not occur to me that we should accept something as small as a \$100 contribution. I could not agree more that it is an inappropriate use of staff time and AAZPA resources to spend any time on a proposal which results in so small a gift.

I ask you to give some thought to revising our recommendations for development guidelines prior to the board's meeting in mid-March to remedy this situation. David Jenkins had argued strongly that we were not in a position to turn anything down, but surely we can find some middle ground between \$100 and the \$25,000 - \$30,000 limits some members of the committee previously requested.

What do you think about the need to receive a donation up-front? (I'd second Bob's proposal of \$5,000.) This would be prior to AAZPA staff providing any assistance or mailing labels. I also think it is reasonable to expect texts and art work to be presented for staff approval.

Would you like to set a minimum donation of \$15,000 (moving up to \$30,000 after there is a full-time Development Officer on staff)?

Or would an additional guideline (as originally included) --giving AAZPA staff the authority to accept or decline any offer involving under \$30,000 -- be a better solution?

I would appreciate your early response to the above, so I can recommend revisions to the AAZPA Board for their mid-year meeting.

KRR/gb

cc: Sabin Robbins
Bob Wagner
Kris Vehrs



MINNESOTA ZOO

Strengthening The Bond Between People and The Living Earth.

Minnesota Zoo • Apple Valley, Minnesota • 55124 • 612/431-9200

February 19, 1992

John Hughes
Development Coordinator
Central Florida Zoological Park
P.O. Box 309
Lake Monroe, FL 32747-0309

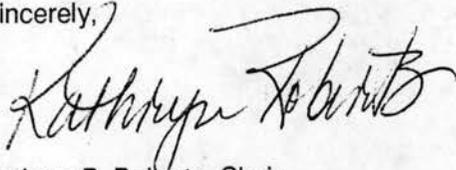
Dear John:

Thanks for your offer to host the 1993 AAZPA Development Committee mid-year meeting during the Southern Regional Conference in March 1993. Sally Steele told me of your interest a while ago.

Certainly the location would be a welcome change from my home state of Minnesota, but I don't know if it would be as convenient for other members. At any rate, as you probably know, the incoming AAZPA president usually makes his decisions regarding committee appointments a few months before he takes office in September. Until the new committee is announced, we cannot really schedule the meeting location.

I certainly will keep your offer in mind and will see that the appropriate people are aware of it.

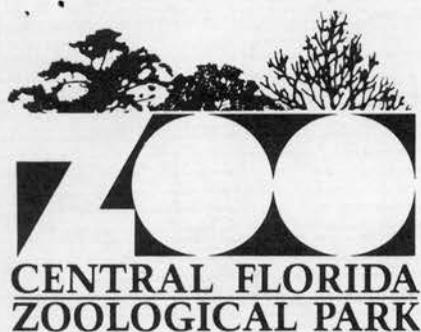
Sincerely,



Kathryn R. Roberts, Chair
AAZPA Development Committee

KRR/gb





February 8, 1992

Dr. Kathryn Roberts
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124

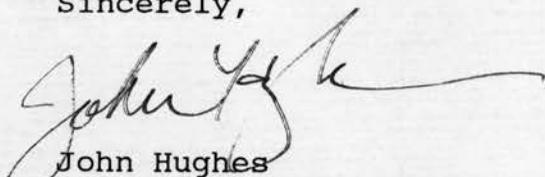
Dear Kathryn,

The Central Florida Zoological Park will be hosting the Southern Regional Conference March 21 - 23, 1993. I am writing to offer our facility also host the 1993 AAZPA Development Committee's mid-year meeting.

Quite an aggressive agenda has already been planned as we expect over 300 delegates to come to Orlando for the conference. As a Development professional, I am keenly interested in promoting fund raising and marketing topics within the program. I have been in contact with many people, including the local chapter of the National Society of Fund Raising Executives, who have shown preliminary interest in presenting papers to our group. I am sure that between the NSFRE and the many talented individuals from within our own ranks, we can put together quite a dynamic Development and Marketing program for our members.

I will call you soon to further discuss this and other options available (80° weather, pool side meetings, trips to the beach) when you come to Florida in March! Until then, I remain

Sincerely,



John Hughes
Development Coordinator



American Association of Zoological Parks and Aquariums

DATE: February 20, 1992
REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124
(612) 431-9299

TO: AAZPA Development Committee Members
RE: MID-YEAR MEETING AT TOLEDO ZOO

Erich Hunker and Bill Dennler have succeeded in securing space for our mid-year Development Committee meeting at the Toledo Zoo, just prior to the start of the Great Lakes Regional Conference.

The meeting will be:

Sunday, May 3, 1992
Noon - 3:00 p.m. (lunch provided)
at the Toledo Zoo.

I have attached a tentative agenda. Feel free to call me with additional topics.
Please let me know if you are able to attend, so Erich can send out maps of the Toledo Zoo.

cc: Steve Taylor, AAZPA President
Steve Wylie
Bill Dennler, AAZPA Board Liaison
Sabin Robbins
Kris Vehrs
Bob Wagner

TENTATIVE AGENDA

AAZPA DEVELOPMENT COMMITTEE

Sunday, May 3, 1992
Noon - 3:00 p.m.
at the Toledo Zoo

(Lunch will be provided. Location of meeting to be announced.)

- I. Pre-Annual Conference Development Director's Meeting at Indianapolis
- II. Development Officer's Position Description (Bring your own list of ideas for the position description)
- III. Evaluation of the Effectiveness of the Advisory Group
- IV. Marketing Activities Report (Sabin Robbins)
 - A. Survey of zoos willing to participate in discounted admissions coupons
- V. Self-Evaluation of Committee's Effectiveness
- VI. Project Priorities

	<u>Est. Cost</u>
AAZPA Operating Support (ongoing)	Unlimited
AAZPA CEF Fund (ongoing)	Unlimited
Individual SSP Programs (ongoing)	\$10,000+
AAZPA Legal Defense Fund (1992)	\$50-75,000
AAZPA PR Campaign (1992)	\$250,000+
Conservation Day (1992)	\$100,000
Underwrite AAZPA Publications	?
Underwrite AAZPA & SSP Scientific Travel	?
Underwrite AAZPA Conservation Academy (1993)	\$20-30,000
Annual Conference Program Sponsorship (1992)	?



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation.

19 February 1992

MEMO TO: SABIN ROBBINS, KRIS VEHRs, and KATHRYN ROBERTS
FROM: ROBERT WAGNER *RW.*
SUBJECT: AAZPA ENDORSEMENTS/PROMOTIONS

OFFICERS

President
STEVE H. TAYLOR

President-Elect
STEPHEN R. WYLIE

Vice President
DENNIS A. MERITT, Jr., Ph.D.

Immediate Past President
DAVID G. ZUCCONI

Executive Director
ROBERT O. WAGNER

I am becoming increasingly concerned with the growing number of proposals we are receiving from extremely small companies or individuals who seek support from AAZPA and whose potential for generating income is meager at best. A classic example is the recent request we received from Russells Gallery & Studio, Inc. That company has been involved with us for about three months and has generated an income of but \$101.20. We have put in time helping to prepare and process their donation agreement and assisting them in getting started. Later, they came back with a request that AAZPA prepare text for them so that their promotional materials would be more accurate. While Kris, Leanne, and I have worked on Russells Galley & Studio's request, I don't think we ought to send them the materials.

DIRECTORS

WILBUR B. AMAND, VMD

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

DAVID E. ANDERSON

WILLIAM V. A. DENNLER

THOMAS C. OTTEN

I believe we should position ourselves in such a way that when we are approached to endorse a project that the companies/individuals be told they must prepare materials subject to our approval, seek out whichever artists or writers are required, be prepared to provide AAZPA a minimum of \$10,000 up front, and guarantee an amount of not less than \$25,000 during any one-year promotion. If we don't adopt such a policy, these \$100, \$500, \$1,000, and \$2,000 promotions are going to drain us.

We have been warned by many experts in our profession not to undersell AAZPA and its good name. In that regard, I think we ought to stop considering promotions which generate such a small return unless the company/individual is serious enough to provide AAZPA with a nonrefundable donation of a minimum of \$5,000 before they seek staff assistance, mailing labels, etc. As you know, there are some on the Development Committee who feel AAZPA should not be involved in any promotion which doesn't guarantee an income of \$25,000/\$30,000. We are all overworked, and to provide the services requested by some seeking AAZPA endorsement detracts from our more important duties and responsibilities. I believe we must get value for AAZPA in return for our assistance.

The proposed promotion recently sent by Collectible Imagery is another good example. They want AAZPA mailing labels, staff assistance in writing copy on endangered species to be used on the back of cards, and staff assistance in obtaining photographs for an upcoming series. They want AAZPA endorsement of a promotion which offers a guarantee of \$5,000 payable in April 1993, which is, obviously, after the fact. Frankly, I "vote" against it.

(over)

MEMO TO: ROBBINS, VEHRs, and ROBERTS
19 February 1992
Page 2

Even though Mystic Color Lab's proposal does not include free admission or coupon redemption by our member institutions, it does involve their distributing Mystic Color Lab's film packets to zoo and aquarium visitors. Therefore, I recommend that the company be told they need to prepare a formal proposal for the Board. It should include a minimum guarantee donation to AAZPA of \$100,000 and another amount yet to be determined for each of the participating institutions. Therefore, I also vote "no" on the Mystic Color Lab materials as currently presented.

ROW/b

Enclosures (for Roberts only)

\$5,000 —

Collectible Imagery

"FINE QUALITY COLLECTOR CARDS"

210 SILVER S.W. ALBUQUERQUE, NEW MEXICO 87102

(505) 242-2252

7 February 1991

Sabin Robbins
Marketing Director, AAZPA
3101 S. Ocean Blvd.
Highland Beach, Florida 33487

Dear Mr. Robbins,

Following up on your conversations with Robert Raines of New World Media Services, Collectible Imagery's agency of record, this is my proposal for Species Survival Plan/AAZPA endorsement and licensing of Collectible Imagery's line of Rare and Endangered Species Collector's Cards.

As the first series of cards is awaiting printing, needing only the SSP logo to be complete, I will very much appreciate anything you can do to accelerate the approval process.

These cards are an offshoot of my business, Collectible Imagery, which up until now has dealt with buying and selling collector's cards published by others. My experience as the proprietor of an environmentally sound diaper service, Baby's Valet, led to my interest in helping preserve nature and wildlife. Hence, my new business.

My plans are to market the cards to various markets including but not limited to the card collector's market, bookstores, environmental and nature shops, fast food franchises as an educational giveaway, and directly to the 8- to 13-year-old market through ads in publications read by children and their parents as well as through direct mail. In addition a public relations campaign for media publicity will be conducted by New World Media Services. I will make the cards available to your member organizations but my estimate is that zoo and aquarium shop sales will not exceed 20% of total sales.

My proposal is to use the Species Survival Plan prominently on the individual cards and the package label, and to have descriptive copy on the SSP on the reverse of the package label. I would give the Species Survival Plan 2% of gross sales with a minimum guarantee of \$5,000 in the first year, to be presented early in April 1993. (I would appreciate the opportunity to have a photo made of the check presentation.)

Please provide me with a 150 word description for the reverse of the package label of the SSP and how people can contribute to it. I would need to receive this as soon as possible. It should be written for 8 to 13 year olds and their parents.

I would appreciate the AAZPA's assistance in the following:

- Obtaining photographs for my upcoming series
- Writing copy about the species for the backs of the cards

I will also be grateful for the list of AAZPA member institutions on labels.

Thank you for the work you are doing on behalf of wildlife. Please let me hear from you as soon as possible so I can begin printing the cards with your logo.

Sincerely,

A handwritten signature in cursive script that reads "Rick Smith". The signature is written in dark ink and extends across the width of the page.

Rick Smith
Owner

PLEASE HAVE MIKE'S OFFICE CHECK
THIS FOR ACCURACY.

GIANT PANDA

(AILUROPODA MELANOLEUCA)

SIZE: UP TO 6 FEET TALL; 250 LBS.
DIET: ALMOST EXCLUSIVELY BAMBOO
ENEMIES: HUMANS
LIFE SPAN: 30 YEARS
BIRTHING: 1-2 CUBS ANNUALLY

Perhaps the world's most loved animal, the Giant Panda has been documented to have existed as much as 3 million years ago. Its range then included Burma and much of China. Today it is found in only a few provinces of central China, where the bamboo-rich environment is steadily shrinking due to global climatic changes and agricultural encroachment.

While Giant Pandas occasionally eat berries, grasses and even small animals, they depend primarily on bamboo. Surprisingly, their digestive system is not particularly well suited to this diet. Therefore must spend up to 16 hours per day eating the 50 to 90 pounds necessary for survival. Also, the abundance of bamboo is cyclical and some years there is so little that some Giant Pandas literally starve to death.

**RARE &
ENDANGERED
SPECIES**

Photo © John Cancelosi / Tom Stack & Assoc.

WOODLAND CARIBOU

(RANGIFER TARANDUS CARIBOU)

SIZE: UP TO 7 FT LONG & 700 LBS
DIET: LICHENS, ROOTS, FUNGI, HERBS
ENEMIES: LARGE PREDATORS
LIFE SPAN: 10 YEARS
BIRTHING: ONE CALF PER YEAR

The Woodland Caribou, or reindeer as it is known in Europe, is the only deer species in which the female bears antlers.

The Woodland Caribou is a tireless runner and can usually outrun any predator. In fact, wolves have been observed chasing a herd only a short distance. If an injured or weak animal didn't lag behind, the wolves would quickly give up the chase.

Although caribou congregate in herds of many hundreds of animals, they usually don't seem to "befriend" or know other members of the herd. Only the mother and calf seem to recognize each other. The bonding between the mother and calf is quite strong and the calf is even able to distinguish its mother's voice from other members of the herd.

Photo © Gerry Ellis
The Wildlife Collection

**RARE &
ENDANGERED
SPECIES**



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510
Highland Beach, Florida 33487
(407) 243-3122



FEB 12 1992

MEMO

TO: Kris Vehrs
FROM: Sabin Robbins *SR*
DATE: February 4, 1992
SUBJECT: Major Photoprocessing Donor Proposal

As the attached proposal indicates, this interesting royalty/donation program has already proven successful at Mystic Aquarium. If their 3% return rate held up nationally, the dollars for AAZPA/participating member institutions would be substantial. (3% of 100 million zoogoers is \$3 million dollars annually!)

Obviously key to its success is the willingness/extent that our zoos and aquariums would pass out/distribute the photo mailers to their visitors. If each participating zoo-aquarium shared in the \$1 donation, their willingness might well increase!

Since this donation program involves our member institutions, it must have your and Bob's OK as well as our Board. If you/Bob/they approve, the apportioning of the \$1 per order could also be decided at a staff/Board level.

Please let me know your reaction.

*Jally/Erich:
This seems to
be a proposal worth
evaluating through
the Advisory
Committee.*

Mason's Island Road
Post Office Box 144
Mystic, Connecticut 06355
Phone # 203-536-4291
Fax # 203-536-6418

 **Mystic Color Lab**

January 30, 1992

AAZPA
Mr. Sabin Robbins
3101 South Ocean Boulevard
Suite 510
Highland Beach, FL 33487

Dear Mr. Robbins,

I enjoyed speaking with you regarding the possibility of a joint promotion between AAZPA and Mystic Color Lab. As promised, enclosed please find a copy of the August 1991 Consumer Reports Magazine which rated photofinishers. We were very pleased to be named as one of the two top rated labs in the country. I have also enclosed a few of our standard customer communication pieces and some corporate background information.

Mystic Color Lab is one of the largest photofinishers in the U.S. We are national and can easily offer this program to AAZPA members in every state. Since we are mailorder, all attraction visitors can take advantage of the promotion. In fact, mailorder film developing is extremely popular with travelers because they are able to mail their films while they are on vacation and have the finished prints delivered to their home address.

As I explained, we are currently involved in a very successful promotion with the Mystic Marinelife Aquarium. The program is really very simple:

- We provide Mystic Marinelife Aquarium with a special film mailer developed specifically for this promotion (see sample enclosed). The mailer highlights the Aquarium and our donation offer. Each mailer is pre-coded so that we can track the number of orders received.
- One mailer is given to each visiting group as they enter the facility.
- When the visitor sends his film to us in this mailer we print a special message on the statement he receives back with his photos which confirms that a \$1.00 donation is being made to the Mystic Marinelife Aquarium as a result of his order.
- We track all orders and send the Aquarium a monthly count of orders received along with the appropriate donation.

Mr. Sabin Robbins
January 30, 1992

page 2

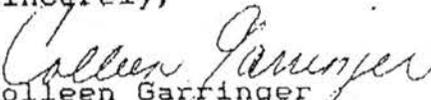
This program has been in effect since May of 1991. To date we have received a over 3% of the approximately 125,000 film mailers which have been distributed. Enclosed is a letter of endorsement from Mr. Hugh Connell, president of the Mystic Marinelife Aquarium.

The mutual benefits of this type of program are obvious; the Attraction is able to give picture taking visitors a film developing discount and in return can receive a substantial donation. Mystic Color Lab gains exposure to young families and travelers who are taking a lot of photos.

I am very interested in pursuing your idea of an AAZPA endorsement in your quarterly members newsletter. Please let me know if you require further information or if there is anything that I can do to further promote this idea to your members.

I'll be in touch with you next week to discuss our next steps.

Sincerely,


Colleen Garringer
Marketing Manager
MYSTIC COLOR LAB

cc: Paul D'Andrea
Tim Haire

Mystic Marineline Aquarium

Division of Sea Research Foundation, Inc.

January 27, 1992

Mr. Sabin Robbins
AAZPA
3101 South Ocean Boulevard
Suite 510
Highland Beach, FL 33487

Dear Mr. Robbins:

The purpose of this letter is to inform you of the cordial and rewarding relationship that Mystic Marineline Aquarium enjoys with the Mystic Color Lab.

This arrangement involves distribution of a film pouch by Mystic Marineline Aquarium to each paid group or individual. The pouch, which is specially designed to indicate its origin from Mystic Marineline Aquarium, allows visitors to mail their film for processing at a significant percentage off the regular Color Lab rates. In return, for each film pouch sent, the Mystic Color Lab makes a donation to Mystic Marineline Aquarium.

This arrangement has been very beneficial to our Aquarium and the Mystic Color Lab, and I am pleased to confirm this to you.

Yours sincerely,



Hugh H. Connell
President

HPC/jcm

Mason's Island Road
Post Office Box 144
Mystic, Connecticut 06355
Phone # 203-536-4291
Fax # 203-536-6418



CORPORATE FACT SHEET

HEADQUARTERS: Mystic Color Lab
Mason's Island Road
Mystic, Connecticut 06355

PRESIDENT & CEO: Paul D'Andrea

TYPE OF BUSINESS: Direct Mail Photofinisher catering to the upscale amateur 35mm still photography market.

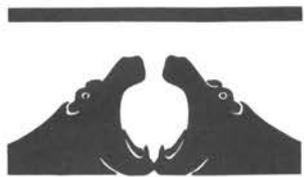
TYPE OF CORPORATION: Wholly-owned subsidiary of Fotolabo SA, the largest direct mail photofinisher in Switzerland.

FACILITY: All processing is done in the recently renovated Mystic, CT. facility employing 240 photo technicians during peak summer months.

CUSTOMER BASE: 1.5 million customers throughout the United States with the highest concentration in the Northeast.

COMPANY BACKGROUND: Founded in 1969, Mystic Color Lab has grown to be the third largest direct mail photofinisher in the United States. Recognized as an industry leader, Mystic Color Lab is committed to quality and customer service.

CUSTOMER SERVICE: Customers may call toll free - 1 (800) 367-6061 24-hours a day to request mailers, ask questions or to inquire about the status of their order.



TOLEDO
ZOO

*CB - For
Devl Co. file*

Kathryn -

1/6/92

Just received the final draft of the Development Guidelines for AAZPA. One comment: I would encourage us to keep the \$100,000 minimum donation required in order that AAZPA does not "sell itself short" (which has happened before). By giving a corporation the option for a lower commitment, they will take it!

Hope 1992 is a prosperous new year for you! I look forward to speaking with you

soon,
Linda Hunter



TOLEDO
ZOO

TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY • P.O. BOX 4010
TOLEDO, OHIO 43609

Erich Hunker

DIRECTOR OF MARKETING/DEVELOPMENT

(419) 385-5721

FAX: (419) 385-6935



American Association of Zoological Parks and Aquariums

DATE: February 7, 1992

REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: President Steve Taylor
RE: MID-YEAR ACTIVITY REPORT

The newly formed AAZPA Development Committee met in September to formulate its agenda for the year and has made progress on issues through written correspondence.

1. Committee members Sally Steele and Erich Hunker have organized, and will co-chair, an Advisory Group to communicate effectively with zoo and aquarium development professionals throughout North America. The group consists of the two co-chairs, five regional chairs, and 3 to 5 members-at-large in each region. This group will assist in reviewing cause-related marketing proposals; provide insight for various AAZPA fundraising activities, and act as a broad-based sounding board for the AAZPA Development Committee.
2. The committee also reviewed the AAZPA Development Guidelines; the final draft for board approval is attached. I would like to point out that about half the committee wants to set a minimum donation level of \$25,000 - \$30,000 to AAZPA; however, in reviewing the donations to date, many of them would have been rejected under that guideline. For now, the requirement of a minimum donation has been left out, but the committee will monitor the level of gifts and reconsider in the future.
3. The Committee requests that the Board also reconsider its previous decision to discontinue reciprocity record-keeping. (Record keeping is now done by a private business which charges zoos an annual fee of \$10 to keep the list of reciprocal zoos updated, but it seems a logical task for AAZPA.)

The AAZPA Development Committee plans to meet at the Regional Great Lakes Conference in Toledo, May 3-5. At that time, we will work on a position description for the new Development Director position, evaluate the effectiveness of the Advisory Group, and continue discussion on the mission of the committee.

cc: AAZPA Development Committee members
Steve Wylie
Bill Dennler, AAZPA Board Liaison
Sabin Robbins
Kris Vehrs

DEVELOPMENT GUIDELINES

Preamble

The future of AAZPA and its programs are dependent on the growth of development dollars. It is the responsibility of the staff and Board to adopt guidelines which are in the combined best interest of the AAZPA and its member institutions.

Guidelines

1. Promotions should benefit both AAZPA and its members. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions. Should the AAZPA require access to any member market, that member institution will be contacted prior to any communication.
2. The primary function of the AAZPA development staff is to raise funds for AAZPA.
3. The primary function of the development committee is to serve as a liaison and advisor to member institutions and the AAZPA.
4. All promotions which involve member institutions must be approved by the AAZPA Board of Directors.
5. \$100,000 is the minimum donation required for consideration of promotions involving coupons or discounts.
6. Proposals which provide royalties to AAZPA, but are limited to sales in AAZPA member institutions only, will be declined.
7. Proposals which provide royalties to AAZPA from a large market, as well as from sales to AAZPA memberships, will be considered.



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510
Highland Beach, Florida 33487
(407) 243-3122



MEMO

TO: Steve Taylor, Nancy Hollenbeck, Development Committee,
R. Wagner, K. Vehrs, K. Asis, N. Hotchkiss
FROM: Sabin Robbins
DATE: February 5, 1992
SUBJECT: Conservation Day Sponsor Search Update

Ever since AAZPA began serious discussions about Conservation Day in 1988, the Development/Marketing Office has sought national sponsor support. The search intensified prior to the first Conservation Day in June, 1991.

Although there have been several "serious nibbles," I am sorry to report that as yet we do not have a major sponsor. My efforts so far have focused on three areas:

1). Media Publicity

Over the last year I have contacted nearly every major publication directed to marketing-PR executives who might be interested in sponsorship. Our sponsor opportunity has been highlighted in Public Relations News, Party Line, Special Events Report, Special Events, O'Dwyer's Newsletter, and Resource One.

2). Marketing/Public Relations Firms

During the past year, I have sent special mailings to nearly 200 of the largest marketing/PR firms, who have as their clients nearly every major, national corporation in America.

3). Corporations

Over the last year and particularly since the September AAZPA Annual Meeting, I have made direct contacts (telephone with follow-up mailings) to some 65 companies whose market demographics or past support of the environment/zoos/aquariums made them potential sponsors.

Serious nibbles (i.e. follow-up calls requesting more information) have come from Campbell Soup/Swanson Foods, Kool-Aid, Mutual of Omaha, Coca-Cola, Mott's Apple Juice, Burger King, Western Publishing Co. (Golden Books), the National Frozen Food Association, Maxwell House Coffee/General Foods, Procter & Gamble, Chevron USA, and Weekly Reader.

Other national corporations contacted include Dairy Queen, Lever Bros. ("Snuggles"), Lego Systems, Dakin, Reeves International (Steiff stuffed animals), Gund, Dannon (Yogurt)Co., Swift-Eckrich Meats, Fannie May Candy, Johnson & Johnson, General Mills, Keebler, Kellogg's, Kenner Products (toys), Binney & Smith (Crayola), Turner Broadcasting Co., McDonald's, Celestial Seasonings, Dupont, Visa/USA, Target Stores, J.C. Penney, Amway, Sears, Frito-Lay, Hershey Foods, Exxon, Toys-R-Us, Lionel Trains, Mattel Toys, Nabisco, Wal-Mart Stores, Tootsie Roll Industries, K-Mart, J.M. Smucker Co., Quaker Oats/Gatorade, Ralston Purina, Toracello Italian Wine, Brock Candy, Best Foods, Kodak, Fuji, Polaroid, Lite 'n Lively Foods, Planters, Bubble Yum (bubble gum), Kentucky Fried Chicken, Nestles, Con Agra's Kid Cuisine, Ray-O-Vac (batteries), Pet Foods (El Paso Mexican line, etc.), Fisher-Price Toys, Kraft/General Foods.

Obviously I'm frustrated (but not discouraged!) because I genuinely believe that the C Day & Z-A Month sponsor package is a bargain buy at \$100,000. Have I left some stones unturned in my search? If you have any general or specific sponsor approaches, please give me a call. I promise to follow up any lead immediately!

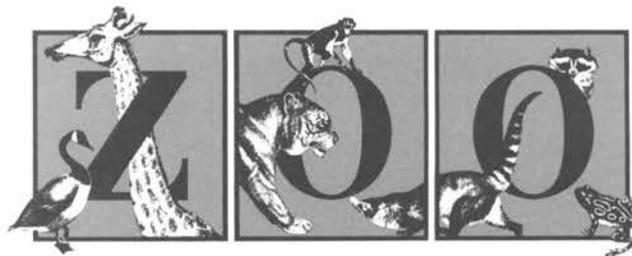
**The Zoological
Society of Houston**

Houston Zoological
Gardens

George R. Brown
Education Center

Post Office Box 66387
Houston, Texas 77266
713-529-2632

January 30, 1992



Ms. Kathryn Roberts
Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

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Claire Wilkins
Nancy D. Williams

Joan G. Wicks
Executive Director

William E. Denham III
Concessions Director

Dear Kathryn:

I am very pleased to have been invited to serve on the AAZPA Development Committee. I know several of the committee members and look forward to meeting you and the rest of the committee. I have already gained helpful information from the materials I have received from you. The draft of the Development Guidelines you sent for my review looks good. I apologize for the delay in contacting you.

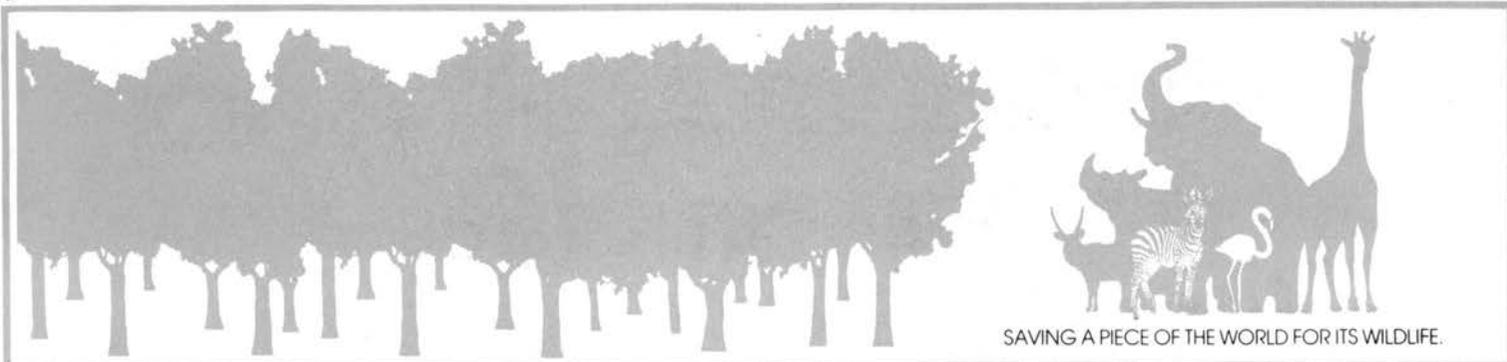
The mailing address you currently have for me is the Houston Zoological Gardens' address. At your convenience, please change my mailing address to the following:

Mary-Floye Federer
Director of Development
Zoological Society of Houston
Post Office Box 66387
Houston, Texas 77266
(713) 529-2632

I understand that the Development Committee will meet at the upcoming Great Lakes regional conference in May. I look forward to seeing you there.

Sincerely,

Mary-Floye Federer
Director of Development



NORTH CAROLINA ZOOLOGICAL SOCIETY

MEMORANDUM

January 17, 1992

To: Regional Chairs of the AAZPA Advisory Group

From: Erich Hunker
Sally Steele

Thank you!

Your enthusiasm to take on a regional chair in this new group has us off to a dynamic beginning.

Please find here, a copy of an article which will be appearing in the next AAZPA Communique as well as Judy Blackstock's Connections. We hope you will be hearing from a number of development professionals interested in participating in your region.

If you have already solicited your three to five members-at-large, and receive additional volunteer offers, please go ahead and keep a listing of these volunteers. This will be a great start on our directory objective.

Meanwhile, we need the following information on your members-at-large by January 31: Name, title, organization, address, phone number and fax number. Please forward these to Sally so she can compile the master mailing list.

Thanks again. We're excited to be working with you and developing a professional network which will benefit both the AAZPA and our individual institutions.

cc: Kathryn Roberts, Chairman AAZPA Development Committee

Communique Article

DEVELOPMENT

A high priority of the newly-founded AAZPA Development Committee is the establishment of a national network of development professionals.

To accomplish this, a national Advisory Group of zoo and aquarium professionals is being established and is co-chaired by Erich Hunker, Toledo Zoo Society and Sally Steele, North Carolina Zoo Society.

The purpose of the Advisory Group is to assist the AAZPA and AAZPA Development Committee with the review of cause-related marketing proposals and possible promotional opportunities; provide input and insight for various AAZPA fundraising activities; assist, and serve as a resource to, other zoo and aquarium development and marketing professionals; and, act as a broad-based sounding board for the AAZPA and the AAZPA Development Committee.

The following regional chairs have been named and they will be contacting professionals within their regions to serve as members-at-large. Development staff should contact the chair within their region or one of the national co-chairs if they would like to volunteer and be a part of this new effort.

(more)

REGIONAL CHAIRMEN

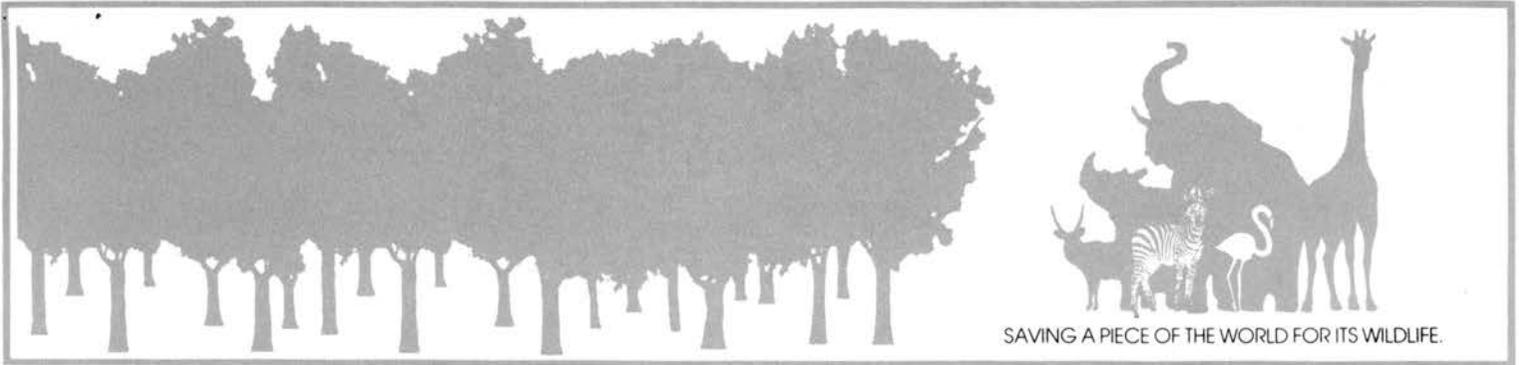
- Northeast Fran Bernstein, Membership Director
Friends of the National Zoo
3000 Block of Connecticut Avenue
Washington, DC 20008
(202) 673-4950
- Southern John Hughes, Development Coordinator
Central Florida Zoo
Post Office Box 309
Lake Monroe, FL 32747
(407) 323-4450
- Great Lakes John Reynolds, Development Director
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222
(317) 630-2001
- Central Bette Martin, Executive Director
Friends of the Topeka Zoo
635 Gage Boulevard
Topeka, KS 66606
(913) 272-7595
- Western Charles Bieler, Development Director
Zoological Society of San Diego
P.O. Box 551
San Diego, CA 92112
(619) 231-1515

NATIONAL CO-CHAIRMEN

Erich Hunker
Director of Development & Marketing
Toledo Zoological Society
P.O. Box 4010
Toledo, OH 43609
(419) 385-5721

Sally Steele
Associate Director
North Carolina Zoological Society
Route 4, Box ZOO
Asheboro, NC 27203
(919) 879-7250

January 17, 1992



NORTH CAROLINA ZOOLOGICAL SOCIETY

MEMORANDUM

January 10, 1992

To: Kathryn Roberts
From: Sally Steele *Sally*
Re: AAZPA Development Committee

I understand the need to table the minimum donation issue for now, however, I hope we will be able to review it in the near future. I think we're diminishing the perceived value of the AAZPA's good name by not having a minimum "buy-in".

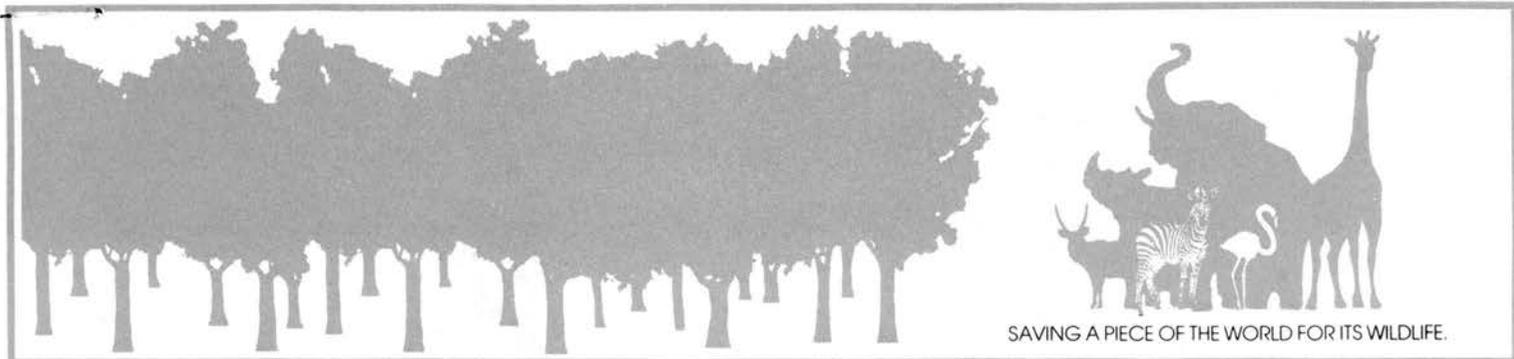
Can we re-write the last sentence in the preamble? I would very much like to see us take a more positive position by stating something like "...It is the responsibility of the staff and Board to adopt guidelines which are in the combined best interest of the AAZPA and its member institutions."

On another topic - attached is a draft of an article for the Communique, explaining the function of our new Advisory Group. If you think it is appropriate, please forward it for publication.

Erich and I have all regional chairs in place and they are each recruiting three to five members-at-large. These are to be in place no later than January 31. Since we have had a number of requests to be a part of this networking organization, we felt it wise to offer participation to all members.

The North Carolina Zoo Society will be happy to maintain this listing on computer and generate labels and lists as needed for AAZPA and committee use. I will plan to do this unless I hear otherwise from you.

Many, many thanks for a copy of David's paper. The need for information within our organization is urgent. Perhaps we could make a priority list and conduct an extensive survey through our advisory group.



NORTH CAROLINA ZOOLOGICAL SOCIETY

Communique Article

DEVELOPMENT

A high priority of the newly-founded AAZPA Development Committee is the establishment of a ~~national~~ *North American* network of development professionals.

To accomplish this, a national Advisory Group of zoo and aquarium professionals is being established and is co-chaired by Erich Hunker, Toledo Zoo Society and Sally Steele, North Carolina Zoo Society.

The purpose of the Advisory Group is to assist the AAZPA and AAZPA Development Committee with the review of cause-related marketing proposals and possible promotional opportunities; provide input and insight for various AAZPA fundraising activities; assist, and serve as a resource to, other zoo and aquarium development and marketing professionals; and, act as a broad-based sounding board for the AAZPA and the AAZPA Development Committee.

The following regional chairs have been named and they will be contacting professionals within their regions to serve as members-at-large. Development staff should contact the chair within their region or one of the national co-chairs if they would like to volunteer and be a part of this new effort.

(more)

REGIONAL CHAIRMEN

Northeast Glenn Ekey, Director
Rhode Island Zoological Society
Roger Williams Park Zoo
Providence, RI 02905
(401) 941-3910

Southern John Hughes, Development Coordinator
Central Florida Zoo
Post Office Box 309
Lake Monroe, FL 32747
(407) 323-4450

Great Lakes John Reynolds, Development Director
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222
(317) 630-2001

Central Bette Martin, Executive Director
Friends of the Topeka Zoo
635 Gage Boulevard
Topeka, KS 66606
(913) 272-7595

Western Charles Bieler, Development Director
Zoological Society of San Diego
P.O. Box 551
San Diego, CA 92112
(619) 231-1515

*From Bernstein, Membership Director
Friends of the National Zoo
c/o National Zoological Park
Washington, DC 20008
(202) 673-4994*

NATIONAL CO-CHAIRMEN

Erich Hunker
Director of Development & Marketing
Toledo Zoological Society
P.O. Box 4010
Toledo, OH 43609
(419) 385-5721

Sally Steele
Associate Director
North Carolina Zoological Society
Route 4, Box 200
Asheboro, NC 27203
(919) 879-7250

January 10, 1992
Erich Hunker
Sally Steele



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation.

B. Mark

9 January 1992

MEMO TO: AAZPA COMMITTEE CHAIRMEN, CONSERVATION CENTER SENIOR STAFF,
and ADVISORS

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Immediate Past President
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Executive Director
ROBERT O. WAGNER

FROM: ROBERT WAGNER, EXECUTIVE DIRECTOR *R. Wagner*

SUBJECT: SEMIANNUAL COMMITTEE ACTIVITY REPORTS

President Taylor has requested that I inform all chairmen, Conservation Center senior staff, and advisors that their midyear reports will be due no later than 10 February 1992. Chairmen, senior staff, and advisors are to send the original and 19 copies to the Executive Office in Wheeling. It would be helpful if your report is typed single spaced and copied on both sides where possible. Do not mail reports directly to Board members. However, please send a copy of your report to your Board liaison and those serving on your committee.

If you have any questions with respect to your report, please channel such questions through your Board liaison. It would be greatly appreciated if you would include specific recommendations or make specific suggestions to the Board in concluding your written report. Even though you may have matters that are not complete by the deadline, do not delay in sending your report - submit it on time and send an addendum.

DIRECTORS

WILBUR B. AMAND, VMD

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

DAVID E. ANDERSON

WILLIAM V. A. DENNLER

THOMAS C. OTTEN

The Board meetings will be hosted by the Baltimore Zoo and the National Aquarium in Baltimore and held at the Hyatt Regency, Inner Harbor, Baltimore, Maryland. They will begin on Friday afternoon, 13 March, and conclude around noon on Sunday, followed by the Northeastern Regional Conference. Please advise me if you wish to appear before the Board so that I can schedule an appropriate time. If you plan to appear, you must make your own reservations at the Hyatt Regency through the National Aquarium in Baltimore.

On behalf of President Taylor and the Board of Directors, I take this opportunity to thank each of you for your dedicated service to our Association.

ROW/br

Copies to: AAZPA Board of Directors

*To Pres. Taylor
cc Committee
Bd Liaison*



NORTH CAROLINA ZOOLOGICAL SOCIETY

Mr. Paul Grayson
AAZPA Program Chairman
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222

January 9, 1992

Dear Paul,

I was delighted to learn from John Reynolds that the AAZPA program committee plans to include a number of development and marketing sessions during this year's National Conference.

I'd like to request, however, that one important tradition be continued and offer some assistance in making this happen. In the past, development professionals have met for a Sunday afternoon net-work session. Many AAZPA members find this session valuable and have stated that it quite often justifies their conference attendance.

While I agree with the philosophy that all sessions should be recorded, I think an informal Sunday afternoon would be appropriate and could include the following format:

- 12:00 - 1:00 PM Luncheon (these have always been sponsored in the past and I'm confident could be sponsored again)
- 1:00 - 2:00 PM Round table discussions (topics might include: membership renewal, membership acquisition, capital campaigns, marketing plans, adopt an animal programs, special events, planned giving programs, annual appeals, cause-related marketing, animal/habitat sponsorships, etc.)
- 2:00 - 2:30 PM Break - materials exchange
- 2:30 - 3:30 PM Round table discussions by region

Erich Hunker, Director of Development and Marketing for the Toldeo Zoo and I have discussed the importance of the Sunday afternoon session. More than 80 delegates attended this session in San Diego and 50-plus the year before. Erich and I are ready to offer our assistance if you are agreeable to adding this to the program.

Many thanks for your consideration. Please let us know how we may help to schedule this Sunday afternoon development session on the conference program.

Sincerely,

Sally

Sally Steele
Associate Director

cc: Erich Hunker
John Reynolds
Kathryn Roberts ✓



KNOXVILLE ZOOLOGICAL SOCIETY

P.O. BOX 6040 • KNOXVILLE, TENNESSEE 37914 • 615/637-5331 FAX 615/637-1943

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Dr. William L. Patterson

Paul C. Sherbakoff

January 7, 1992

Kathryn Roberts, Director
Minnesota Zoo
13000 Zoo Blvd.
Apple Valley, Mn. 55124

Dear Kathryn:

Many thanks for sending the proposed Development Guidelines and David Jenkins' very interesting materials.

I am in agreement with the proposed guidelines, and do understand your recommendations.

I do continue to have a concern about AAZPA selling itself too cheaply... just to attract a donation. Many of us are getting larger donations from corporations for similar sponsorship/underwriting/royalty-type arrangements. When the new Development Director is in place, I would strongly recommend that he/she review this area closely.

Thanks for coordinating this effort. Best wishes for a great '92.

Sincerely,

Ted A. Beattie
Executive Director

TAB/kb



TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY TOLEDO, OHIO 43609 (419)385-5721



TOLEDO
ZOO

January 3, 1992

Mr. Sabin Robbins
3101 S. Ocean Boulevard
Suite 510
Highland Beach, Florida 33487

Dear Sabin:

Happy New Year! I know you
degree temperature, but rest
rest of the country nice and c

*Sabin
Did anything
happen with
this lead?
Kathryn*

On a more serious note, I have a good lead for something. The
AAZPA is interested in for a corporate
recent meeting with the midwest reg.
Photo Film, I happened to discuss my
Committee and some of the "projects" to
do with corporate assistance. In spe
memo sent to all of us from Dave Jen
AAZPA's "development needs." One of t
PR campaign - caught the ear of th
meeting. I put a price tag of \$2
campaign and mentioned it could be c
and Aquarium Month.

Today, I received a call from the
stated that he had been in contact
manager for Fuji Photo Film out of Ne
very interested in learning more
sponsorship, particularly for a public
marketing manager wanted some informa
proposed PR campaign.

Obviously, without a structured plan and without a Director of
Development at the AAZPA, we may not be able to move forward.
However, this is a good lead and as I told David Jenkins, a
national public relations advertising campaign for zoos and
aquariums would be tremendously useful to every zoo and aquarium -
regardless of size or demographic location. I would hate to let
this drop by the wayside.

I have the name and address of the Fuji Photo Film marketing
manager, which I will be happy to share. I am asking you - and the
AAZPA and the Development Committee - to give this serious thought.
I will be happy to work with you and the AAZPA in the cultivation
of Fuji Film and, hopefully, getting them involved in a major
sponsorship to benefit all of us.

*3/12/92
→ Kathryn
I immediately sent
CC of this to KAREN ASIS,
who handles PR for
AAZPA full-time &
also discussed it over phone.
She has had several
discussions with them & hopes
to see them soon. SR*

(over)



PROGRESS THROUGH PUBLIC AND PRIVATE PARTNERSHIP

TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY TOLEDO, OHIO 43609 (419)385-5721



TOLEDO
ZOO

January 3, 1992

Mr. Sabin Robbins
3101 S. Ocean Boulevard
Suite 510
Highland Beach, Florida 33487-2544

Dear Sabin:

Happy New Year! I know you are probably suffering in below 70 degree temperature, but rest assured that Toledo is keeping the rest of the country nice and cool this time of year.

On a more serious note, I have a good lead for something I know the AAZPA is interested in for a corporate sponsor to fund. During a recent meeting with the midwest regional representative for Fuji Photo Film, I happened to discuss my role on AAZPA's Development Committee and some of the "projects" the organization would like to do with corporate assistance. In specific, I was referring to the memo sent to all of us from Dave Jenkins, dated 10/22/91, listing AAZPA's "development needs." One of those items - a national AAZPA PR campaign - caught the ear of the gentleman with whom I was meeting. I put a price tag of \$250,000 - \$500,000 for this campaign and mentioned it could be conducted during (before?) Zoo and Aquarium Month.

Today, I received a call from the regional representative who stated that he had been in contact with the national marketing manager for Fuji Photo Film out of New York state. Fuji would be very interested in learning more about possible national sponsorship, particularly for a public relations campaign, and the marketing manager wanted some information about the AAZPA and the proposed PR campaign.

Obviously, without a structured plan and without a Director of Development at the AAZPA, we may not be able to move forward. However, this is a good lead and as I told David Jenkins, a national public relations advertising campaign for zoos and aquariums would be tremendously useful to every zoo and aquarium - regardless of size or demographic location. I would hate to let this drop by the wayside.

I have the name and address of the Fuji Photo Film marketing manager, which I will be happy to share. I am asking you - and the AAZPA and the Development Committee - to give this serious thought. I will be happy to work with you and the AAZPA in the cultivation of Fuji Film and, hopefully, getting them involved in a major sponsorship to benefit all of us.

(over)



PROGRESS THROUGH PUBLIC AND PRIVATE PARTNERSHIP

Mr. Sabin Robbins

Page 2

Please contact me when you are ready and able and I will pass along the name and address of the individual at Fuji you/we need to talk with.

I look forward to hearing from you soon.

Sincerely,



Erich J. Hunker

Director of Development and Marketing
AAZPA Development Committee Member

cc: Mr. William V.A. Dennler, The Toledo Zoo
Ms. Kathryn R. Roberts, Minnesota Zoo
Mr. Steve Taylor, Cleveland Metroparks Zoo



American Association of Zoological Parks and Aquariums

DATE: December 30, 1991
REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: AAZPA Development Committee Members
RE: DEVELOPMENT GUIDELINES

I have attached a final draft of the Development Guidelines for your review. I would like this to be our last review prior to submitting these to the board.

Let me make a couple of comments. First, at least a couple of you felt there should be a minimum donation level set. I must tell you I think this should be a goal for AAZPA rather than part of the guidelines today. In reviewing the donations to date, many of them would have to have been rejected. It is my opinion the organization is not flush enough to have the luxury of turning down any donations. We should take responsibility to monitor the level of gifts and determine when setting a minimum donation is appropriate. We need more information before we set an arbitrary limit.

Secondly, Sally had suggested that promotions be approved by the board and a majority of the Development Committee. While this would certainly be a nice task for us to take on, I do not believe we have been delegated authority by the board to act in any capacity other than advisory. For this reason, I have not incorporated committee approval into the guidelines.

If I do not hear from you by February 1, I will assume that you are in basic agreement with these guidelines. Please remember we can always go back and review them as time passes. I think it is important for us to establish our committee's reputation as being productive and responsive. One way to do that is to have these guidelines to the board before their mid-year meeting.

cc: Steve Taylor, AAZPA President
Steve Wylie
Bill Dennler, AAZPA Board Liaison
Sabin Robbins
Kris Vehrs
Bob Wagner

DEVELOPMENT GUIDELINES

Preamble

The future of AAZPA and its programs are dependent on the growth of development dollars. It is the responsibility of the staff and Board to adopt guidelines that ensure that our development programs do not have a significant negative impact on individual member institutions.

Guidelines

1. Promotions should benefit both AAZPA and its members. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions. Should the AAZPA require access to any member market, that member institution will be contacted prior to any communication.
2. The primary function of the AAZPA development staff is to raise funds for AAZPA.
3. The primary function of the development committee is to serve as a liaison and advisor to member institutions and the AAZPA.
4. All promotions which involve member institutions must be approved by the AAZPA Board of Directors.
5. \$100,000 is the minimum donation required for consideration of promotions involving coupons or discounts.
6. Proposals which provide royalties to AAZPA, but are limited to sales in AAZPA member institutions only, will be declined.
7. Proposals which provide royalties to AAZPA from a large market, as well as from sales to AAZPA memberships, will be considered.

MEMORANDUM

TO: Zoo Act Task Force, AAZPA Board, Conservation Center Staff, Bob Wagner

FROM: David Jenkins

DATE: 19 December 1991

RE: Zoo and Aquarium Impact

What is enclosed is not a "white paper." I drafted it primarily with the proposed Zoo Act in mind, and therefore focused on an impact scenario as a good strategy to convince non-zoo decision makers that we deserve their support. I believe it paints an honest, and even conservative picture of the collective impact our institutions presently have.

Karen Asis is on vacation and has not had an opportunity to review this work. I suggest that after she returns, she can extract from this whatever is the most useful information and restructure it into a "white paper" format for all our directors, P.R. officers and for anyone else who can use it. It's obviously not suitable for a press release but it will form a good background for any future zoo and aquarium stories.

I will leave a complete set of all materials and calculations with Karen Asis and Kris Vehrs, and will be available for any questions.

This has been a project I have enjoyed and I hope, with additional work, will prove of some benefit to the AAZPA in its quest to establish just how much we are really doing for our local and global community.

My thanks to all the AAZPA staff who helped prepare this data.

TO: AAZPA Exec Co
FR: KR Roberts

I thought the attached was very interesting. See page 3 for our possible task.

THE IMPACT OF AAZPA ZOOS AND AQUARIUMS
DISCUSSION FOR THE FUTURE

I Economic Impact

1) Much of this data is based on the 1990-1991 AAZPA Directory and therefore is 1989 data. With the new 1992 Directory, the information will be far more current.

2) If everyone is in agreement that the economic impact of tourism is a powerful pro-zoo and aquarium argument, then I recommend we conduct a more extensive study; one that covers more than the original 23 institutions I used for my source information. Moreover, after I was well into the study, I discovered that instead of "out-of-state," a better category is "over 100 miles." Most experts in the tourism field agree that anyone travelling over 100 miles will stay overnight. I suggest the Development Committee should attempt to collect more complete data on the percentage of visitors that travel that distance.

I also may have erred on the side of conservatism. I know that although we have many "out-of-state" visitors, most will opt to stay with friends or relatives in the area. Therefore, I did not use the \$135.28 figure that would include a hotel stay. If I had done so, the dollar figure from our "out-of-community" visitors would be well over 3 billion dollars.

This kind of "tourist impact" is employed by convention bureaus, theme parks and others. It is time we put it into our own economic arsenal.

II Conservation Impact

There is important information in this critical area that we are not yet aware of- to wit:

1) Exactly how many species do we have collectively? ISIS should be able to answer this more accurately in the near future.

2) What is the total cost of maintaining all our animals? This could be obtained two ways:

1. ask each institution to estimate the percentage of the annual operating budget that goes into total animal husbandry.

2. ask for a breakdown for (a) animal staff, (b) animal food, (c) veterinary services, (d) animal facilities maintenance, etc.

The latter would obviously give us more detailed information, but would be harder to obtain. Even if we only knew the former, this figure (which is probably 25-33% of the total operating budget) would presently run into the hundreds of millions. Therefore, this is a very vital figure to have.

3. Again, this would not be an easy figure to arrive at, but perhaps as part of the 1992 Annual Report each institution could estimate the amount of money they spend on conservation programs. We know, for example, that WCI spends over \$4,000,000, so the grand total should be impressive.

4. Figures that I believe would be very powerful are: (1) the number of species, (2) the number of animals, and (3) the estimated cost of all the rescue and rehabilitation programs across the continent. Here in particular, the aquariums shine.

III Education Impact

1. We could use a cost estimate on our collective international programs. This would be obtained as part of II (3).

2. We are receiving good data on local education. What we need now is a more complete sample and a better idea of just how many students receive "formal" education programs.

FINAL RECOMMENDATIONS

1. Get better data on "out-of-community" visitation
2. Get collective data on how much we spend on animal husbandry
3. Get collective data on how much we spend on international conservation programs
4. Get collective data on our rescue and rehab programs

5. Get collective data on zoo & aquarium research

Many of these tasks could be farmed out to different AAZPA committees and then put into final form by AAZPA staff. It should be possible to have a much more complete report by December 1992.

THE IMPACT OF AAZPA ZOOS AND AQUARIUMS

INTRODUCTION

There are 160 zoological parks and aquariums accredited by the American Association of Zoological Parks and Aquariums. Virtually every community in the United States and Canada is within a short drive of one of these institutions. A 1987 study reported that 98% of all Americans and Canadians have visited a zoological park in their lifetime. 82% have visited an aquarium.

The collective impact of these 160 institutions is considerable; encompassing economics, conservation, and most of all, education. The zoos and aquariums of the AAZPA play a vital role in the future of their communities, in the future of the world's wildlife and in the future of our children.

ECONOMIC IMPACT

The collective attendance of AAZPA member institutions represents nearly half the population of the United States and Canada on an annual basis. In 1989, over 102 million people visited the zoos and aquariums of North America. Of these visitors, preliminary data indicates that on the average, 25% come from out-of-state. The International Association of Convention and Visitor Bureaus estimate that Americans travelling away from home spend \$47.14 per day, excluding hotels. (If they stay in a hotel, this figure triples.) This means that the 25.5 million out-of-state zoo and aquarium visitors are bringing a minimum of 1.2 billion dollars in tourist revenues to the states they visit. This is on top of the hundreds of millions spent on admissions and concessions, the \$408,000,000 spent on capital improvements, and the salaries of over 22,000 full and part-time zoo and aquarium staff; all of which flows into the local community.

Zoos and aquariums are major players in the community's economic and social well-being. They are almost always ranked in the top 5 of their community's major attractions, often as number 1. Not only do they account for over a billion dollars of out-of-state tourist dollars, but they also produce a comparable amount from in-state tourists that travel over 100 miles. Collectively, zoos and aquariums bring in, and spend, several billions of dollars in their communities.

CONSERVATION IMPACT

The impact of AAZPA zoos and aquariums on conservation is enormous. Over 4,000 vertebrate species are currently being preserved and bred in North American institutions. Nearly a million animals, including invertebrates, currently live in our zoos and aquariums.

For those species who are threatened with extinction, a world-renowned program of genetic management is being administered by the AAZPA and 144 AAZPA institutions. As of 1991, 63 endangered species are part of this Species Survival Program (SSP). An estimated 9,000 animals are being carefully managed to ensure their survival for the next 200 years.

Such a program is not without cost. Zoo and aquarium professionals spent over 50,000 hours and an estimated 2.5 million dollars in 1991 just on SSP management alone. (This total does not take into account all other animal care expenses such as food, medicine and daily care.)

The international efforts of North American institutions are equally impressive. In 1990-1991, 69 institutions supported 338 programs in 63 nations across 6 continents. Conservation programs ranged from international training to habitat restoration, to species reintroduction, ecological research and more. Field research in almost every major animal group - from sponges to elephants - is sponsored by AAZPA institutions.

Of particular note are the 69 programs that involve the rescue, rehabilitation, and reintroduction of animals. These are currently being sponsored in 26 US states and 14 nations. 82 Programs involving habitat conservation in parks, preserves, zoos, and even cities, is being supported in 36 nations. The zoos and aquariums of North America are constantly utilizing their expertise in the goal of preserving the world's wildlife.

EDUCATION IMPACT

Zoos and aquariums conduct international training programs for zoologists and wildlife managers, support local education programs, and provide for fellowships, internships, and student grants. They also donate their time, materials, and equipment to conservation education projects in developing countries. In 1990-1991, AAZPA institutions supported 45 educational programs

in 24 nations.

At home, the impact is still greater. In 1989, an estimated 9.7 million schoolchildren visited AAZPA zoos and aquariums as part of their school year curriculum. There are 51 million schoolchildren in the United States, thus, almost 1/5 of all students visit a local zoo or aquarium annually.

In 1989, 13 million adults and children took part in formal and informal education programs. In addition, 35,000 teachers were given in-service training by zoos and aquariums. AAZPA institutions spent an estimated 27 million dollars on education programs in 1989, and this amount has been rising dramatically over the past decade.

SUMMARY

The majority of the earth's wildlife faces extinction in the next century. It will require marshalling all the world's conservation forces to prevent this. The 160 accredited zoos and aquariums of North America are a conservation force of great influence. The millions of children we teach and the hundreds of thousands of animals we preserve are our most important contribution to this cause.

AAZPA MEMBER INSTITUTIONS

OUT-OF-STATE VISITATION

Institution	%
Columbus Zoological Gardens, OH	2.6
Cleveland Metroparks Zoological Park, OH	3.0
San Francisco Zoological Gardens, CA	9.0
Omaha's Henry Doorly Zoo, NE	9.0
Dallas Zoo, TX	9.0
Woodland Park Zoological Gardens, WA	15.0
Erie Zoological Gardens, PA	15.0
North Carolina Zoological Park, NC	16.0
St. Louis Zoological Park, MO	21.1
Fort Wayne Children's Zoo, IN	22.0
Sacramento Zoo, CA	23.0
Riverbanks Zoological Park, SC	23.0
Milwaukee County Zoological Gardens, WI	25.0
Toledo Zoological Gardens, OH	25.0
Knoxville Zoological Park, TN	27.0
Louisville Zoological Garden, KY	28.0
Tulsa Zoological Park, OK	30.0
The Phoenix Zoo, AZ	30.0
Minnesota Zoological Garden, MN	37.0
San Diego Zoo, CA	45.0
The Seattle Aquarium, WA	50.0
National Aquarium in Baltimore, MD	70.0
New England Aquarium, MA	<u>89.0</u>
Average	<u>27.11</u>
Out-of-state visitors daily expenditure	\$ 47.14*
Out-of-state visitors daily expenditure including hotel accommodations	\$135.28*

* Source: International Association of Convention & Visitor Bureaus
US Travel Data Center

THE IMPACT OF AAZPA ZOOS AND AQUARIUMS

DETAIL

Category	Known Data	Date of Data	Source of Data
I. ECONOMIC IMPACT			
1. Total North American Visitation	102,187,739	1989	AAZPA Directory
2. Total Tourist (out of state) visitors	Est. 25,500,000	1991	AAZPA Survey
3. Economic Impact of Tourist (out of state) visitors	Est. \$1,202,000,000	1990	IACVB
4. Total Support Members	3,681,570	1989	AAZPA Directory
5. Total Operating Budget	\$711,214,225	1989	AAZPA Directory
6. Total Capital Improvements Budget	\$408,072,905	1989	AAZPA Directory
7. Total Full Time (14,130) and Part time (8,528) staff	22,658	1989	AAZPA Directory
8. Total Volunteers	20,770	1990	Zoo Volunteer Survey (Agnes Spurlock)
9. Total Volunteer Hours	1,747,945	1990	Zoo Volunteer Survey (Agnes Spurlock)
II. CONSERVATION IMPACT			
1. Collaborative Care for all Species			
A. Total Species	Est. 4,000 species (mammals, birds, reptiles, amphibians)	1991	ISIS
B. Total Animals	220,491 vertebrates <u>621,526</u> invertebrates 842,017 animals	1989	AAZPA Directory
C. Total Cost of Animal Husbandry			To be determined
2. Collaborative Care for Vanishing Species			
A. Number of Species in SSP Programs	63	1991	AAZPA Conservation Center
B. Number of Animals in SSP Programs	Est. 9,000	1991	AAZPA Conservation Center
C. Total number of hours devoted to SSP Management	Est. 56,600	1991	AAZPA Conservation Center
D. Total estimated cost of SSP Programs	Est. \$2,500,000	1991	AAZPA Conservation Center

3. Support for International Conservation Programs

A. Types of Programs		1990-91	AAZPA Annual Report
Ecological Research			
International Training			
Animal Reintroduction			
Animal Rescue			
Land Purchase			
Park Restoration			
Germ Plasm Preservation			
Habitat Management & Preservation			
B. Total Number of Programs (69 AAZPA Institutions)	388		
C. Location	6 Continents 63 Nations	1990-91	AAZPA Annual Report
D. Total Cost			To be determined

4. Rescue, Rehabilitation and Reintroduction Programs

A. Number of Programs	69	1990-91	AAZPA Annual Report
B. Location			
U.S.	26 States		
International	14 Nations	1990-91	AAZPA Annual Report
C. Number of Species			To be determined
D. Number of Animals			To be determined
E. Estimated Cost			To be determined

5. Support for Habitat Conservation

A. Number of Programs	82	1990-91	AAZPA Annual Report
B. Location	36 Nations	1990-91	AAZPA Annual Report
C. Estimated Cost			To Be Determined

III. EDUCATIONAL IMPACT

1. International Programs

A. Types of Programs			
International Training			
Local Education			
Fellowship Grants			
Students Grants			
Material Development			
Donated Equipment			
B. Number of Programs	45	1990-91	AAZPA Annual Report

C. Location	24 Nations	1990-91	AAZPA Annual Report
D. Estimated Cost			To be determined
2. Community Programs			
A. Total number of students visiting as part of school year	Est. 9,700,000	1989	AAZPA Education Survey
B. Total number of Adults and Children receiving Education Programs	Est. 13,000,000	1989	AAZPA Education Survey
C. Total number of Teachers Receiving Education Programs	Est. 35,000	1989	AAZPA Education Survey
D. Total Cost	Est. \$27,000,000	1989	AAZPA Education Survey



AAZPA CONSERVATION CENTER

7970-D Old Georgetown Road, Bethesda, MD 20814-2493
(301) 907-7777 Fax: 301: 907-2980

Conservation • Development • Education • Legislation • Public Relations



MEMORANDUM

To: Kathryn Roberts
From: David Jenkins
Date: 19 December 1991
Re: Development Guidelines

As per our conversation, I have slightly restructured the development guidelines so as to include some good suggestions from committee members (especially Sally Steele). I am also enclosing Sally's 25 September letter in order for you to see the points I differ upon.

I prefer her organization slightly better than the version Steve Taylor and I put together on 12 June, so I have rearranged some of the numbers and kept some of Sally's terminology.

I differ with Sally on some important issues. First of all, I believe all major promotions should be examined by the Development Committee, however, I do not believe a majority of the Development Committee must approve a promotion. I feel that such approval is solely a Board action.

Secondly, I do not believe there should be a minimum donation. Ted Beattie also commented on this and thought we might be selling ourselves short. Perhaps so, but if we set a minimum donation, then every donation we have received to date (some as large as \$15,000) would have to be rejected. Perhaps some day we will be flush enough to do this, but now is not the time.

Therefore, I have deliberately left off #3 of Steve's original guidelines. With the restructuring of #4,5,6,&7, direct guidance is offered to staff; allowing them to act quickly on small proposals which do not involve member institutions. In this way, we are not placing a money ceiling (either \$30,000 or \$25,000) on staff consideration and will be allowing them to rely on their own judgement.

Kathryn, its been great to work with you, however briefly, and I am most pleased that the Development Committee is up and running. Things have been a bit slow at Sabin's end but will

hopefully pick up after the first. If everyone is in agreement that the guidelines will hold for awhile, then you and the committee can focus on other issues and priorities. If there is anything I can do to help, don't hesitate to call me at the National Zoo.

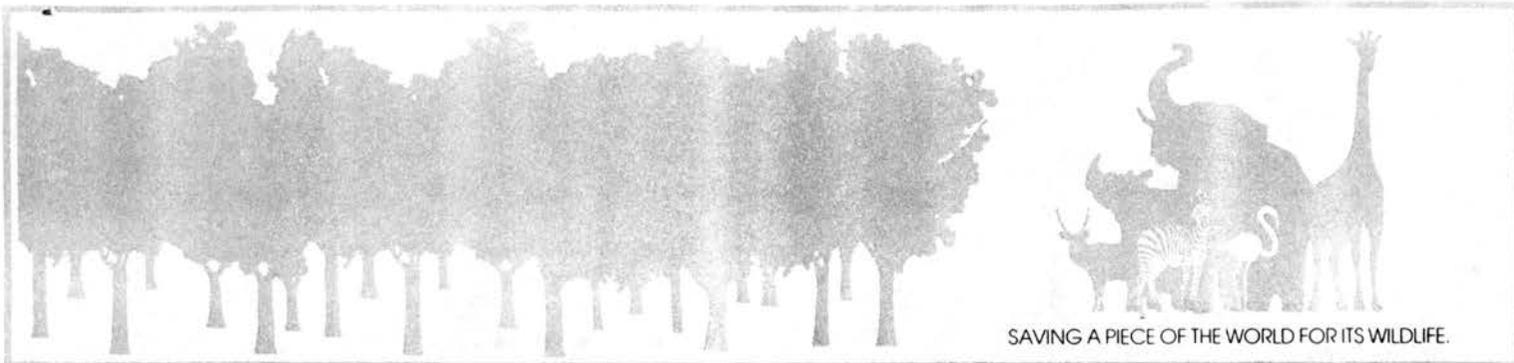
Sincerely,

A handwritten signature in dark ink, appearing to read "DAVE", written in a cursive style.

David Jenkins,
Deputy Director

DJ:mb

cc: S. Taylor, S. Wylie, S. Robbins, K. Vehrs, R. Wagner



NORTH CAROLINA ZOOLOGICAL SOCIETY

AAZPA Development Guidelines

1. Promotions should benefit both AAZPA and its members. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions. Should the AAZPA require access to a member market, that member institution will be contacted prior to any communication.
2. The primary function of the AAZPA development staff is to raise funds for the AAZPA.
3. The primary function of the development committee is to serve as a liason and advisor to member institutions and the AAZPA.
4. All AAZPA promotions must be approved by the Board and a majority of the development committee. The development committee will work through the advisory committee to obtain a general consensus of the membership when promotions involve the membership. Participation will be at the discretion of the membership.
5. \$100,000 is the minimum donation required for promotions involving coupons or discounts.
6. \$25,000 is the minimum donation (or in-kind donation) for any promotion with the AAZPA.
7. AAZPA licensing programs will be approved by the board and a majority of the development committee. No other agency may act on the behalf of the AAZPA in this regard.

Special Note: AAZPA development staff is defined to include AAZPA marketing staff. It is assumed that AAZPA development, marketing and administrative staff have an established procedure for program approval prior to presentation to the development committee and the AAZPA board. Special consideration should also be given to keep the AAZPA's public relations and public education committees informed.

Submitted for consideration to David Jenkins, cc: Kathryn Roberts by Sally Steele, September 25, 1991.

DRAFT DEVELOPMENT GUIDELINES

1. All promotions involving members must be approved by the Board and our member institutions.
2. No promotion involving coupons or discounts will be considered if it involves less than \$100,000 for AAZPA.
3. Promotions of \$30,000 or less can be approved by staff (unless in conflict with #1).
4. Royalties from sales to members only will be declined; however, those from larger markets will be considered.
5. Development staff should raise money for AAZPA projects only.
6. Promotions should (if possible) benefit both AAZPA and its members.
7. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions.



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510
Highland Beach, Florida 33487
(407) 243-3122



December 9, 1991

Mr. Bruce A. Nasby, President
Greater Los Angeles Zoo Association
5333 Zoo Drive
Los Angeles, CA 90027-1498

Dear Bruce,

I just wanted to follow up Kathy Roberts' letter to you of December 4 thanking you for your generous offer to help the Development Committee better serve both AAZPA and its member institutions through appropriate, cause-marketing programs.

Your offer is not surprising. We already owe GLAZA a huge debt of gratitude for their decision a few years ago to participate in our Ralston Purina Big Cats promotion, though I know you did at considerable financial sacrifice because of the tempting counter-offer by Kal Kan. In the end, I believe we can only do our very best for wildlife conservation if we all work together, and GLAZA's commitment strengthened that hope. I need Betsy Dresser's help to clone you and Lora LaMarca for placement at all our support institutions!

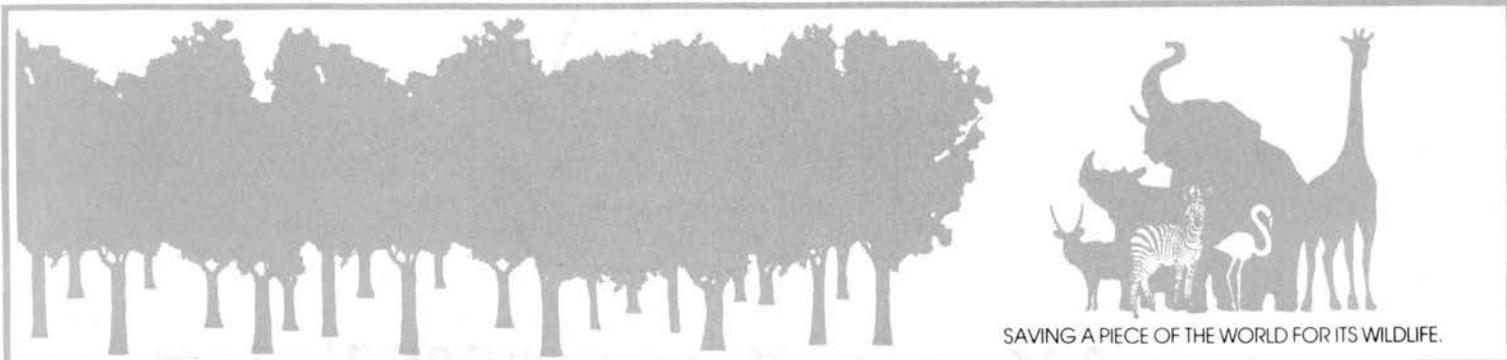
Should you or Lora be working on a local promotion with a corporation that might want to consider a nationwide effort, I surely would like to be alerted. Right now I am working hard to persuade a company to sponsor our growingly successful Conservation Day/Zoo and Aquarium Month in June. At around \$100,000, I think it's a bargain opportunity, but so far no checks are in the mail! Any thoughts?

Again thanks for your offer of assistance, and best wishes for the happiest of holidays.

Sincerely,

Sabin Robbins
Director of Marketing

cc: K. Roberts



NORTH CAROLINA ZOOLOGICAL SOCIETY

Dr. Kathryn Roberts
Director
Minnesota Zoological Garden
13000 Zoo Blvd.
Apple Valley, MN 55124

December 5, 1991

Dear Kathryn,

I spoke with John Hughes, Director of Development, at the Central Florida Zoo by phone today and wanted you to be aware of part of our conversation.

The Central Florida Zoo is in the process of planning the 1993 Southern Regional Conference and have extended a very kind invitation to host the AAZPA development committee's mid-year meeting. This would give Central Florida an opportunity to emphasize development/marketing programming during their conference. I hope this is something which we, as a group, can encourage.

John is also anxious to assist our committee and could be most helpful in establishing the Advisory Group. (Have you any word yet as to if Erich and I may proceed with this project?)

If you should like to contact John for further details regarding the 1993 meeting invitation he can be reached at Central Florida Zoo, P.O. Box 309, Lake Monroe, FL 32747.

Many thanks and I hope to hear from you soon regarding our Advisory Group.

Sincerely,

Sally Steele
Associate Director

MINNESOTA ZOO

Strengthening The Bond Between People and The Living Earth.

Minnesota Zoo • Apple Valley, Minnesota • 55124 • 612/431-9200

December 4, 1991

Mr. Bruce A. Nasby, President/CEO
Greater Los Angeles Zoo Association
5333 Zoo Drive
Los Angeles, CA 90027-1498

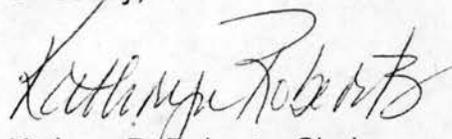
Dear Mr. Nasby:

A belated thank you for your kind words and offer of assistance to the AAZPA Development Committee! This year the committee is trying to put together a list of items which need funding, a position description for a future Development Officer, and a communication system to keep all zoo development and marketing professionals up-to-date on AAZPA projects.

I have advised the rest of the committee of your offer and also forwarded your letter to Sabin Robbins of AAZPA's Marketing Office.

Again, thanks for your interest and help.

Sincerely,



Kathryn R. Roberts, Chair
AAZPA Development Committee

KRR/gb



Printed on 100% recycled paper



October 1, 1991

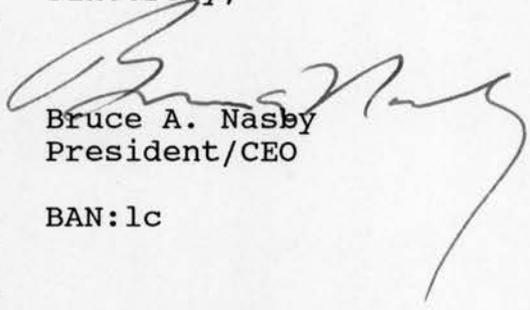
Kathryn Roberts, Ph.D
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124

5333 Zoo Drive
Los Angeles, CA
90027-1498
213/664-1100
FAX: 213/662-6879

Dear Kathryn:

I listened with a great deal of interest to your comments at the AAZPA Conference. As an individual who has been in Development work for nearly 20 years, I applaud the AAZPA's effort to become more aggressive with a development campaign. If I can help in any way to your committee, please feel free to contact me. The Los Angeles base is rich in prospects for the Los Angeles Zoo and our needs nationwide.

Sincerely,


Bruce A. Nasby
President/CEO

BAN:lc

Camron Cooper
Chairman
Peter W. James
Vice Chairman
Priscilla M. Tamkin
Vice Chairman
William G. McGagh
Vice Chairman & Treasurer
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Kellogg Chan
Terri B. Childs
Richard Corgel
Peter W. Dauterive
Ernest O. Ellison
Edward A. Filosa
Margaret A. Fulmer
Paul Grossman
Margarita Palau Hernandez
Mrs. Max K. Jamison
Mrs. W.M. Keck II
Jeffrey S. Klein
Lloyd A. Levitin
Shari Lewis
Paul J. Livadary
Betty White Ludden
Dennis R. Luna
Mrs. John F. Maher
Peter McCoy
Mary D. Nichols
George O'Gorman
Stefanie Powers
Edward N. Robinson
Patricia L. Silverman
Shelby Jean Kaplan Sloan
Troy Steckenrider
Mrs. James M. Stewart
Mrs. George B. Turpin
Howard E. Varner
J. Scott Watt
Hugh Steven Wilson
Carmen Zapata

MINNESOTA ZOO

Strengthening The Bond Between People and The Living Earth.

Minnesota Zoo • Apple Valley, Minnesota • 55124 • 612/431-9200

December 3, 1991

Fran Bernstein, Membership Director
Friends of the National Zoo
c/o National Zoo
Washington, DC 20008

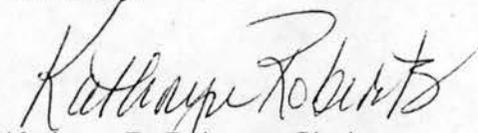
Dear Ms. Bernstein:

I appreciated your offer a few months ago to assist the AAZPA Development Committee. I did forward your name to Steve Taylor, AAZPA President, who makes all committee assignments; however, AAZPA wants to keep the committee number limited to nine at the present time.

Of course, I will also share your offer of help with the rest of the committee, particularly Erich Hunker and Sally Steele, the members who are setting up the Development Advisory Committee to facilitate communication between AAZPA development and marketing professionals.

Again, thanks for your interest and help.

Sincerely,



Kathryn R. Roberts, Chair
AAZPA Development Committee

KRR/gb



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American Association of Zoological Parks and Aquariums

DATE: December 3, 1991

REPLY TO: Kathryn Roberts, Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

Steve Taylor, AAZPA President
c/o Cleveland Metroparks Zoo
3900 Brookside Park Drive
Cleveland, OH 44109

Dear Steve,

I apologize for not being around to take your phone calls. My family and I had a wonderful two week trip to Florida and then my staff and I have been on retreat team-building.

While your agenda is probably entirely different from mine, I will present my issue and then wait for my phone to ring.

As you know Sally Steele thinks AAZPA should reinstitute reciprocity record-keeping and wants to know if I can get it through the board (ha-ha-ha). I suspect that if the board decided not to do it, it had reasons for making that decision. Do you want me to respond to Sally and tell her that when the board makes a decision, the decision stands? Shall I ask her if she would like to start record-keeping for reciprocity and provide the information to AAZPA? Would you like the Development Committee to take it on as a task and provide the information to AAZPA?

As it now stands, record-keeping is done by Zoo Connections, a private business run by a woman who used to work at the NC Zoo where Sally now is. My membership staff person feels that the charge of \$10 to have someone else keep the list current is a fair price. Still, I tend to agree with Sally that reciprocity seems to appropriately fit in with other AAZPA services for members.

Let me know what you think.

Sincerely,

Kathryn Roberts, Chair
Development Committee
(612) 431-9333

F A X M E S S A G E



American Association of Zoological Parks and Aquariums

DATE: December 2, 1991
REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: AAZPA Development Committee Members
RE: December Update Report

As promised last month, I am attaching a copy of the proposed organization of the Advisory Group. I believe Erich Hunker and Sally Steele have done an outstanding job of planning a group to handle the task of sharing information among our widespread members. I urge to call either of the authors if you have concerns with the proposed organization.

I have just responded to David Jenkins' request for input on the several items he sent along with his memo of 10/22/91. A copy of my response is also attached.

Two people have offered to help the committee out: Bruce Nasby of GLAZA, who advises that "the Los Angeles base is rich in prospects for the Los Angeles Zoo and needs nationwide"; and Fran Bernstein, Membership Director for FONZ.

Please note on your new 1992 calendars that the AAZPA Development Committee will plan to meet at the mid-year Great Lakes Conference at Toledo, May 3-5. I'll be following up on the date and time with Erich Hunker.

cc: Steve Taylor, AAZPA President
Bill Dennler, AAZPA Board Liaison
Bob Wagner
David Jenkins

Sally: Thanks for your energy towards Development Committee tasks. The Advisory Committee proposal is very thorough and I really appreciate the way you and Erich have taken on that responsibility. Regarding your ideas on reciprocity, I'm thinking about the best way to deal with it.

Erich: First, great job on the advisory committee proposal! Secondly, as agreed at our first committee meeting in San Diego, we decided to have a mid-year meeting at the Great Lakes Regional Conference. Would you check on the availability of space and time for our meeting? I would also appreciate your help in putting together the agenda. Thanks!



American Association of Zoological Parks and Aquariums

DATE: December 2, 1991
REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: AAZPA Development Committee Members
RE: December Update Report

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cc: Steve Taylor, AAZPA President
Bill Dennler, AAZPA Board Liaison
Bob Wagner
David Jenkins

AAZPA DEVELOPMENT COMMITTEE - ADVISORY GROUP

Purpose: The purpose of the Advisory Group is to assist the AAZPA and the AAZPA Development Committee with the review of cause-related marketing proposals and possible promotional opportunities; provide input and insight for various AAZPA fundraising activities; assist, and serve as a resource to, other zoo and aquarium development and marketing professionals; and, act as a broad-based sounding board for the AAZPA and the AAZPA Development Committee. The group is to be organized by region, with national co-chairs to oversee its operation.

Advisory Group Make-up:

National Co-chairs: Erich Hunker - Toledo Zoo
Sally Steele - NC Zoological Society

Regional Chairs:

Northeast: Glenn Ekey* - Rhode Island Zoological Society
(to be appointed by National Co-chairs)
Southern: (to be appointed by National Co-chairs)
Great Lakes: (to be appointed by Chuck Bieler to AAZPA
Central: (to be appointed by Chuck Bieler to AAZPA
Development Committee)
Western: Chuck Bieler* - Zoological Society of San Diego

* member of the AAZPA Development Committee

Members-At-Large: To be selected by the regional chairs and to be a member of that chair's region. The group should consist of between three (3) and five (5) persons in each region, with the option available of adding more if deemed necessary.

Responsibilities:

Advisory Group National Co-Chairs:

1. Send out proposals, etc. to regional chairs for dissemination among their groups.
2. Follow-up with regional chairs in order to keep the process moving and efficient.
3. Consolidate comments from regional advisors and prepare final report/recommendation.
4. Direct correspondence to Sabin Robbins, copying Kathryn Roberts.
5. Act as a liaison between Sabin Robbins, the AAZPA, and the AAZPA Development Committee with the regional chairs, and all development and marketing professionals in the AAZPA.
6. Establish, with the AAZPA, a national directory of all development and marketing professionals in the field.

Advisory Group Regional Chairs:

1. Establish and update directory of all development and marketing professionals in the region (names, titles, addresses, and phone numbers).
2. Coordinate mailings and correspondence to advisory group when it is necessary to review proposals or promotions.
3. Summarize comments of group, as well as make own recommendation, and send to national co-chairs for passage to the AAZPA.
4. Communicate with national co-chairs issues brought forth by members of the region for discussion with the AAZPA and the AAZPA Development Committee.
5. Serve the AAZPA Development Committee as a representative to other institutions in the region.

Advisory Group Members-At-Large:

1. Upon notification of the regional chair, review proposals, promotions, etc. and provide comments/criticism. All correspondence will go through regional chair.
2. Provide the regional chair with staffing information and act as a source of information for the regional chair on AAZPA development and marketing information.
3. Communicate with regional chair concerns or opportunities not previously discussed through the group process.



American Association of Zoological Parks and Aquariums

DATE: December 2, 1991

REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: David Jenkins

RE: Response to Your Memo of 10/22/91

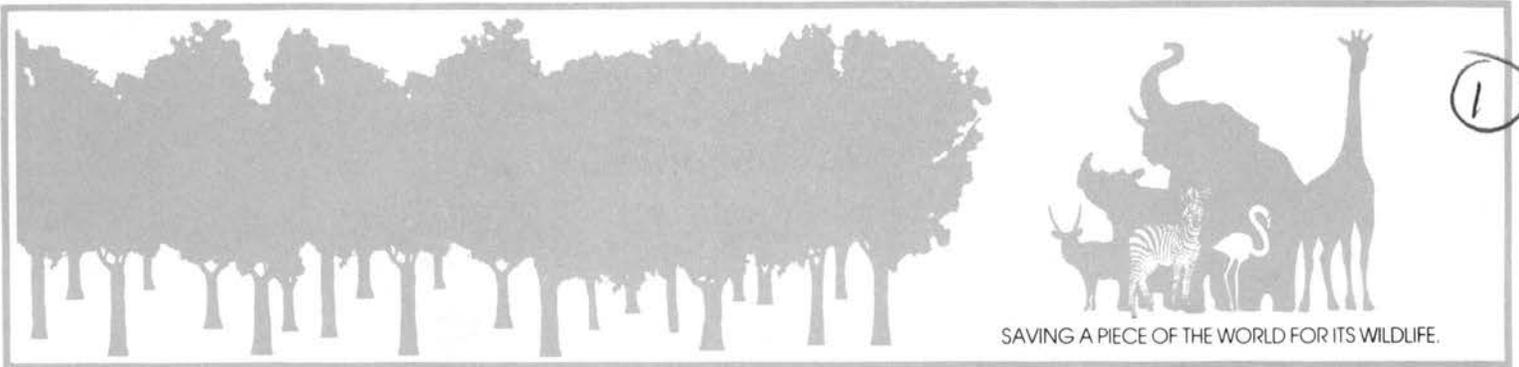
First, I apologize for my late response to our own December 1 deadline for comments on the Development Guidelines. Neither I nor my Development Director, J. Quinn Tierney, can find fault with any of the seven guidelines. Regarding Ted Beattie's concern that the \$30,000 figure in #3 may be too low for value received, I cannot make a judgment and am therefore willing to defer to the rest of the committee. If only a minimum of effort is involved on the part of AAZPA or its members, I would think \$30,000 is adequate compensation. Perhaps we should tentatively approve it with the condition that it be reviewed in a years' time.

Secondly, I tend to agree with you, David, that sponsorships for program sessions are best handled on the local level by host institutions.

Regarding the guidelines for commercial members, I have no objections to the ones suggested by you. I think you have been careful to point out the risks of appearing to favor any one commercial member. Certainly if there are willing participants, panels by commercial members would be relevant and helpful to member institutions.

As for the list of potential AAZPA Development needs/requests, I have none to add. I agree that the legal defense fund and PR campaign are high priorities for AAZPA but not likely to appeal to funders; I assume staff has already attempted to obtain pro bono services -- our institution has had professional lobbying done pro bono for the past four years, and I assume most of us receive pro bono ad agency services (but of course we are responsible for production/placement expenses). I also have some doubts about including all the items; i.e., underwriting AAZPA publications: now, some of the publications are provided as a member benefit or each institution pays for what they use. Perhaps the current study of AAZPA publications will help with this decision. The list is definitely a good starting point for further discussion by the committee -- perhaps at our mid-year meeting.

cc: Development Committee
Sabin Robbins
W. Dennler
S. Taylor
S. Wylie
R. Wagner



NORTH CAROLINA ZOOLOGICAL SOCIETY

Dr. Kathryn Roberts
Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

November 18, 1991

Dear Kathryn:

I want to first say a big "thank you" to Ginny for her quick and efficient response to my November 13 call regarding reciprocity.

Secondly, I wanted to report back to you. My call was an inquiry as to the possibility of including reciprocal information in the AAZPA's '92-'93 directory.

Ginny was kind enough to fax the inquiry to Steve Taylor who then called Linda Boyd and asked her to call me. Linda called and explained the AAZPA's past involvement in reciprocity.

Apparently, the reciprocal zoos list was handled through the AAZPA up until about eleven years ago. Linda says the maintenance of the list resulted in a number of complaints from member institutions who were confused as to if they were on the list or not and would subsequently become upset with the AAZPA. The AAZPA Board of Directors voted to discontinue maintenance of the list.

In 1980 Friends of the National Zoo (under the expertise of Sabin Robbins) began the publication of Z.I.P., an excellent newsletter for Zoo and Aquarium development staff. At this time FONZ took over the reciprocal zoos list and included the listing in Z.I.P.

Unfortunately in 1989, Z.I.P. was discontinued and along with it, the reciprocal zoos list...and we floated along. Then in 1991 Judy Blackstock published her newsletter, "Zoo Connections" and included the reciprocal zoos list. As a commercial enterprise, reciprocity continues to be maintained through "Zoo Connections".

(more)

Obviously, reciprocity is a worthy project (albeit the rather tumultuous history) otherwise it would not have survived such trials, emerging and expanding to currently include more than 120 zoos and aquariums.

Linda also explained that since the Board of Directors voted to discontinue maintenance of the list, it would require another vote to reinstate reciprocity as a AAZPA service. The next opportunity for a vote would be at the March board meeting. Unfortunately, this will be too late to include the information in the '92-'93 directory, delaying the issue for another two years.

If indeed there is no other recourse, I regret that we'll be unable to offer this service through the next AAZPA directory. It seems to be an opportunity to provide an important service at a minimum of effort and little or no expense.

Reciprocity benefits zoos and aquariums nationwide, reinforcing our cumulative institutional goals. My primary concern remains that reciprocity continue, flourish and always reflect these goals. I think this can be accomplished best under the guidance and direction of the AAZPA rather than a private individual, where it becomes vulnerable.

Hopefully we can keep the issue alive and offer it for future discussion. Please let me know if I may assist in this effort.

Thank you!

Sincerely,



Sally Steele
Associate Director

cc: David Jenkins



American Association of Zoological Parks and Aquariums

DATE: November 6, 1991

REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: AAZPA Development Committee Members

RE: Update Report

AAZPA President Steve Taylor recently appointed Mary-Floye Federer, Development Director at the Zoological Society of Houston, to replace Joe Ferrer, formerly of the Miami Metrozoo. (There are other interested people but AAZPA wants to keep the committee limited to nine members.) I have attached a new committee roster to reflect the addition of Mary-Floye Federer as well as a few address corrections.

Erich Hunker and Sally Steele have developed a proposal for the Advisory Group, which I have forwarded to our AAZPA Board Liaison. As soon as I hear back from him, I will forward a copy to all of you.

I would also like to remind those of you who have not yet responded that comments by each of us on the draft guidelines for cause-related marketing is due to David Jenkins no later than December 1.

As always, I welcome the opportunity to speak with you about any issue of concern.

Sincerely,

Kathryn R. Roberts, Chair
AAZPA Development Committee

cc: Steve Taylor, AAZPA President
Bill Dennler, AAZPA Board Liaison
Bob Wagner
David Jenkins

1991-92 AAZPA DEVELOPMENT COMMITTEE

CHAIR Kathryn Roberts, Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

VICE CHAIR Glenn Ekey, Executive Director
Rhode Island Zoological Society
Roger Williams Park Zoo
Providence, RI 02905

Ted Beattie, Director
Knoxville Zoological Gardens
P.O. Box 6040
Knoxville, TN 37914

Charles Bieler, Development Director
Zoological Society of San Diego
P.O. Box 551
San Diego, CA 92112-0551

Mary-Floye Federer, Development Director
Zoological Society of Houston
1513 North MacGregor
Houston, TX 72030

Erich Hunker, Director/Development & Marketing
Toledo Zoo
P.O. Box 4010
Toledo, OH 43609

Sally Steele, Director of Operations
North Carolina Zoological Society, Inc.
Rte. 4, Box 200
Asheboro, NC 27203

Cynthia Sumner, Director of Development
St. Louis Zoological Park
Forest Park
St. Louis, MO 63110

Jim Thornton, Director of Development
Cincinnati Zoological & Botanical Garden
3400 Vine St.
Cincinnati, OH 45220



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

Date: November 1, 1991

OFFICERS

From:

Steve Wylie, President-Elect *Steve*

President
STEVE H. TAYLOR

To:

Kathryn Roberts, Bill Dennler, Steve Taylor,
Bob Wagner, David Jenkins

President-Elect
STEPHEN R. WYLIE

Subject:

Development Memo of October 22

Vice President
DENNIS A. MERITT, Jr., Ph.D.

Immediate Past President
DAVID G. ZUCCONI

Executive Director
ROBERT O. WAGNER

DIRECTORS

WILBUR B. AMAND, VMD

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

DAVID E. ANDERSON

WILLIAM V. A. DENNLER

THOMAS C. OTTEN

In response to David Jenkins' memo of October 22 concerning potential development, priorities, and opportunities, my initial feeling is that this information should be of great assistance to the Development Committee. I believe David's questions and concerns fall within the realm of the Development Committee's area of responsibility and should be turned over to them at this stage for their input.



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October 25, 1991

OFFICERS

President
STEVE H. TAYLOR

President-Elect
STEPHEN R. WYLIE

Vice President
DENNIS A. MERITT, Jr., Ph.D.

Immediate Past President
DAVID G. ZUCCONI

Executive Director
ROBERT O. WAGNER

Mary-Floye Federer
Development Director
Zoological Society of Houston
Houston Zoological Gardens
1513 N. MacGregor
Houston, Texas 77030

Dear Ms. Federer:

At the recommendation of Dr. Kathryn Roberts, Chairman of AAZPA's Development Committee, I would like to appoint you as a member of that Committee replacing Mr. Joe Ferrer, formerly of the Miami Metrozoo. Because of your involvement in this area, I am assuming you will accept this responsibility.

Thank you very much for your interest in AAZPA.

Sincerely,


Steve H. Taylor
President

DIRECTORS

WILBUR B. AMAND, VMD

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

DAVID E. ANDERSON

WILLIAM V. A. DENNLER

THOMAS C. OTTEN

ST/ms

cc - Kathryn Roberts
David Jenkins
Bob Wagner



AAZPA CONSERVATION CENTER

7970-D Old Georgetown Road, Bethesda, MD 20814-2493
(301) 907-7777 Fax: 301-907-2980



Conservation ♦ Development ♦ Education ♦ Legislation ♦ Public Relations

MEMORANDUM

To: K. Roberts, Development Committee members, S. Robbins,
W. Dennler, S. Taylor, S. Wylie, R. Wagner

From: David Jenkins

Date: 22 October 1991

Re: FYI

I am enclosing several items for your information and review. First, a summary report from Sabin on all current and past promotions and royalty programs. Second, Sabin's monthly executive report which summarizes his activity from the 20th of one month to the 20th of the next. I will provide you with a copy of this on a monthly basis.

Third, a copy of a letter to Paul Grayson, Annual Program Chair. Paul had asked me to consider recommendations in two areas that I would like your collective input on. First is a request to consider seeking sponsorships for program sessions. As you can see, I am not very positive on this one.

He also asked for guidelines for commercial members. As all of you have frequent contact with commercial members I would be interested in your thoughts.

The only other development activity arising within other AAZPA forums is mentioned in Sabin's report. Both Mott's Apple Juice and Cambell's Soups indicated an interest in possibly sponsoring Conservation Day. Sabin asked us for some possible ideas that such a company could underwrite and Nancy Hotchkiss prepared the enclosed list of 5 possible Conservation Day projects.

What all this leads to is a challenge that I think we need to work at collectively with Bob Wagner and then present to the Board.

Right now, an initial list of potential AAZPA Development needs (or requests) would look like this:

PROJECT	TIME FRAME	EST. COST
1) AAZPA operating support	ongoing	unlimited
2) AAZPA CEF Fund	ongoing	unlimited
3) Individual SSP Programs	ongoing	\$10,000+
4) AAZPA Legal Defense Fund	1992	50-75,000
5) AAZPA PR Campaign	1992?	250,000+
6) Conservation Day	1992	100,000
7) Underwrite AAZPA Publ.	?	?
8) Underwrite AAZPA & SSP Scientific Travel	?	?
9) Underwrite AAZPA Conserv. Academy	1993	20-30,000
10) Annual Conference Program Sponsorship	1992?	?

If anyone has more, let's add it all into a comprehensive list. Here's the rub. I have listed these in a priority that I think is close to what the Board would agree are our top priorities. Certainly, operating support is #1. #2 and #3 can be thought of as the same thing. #4 and #5 are high on our strategic plan.

Requests like the one Paul's conference committee are thinking of would have to be low on the list, and I would suspect not be given a lot of time and money.

However, in terms of sponsorship #1, #4 and #5 may prove very difficult to obtain. Companies are much more interested in sponsoring a species or underwriting an event like Conservation Day.

So what I am suggesting is that we work on a master "menu" of projects, with the understanding that sponsors may jump at a low priority need because it fits them better. When we have everyone's ideas we can present it to the Board as guidance for Sabin's activities as well as the future Development Officer. Your thoughts please.

OCT 1991

MARKETING

NEW DEVELOPMENT COMMITTEE MEETS

The newly-formed Development Committee chaired by Minnesota Zoo Director, Kathryn Roberts, had their first meeting at the 1991 Annual Conference in San Diego. The Committee will be responsible for providing information to those interested in the development activities of the Committee and AAZPA staff. It will also serve as a sounding board for cause-related marketing ideas raised by AAZPA staff. The Committee will complete a review of existing draft guidelines for cause-related marketing within six months, and agreed to meet again at the May 1992 Great Lakes Regional Conference in Toledo.

SUNDANCER JEWELRY DONATION

At the Annual Conference in San Diego, Sundancer Jewelry Company of Albuquerque presented AAZPA with a \$15,000 check. This donation was based on royalties from the sale of their popular line of endangered animal-theme bracelets, necklaces, earrings and charms.

CONSERVATION DAY/MONTH SPONSOR INTEREST

Two major corporations have recently expressed interest in sponsoring Conservation Day/Month activities. I am encouraged by this response, but experience has shown that support chickens can't be counted until hatched!

PROCOM DELAYS THEIR PROMOTION TO 1993

A national promotion in which major corporations donate significant dollars through FSI (free-standing inserts in Sunday newspapers) discount and sweepstake coupons, originally planned to start in May 1992, has been postponed until May 1993 due to the current economic doldrums. Promotional Communications (Procom) wants to be assured of a successful first-year launch on which to build future, bigger years.

(S. Robbins)



AAZPA CONSERVATION CENTER

7970-D Old Georgetown Road, Bethesda, MD 20814-2493
(301) 907-7777 Fax: 301-907-2980



Conservation ♦ Development ♦ Education ♦ Legislation ♦ Public Relations

Paul Grayson, VP External Affairs
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222

22 October, 1991

Dear Paul:

I've had a chance to do a little thinking about your two charges and would like to share my thoughts with you.

First, recommendations regarding the financial sponsorship of program sessions.

This is a concept of serious potential, but with equally serious problems. The AAZPA has, to my knowledge, never provided funds for program sessions, only for keynote speakers. Once the precedent is set it will be expected to continue, and given the unpredictability of fundraising, it should not be relied on.

Moreover, the AAZPA has many funding needs of a higher priority and I think individual sessions could be a real drain.

Chris Sheppard had an interesting suggestion. She proposed the creation of a "Conference Fund" and seek underwriting for it. Speaker costs, publication costs, etc. would then come out of this general fund. I am passing this idea on to the new Development Committee for their comments. I can see a publishing firm being interested as they would get their name on symposia, proceedings, etc. I don't think many national firms will be interested in underwriting speakers.

On the other hand, I believe we should encourage the host institution to seek financial sponsorship. A local business is most likely to see positive feedback and see it as an advantage.

My recommendations are the following:

- 1) The AAZPA should not seek national sponsorship for individual program sessions.
- 2) The AAZPA should encourage the host institution to

examine the possibility of local sponsorship.

3) The AAZPA might, as part of a larger menu of development projects, seek underwriting for a general "Conference Fund." I will solicit comment from the Development Committee to see if they think it feasible.

Second: Recommendations regarding conference participation of commercial members.

This is an issue that has bedeviled conference committees for years. I suggest the issue revolves around 4 key areas: rights, subject, presentation, and balance.

I. Rights

1) I do not believe it is proper nor healthy to our association to deny our commercial members the same conference rights as the rest of us.

2) Therefore, I recommend that commercial members be given the same right to put together a panel, moderate a panel, or give a presentation as anyone else.

II. Subject

1) The commercial member must submit an abstract or outline of a panel (including speakers) prior to the mid-year decision on the structure of the conference.

2) The presentation or panel must be about a subject, topic or theme. It should not be about an individual or firm project that the commercial member has worked on. (If such a project, for example a new aquarium or exhibit, is a proper item of discussion, then the presentation should be given by an executive officer or staff of that institution - not the commercial designer.)

III. Presentation

1) The presenter can use examples from his or her projects, but is also encouraged to use outside examples.

2) The presenter cannot disparage another competitor, nor can he or she advocate the use of their own product or service while speaking in the public forum. If such were the case, the program committee should have the ability to suspend the presenter from any further presentations for up to three years.

III Balance

1) When appropriate, a panel should include more than one commercial member for balance.

2) Every effort should be made to insure that all commercial members within a given discipline (say design or

marketing) be given an opportunity to speak (if they wish) over a period of 3 years. Often a few good commercial speakers tend to dominate. Even if all the guidelines are adhered to, the constant appearance of one commercial member over others gives the impression of favoritism.

These are my thoughts and I invite comments. From the committee standpoint, I think the key decision points are at the abstract or outline submission. A committee member should be in attendance during presentation to insure that the presentation meets AAZPA standards.

Sincerely,



David Jenkins,
Deputy Director

CC: B. Wagner, S. Taylor, S. Wylie, Development Committee



American Association of Zoological Parks and Aquariums

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆



Conservation Day 1992

Program Description:

All over the United States, AAZPA member zoos and aquariums are joining to celebrate Conservation Day 1992. This unified event, to be held on June 6, 1992 is the kick-off event for Zoo and Aquarium Month. Local, regional, national and international concerns and issues will be highlighted as staff present programs, interactive games and family-targeted activities to increase the public's awareness on these issues. One of the key issues that needs to be brought to the public's attention is the vital role that AAZPA institutions are playing in the breeding of rare and endangered species. Today's modern zoo and aquarium is highly involved in species propagation and habitat preservation. The final and key component of AAZPA's conservation efforts is in the action elements. We are no longer satisfied with identifying animals and their habitats, we now seek to actively involve all sectors of the public in the support of wildlife conservation. Conservation Day 1992 will provide visitors with concrete examples of ways individuals can and do make a difference in the future of wildlife.

Event Theme:

Both Conservation Day and Zoo and Aquarium Month are being presented under the theme "Children are our Future". While we need to focus on all ages, the conservation of this planet will soon rest in the hands and minds of our youth.

Sponsorship Options:

1. Video News Release/Press Packets:

Purchase Satellite transmission time,
post production and editing fees,
Mass copying of 160 copies to be distributed to each institution.
Production of press packets-
10 to each institution = 1,600
distribution to each participating institution.
Project Cost: \$50,000

2. Generic Ad for Conservation Day/Zoo and Aquarium month:

Develop with AAZPA staff input a national ad that will increase awareness of event nationwide. Perhaps can be added to a current corporate ad already placed in a national magazine, or could be developed to be placed in local newspapers 2-3 weeks in advance of event.
or could be placed in national magazine e.g. Parade, People or TV Guide.
Project Cost: could be absorbed by Sponsors national advertising budget.

3. Conservation post-card with "5 Things your Zoos and Aquariums are doing now to help Wildlife".

- i.e.
1. Breeding endangered animals.
 2. Conserving internal resources by recycling.
 3. Getting involved in local land preservation efforts, beach and stream clean-ups.
 4. Serving as local resources on wildlife rehabilitation and relocation.
 5. Spreading the word! Exposing millions of people every year to the wonders of wildlife, so they in turn will care too.

How can you help? Fill in the following 5 lines.

Combination information and pledge card.

Suggest puzzle cut-out format for postcard. Would make it more interactive and valuable to recipient. Not likely to become a "throw away" piece.

OR Conservation Hand-out discussing the re-authorization of the Endangered Species Act, and how individual citizens can help.

OR a simple "10 ways you can help"

simple one-color piece with easy ways the individual can help wildlife.

All publications for distribution should be produced by sponsor to be camera ready copy that will allow the institution to insert it's logo alongside that of the AAZPA and the corporate sponsor.

5,000 copies of flyer to 160 institutions = 800,000

Conservation flyer artwork preparation and shipping to each Conservation Day coordinator.

Project Cost: range of \$50,000 to \$100,000 total depending on format chosen.

4. Conservation Endowment Fund:

based on attendance, 25 cents per visitor donated by corporate sponsor to go directly to Conservation Endowment Fund to assist with AAZPA conservation programs such as Species Survival Programs, Professional training, and educational efforts.

Project Cost: \$100,000 ceiling.

5. Fox Kids Club:

total budget of Kids Club issue for May is \$1,000,000. Corporate sponsor could be one of number of sponsors of the Kids Club Newsletter issue that will concentrate on Zoos and Aquariums. Distribution now stands at 4,000,000 homes receiving the 16 page magazine. They have already committed to basing the May 1992 issue on zoos and aquariums and the role they play in conservation.

Project Cost: \$100,000 and up.

Contact Rod Hackney, North Carolina Zoo Marketing Director, to discuss.



AAZPA CONSERVATION CENTER

7970-D Old Georgetown Road, Bethesda, MD 20814-2493
(301) 907-7777 Fax: 301-907-2980

Conservation ♦ Development ♦ Education ♦ Legislation ♦ Public Relations



Species Survival Plan

Completed 11/15/91

below zoos
Called.

MEMORANDUM

To: K. Roberts, Development Committee, W. Dennler, R. Wagner, S. Taylor, S. Robbins

From: David Jenkins

Date: 24 October 1991

Re: Demographic Surveys

An issue came up at our staff meeting today that I hope you can help with. It appears that Coca-Cola is making inquiries about underwriting the May FOX Kid's Club magazine on zoos and aquariums. (4,000,000 distribution)

In the process, they asked if we had any current demographic data on our members' visitors. The Hill and Knowlton survey deals primarily with attitudes. It does contain some demographic information, however, it is not well linked with zoo or aquarium visitation.

On the other hand, I would imagine that the marketing department of almost every major zoo and aquarium in the AAZPA has done a demographic survey within the last four years. If we could get a representative sample (by area) of 20-30 institutions, then I think we could draw a pretty good demographic picture for any prospective sponsor.

So, my request is twofold. First, if you have a recent demographic survey of your institution's visitors, would you send it to me. Second, would you call five of our associates in your region and ask them to do the same. I will put it all together and redistribute the results.

Thanks.

P.S. While looking through the Hill and Knowlton study, it jogged me to do the enclosed up date, which you may find interesting.

Had.
M.K.
Brook
L Park

Omaha.
St. Louis

Marketing Dept.

Hill & Knowlton: 4 Years Later

The 1987 Hill & Knowlton Public Opinion Survey on zoos and aquariums was done in June 1987. It was based on 1,005 random telephone interviews in the US and Canada. In looking through it for demographic data it occurred to me that, although the sample size is not large, this study does provide a contemporary baseline that is valuable for two very important reasons. First, it provides some basic data on just how large our visitor universe is, and that should become part of "the white paper" on the AAZPA universe that I mentioned in my 20 October memo. Second, in the fields of education, conservation, and public affairs, it gives us a 1987 baseline to compare our success (or failure) with.

At some point in the next 2-3 years I believe it would be very valuable to repeat many of the questions in Hill & Knowlton's survey. It could be another form of evaluation to see if our collective efforts in education and P.R. are having an impact. Specifically, I found the following statistics worthy of reminder:

I. Numbers

1. 98% of all Americans and Canadians surveyed have visited a zoological park in their lifetime. (I find this incredible- I doubt you could find many similar institutions- science centers, natural history museums, football games, etc- that even come close to this figure) In real terms this means that over 246 million Canadians and American have visited a zoological park.
2. 1/3 (33%) of all Americans and Canadians visited a zoological park within the last year, and 2/3rds (65%) within the last 3 years.
3. 82% of all Americans and Canadians have visited an aquarium. 1/5 (20%) in the past year, over half (55%) within the last 3 years.
4. 74% of the survey have visited a zoo or an aquarium in another town while on vacation.

II. Attitudes

1. 49% considered education the most important role of zoos and aquariums. 35% considered conservation the most important role.

2. 80% believed zoos and aquariums are doing a good or excellent job of educating the public about animals.

3. 72% believed we are working to save endangered species from extinction.

III. Knowledge

1. Despite #2 above, 56% did not know that zoos and aquariums have education programs for local students.

2. Contradicting #3 above, 48% did not know that zoos and aquariums are involved in programs to save animals from extinction.

3. Further muddling the water, 58% have heard or read something about zoos trying to save animals from extinction or helping endangered species. (That still leaves 42% who, as of June 1987, either had not heard or read, or did not know)

Summary

Numbers: As of June 1987 our numbers are phenomenal. I think particularly important for such programs as the reciprocal zoo and aquarium list is the fact that so many people visited a zoo and aquarium while on vacation.

Attitudes: Generally high. It will be interesting to see if they go up in succeeding years due to our collectively increasing p.r. and education efforts, or if they go down due to the efforts by the animal rights groups. This can be a key area of future measurement.

Knowledge: I believe a future study will reveal great improvement in this area. With all the local and national publicity we have had over the past 4 years, I would anticipated significant increase in all 3 of these areas.



AAZPA CONSERVATION CENTER

7970-D Old Georgetown Road, Bethesda, MD 20814-2493
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MEMORANDUM

To: K. Roberts, Development Committee members, S. Robbins,
W. Dennler, S. Taylor, S. Wylie, R. Wagner

From: David Jenkins

Date: 22 October 1991

Re: FYI

I am enclosing several items for your information and review. First, a summary report from Sabin on all current and past promotions and royalty programs. Second, Sabin's monthly executive report which summarizes his activity from the 20th of one month to the 20th of the next. I will provide you with a copy of this on a monthly basis.

Third, a copy of a letter to Paul Grayson, Annual Program Chair. Paul had asked me to consider recommendations in two areas that I would like your collective input on. First is a request to consider seeking sponsorships for program sessions. As you can see, I am not very positive on this one.

He also asked for guidelines for commercial members. As all of you have frequent contact with commercial members I would be interested in your thoughts.

The only other development activity arising within other AAZPA forums is mentioned in Sabin's report. Both Mott's Apple Juice and Cambell's Soups indicated an interest in possibly sponsoring Conservation Day. Sabin asked us for some possible ideas that such a company could underwrite and Nancy Hotchkiss prepared the enclosed list of 5 possible Conservation Day projects.

What all this leads to is a challenge that I think we need to work at collectively with Bob Wagner and then present to the Board.

Right now, an initial list of potential AAZPA Development needs (or requests) would look like this:

PROJECT	TIME FRAME	EST. COST
1) AAZPA operating support	ongoing	unlimited
2) AAZPA CEF Fund	ongoing	unlimited
3) Individual SSP Programs	ongoing	\$10,000+
4) AAZPA Legal Defense Fund	1992	50-75,000
5) AAZPA PR Campaign	1992?	250,000+
6) Conservation Day	1992	100,000
7) Underwrite AAZPA Publ.	?	?
8) Underwrite AAZPA & SSP Scientific Travel	?	?
9) Underwrite AAZPA Conserv. Academy	1993	20-30,000
10) Annual Conference Program Sponsorship	1992?	?

If anyone has more, let's add it all into a comprehensive list. Here's the rub. I have listed these in a priority that I think is close to what the Board would agree are our top priorities. Certainly, operating support is #1. #2 and #3 can be thought of as the same thing. #4 and #5 are high on our strategic plan.

Requests like the one Paul's conference committee are thinking of would have to be low on the list, and I would suspect not be given a lot of time and money.

However, in terms of sponsorship #1, #4 and #5 may prove very difficult to obtain. Companies are much more interested in sponsoring a species or underwriting an event like Conservation Day.

So what I am suggesting is that we work on a master "menu" of projects, with the understanding that sponsors may jump at a low priority need because it fits them better. When we have everyone's ideas we can present it to the Board as guidance for Sabin's activities as well as the future Development Officer. Your thoughts please.



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(301) 907-7777 Fax: 301-907-2980



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Paul Grayson, VP External Affairs
Indianapolis Zoo
1200 West Washington Street
Indianapolis, IN 46222

22 October, 1991

Dear Paul:

I've had a chance to do a little thinking about your two charges and would like to share my thoughts with you.

First, recommendations regarding the financial sponsorship of program sessions.

This is a concept of serious potential, but with equally serious problems. The AAZPA has, to my knowledge, never provided funds for program sessions, only for keynote speakers. Once the precedent is set it will be expected to continue, and given the unpredictability of fundraising, it should not be relied on.

Moreover, the AAZPA has many funding needs of a higher priority and I think individual sessions could be a real drain.

Chris Sheppard had an interesting suggestion. She proposed the creation of a "Conference Fund" and seek underwriting for it. Speaker costs, publication costs, etc. would then come out of this general fund. I am passing this idea on to the new Development Committee for their comments. I can see a publishing firm being interested as they would get their name on symposia, proceedings, etc. I don't think many national firms will be interested in underwriting speakers.

On the other hand, I believe we should encourage the host institution to seek financial sponsorship. A local business is most likely to see positive feedback and see it as an advantage.

My recommendations are the following:

- 1) The AAZPA should not seek national sponsorship for individual program sessions.
- 2) The AAZPA should encourage the host institution to

examine the possibility of local sponsorship.

3) The AAZPA might, as part of a larger menu of development projects, seek underwriting for a general "Conference Fund." I will solicit comment from the Development Committee to see if they think it feasible.

Second: Recommendations regarding conference participation of commercial members.

This is an issue that has bedeviled conference committees for years. I suggest the issue revolves around 4 key areas: rights, subject, presentation, and balance.

I. Rights

1) I do not believe it is proper nor healthy to our association to deny our commercial members the same conference rights as the rest of us.

2) Therefore, I recommend that commercial members be given the same right to put together a panel, moderate a panel, or give a presentation as anyone else.

II. Subject

1) The commercial member must submit an abstract or outline of a panel (including speakers) prior to the mid-year decision on the structure of the conference.

2) The presentation or panel must be about a subject, topic or theme. It should not be about an individual or firm project that the commercial member has worked on. (If such a project, for example a new aquarium or exhibit, is a proper item of discussion, then the presentation should be given by an executive officer or staff of that institution - not the commercial designer.)

III. Presentation

1) The presenter can use examples from his or her projects, but is also encouraged to use outside examples.

2) The presenter cannot disparage another competitor, nor can he or she advocate the use of their own product or service while speaking in the public forum. If such were the case, the program committee should have the ability to suspend the presenter from any further presentations for up to three years.

III Balance

1) When appropriate, a panel should include more than one commercial member for balance.

2) Every effort should be made to insure that all commercial members within a given discipline (say design or

marketing) be given an opportunity to speak (if they wish) over a period of 3 years. Often a few good commercial speakers tend to dominate. Even if all the guidelines are adhered to, the constant appearance of one commercial member over others gives the impression of favoritism.

These are my thoughts and I invite comments. From the committee standpoint, I think the key decision points are at the abstract or outline submission. A committee member should be in attendance during presentation to insure that the presentation meets AAZPA standards.

Sincerely,



David Jenkins,
Deputy Director

CC: B. Wagner, S. Taylor, S. Wylie, Development Committee



American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510
Highland Beach, Florida 33487
(407) 243-3122



October 18, 1991

Ms. Kathryn R. Roberts, Director
Minnesota Zoo
Apple Valley, MN 55124

Dear Kathy,

Thanks for your kind words of October 3, and just wanted you to know that I am following up with all 300 of Bill Foster's marketing ideas (actually he only wanted to talk of one having to do with videos).

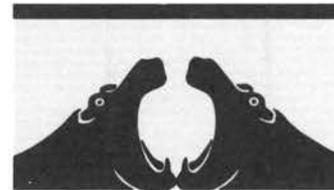
I also sent several weeks ago to David Jenkins for circulation to your Development Committee a summary report of all current and recent past marketing promotions we have done as well as dollars so far generated. I also suggested to David that rather than a weekly report (we all have too much to read and much of that report is not germane) I felt my monthly Executive Director's Report would keep all of you up-to-date. Of course, if anything fast breaks, I would let you know of that additionally. I believe he also will be passing on to you an idea I had about creating a print PSA to persuade marketing-promotion companies and corporations that we were "open for business" and anxious to work with them in appropriate win-win programs.

Again thanks for your help, and I look forward working with you.

Cordially,

Sabin Robbins
Marketing Officer

TOLEDO ZOOLOGICAL SOCIETY
2700 BROADWAY TOLEDO, OHIO 43609 (419)385-5721



TOLEDO
ZOO

October 15, 1991

Ms. Kathryn Roberts
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, Minnesota 55124

Dear Kathryn:

Enclosed for your review is a proposal from Sally Steele and me for the AAZPA Development Committee Advisory Group. Needless to say, this is an important step in the formation of a very important committee for the future development efforts of the AAZPA.

Please review and let Sally or me know of any comments or changes. As Sally mentioned in her letter to you, dated October 7, 1991, we would like to have your approval of this Advisory Group so that we can co-author an article for Communique requesting volunteers.

Thank you for your time and I look forward to working with you during the next year.

Sincerely,

A handwritten signature in dark ink, appearing to read "Erich J. Bunker". The signature is fluid and cursive, with the first name being the most prominent.

Erich J. Bunker
Director of Development and Marketing

Enclosure

cc: Sally Steele



PROGRESS THROUGH PUBLIC AND PRIVATE PARTNERSHIP

AAZPA DEVELOPMENT COMMITTEE - ADVISORY GROUP

Purpose: The purpose of the Advisory Group is to assist the AAZPA and the AAZPA Development Committee with the review of cause-related marketing proposals and possible promotional opportunities; provide input and insight for various AAZPA fundraising activities; assist, and serve as a resource to, other zoo and aquarium development and marketing professionals; and, act as a broad-based sounding board for the AAZPA and the AAZPA Development Committee. The group is to be organized by region, with national co-chairs to oversee its operation.

Advisory Group Make-up:

National Co-chairs: Erich Hunker - Toledo Zoo
Sally Steele - NC Zoological Society

Regional Chairs:

Northeast: Glenn Ekey* - Rhode Island Zoological Society
Southern: (to be appointed by National Co-chairs)
Great Lakes: (to be appointed by National Co-chairs)
Central: (to be appointed by Chuck Bieler to AAZPA
Development Committee)
Western: Chuck Bieler* - Zoological Society of San Diego

* member of the AAZPA Development Committee

Members-At-Large: To be selected by the regional chairs and to be a member of that chair's region. The group should consist of between three (3) and five (5) persons in each region, with the option available of adding more if deemed necessary.

Responsibilities:

Advisory Group National Co-Chairs:

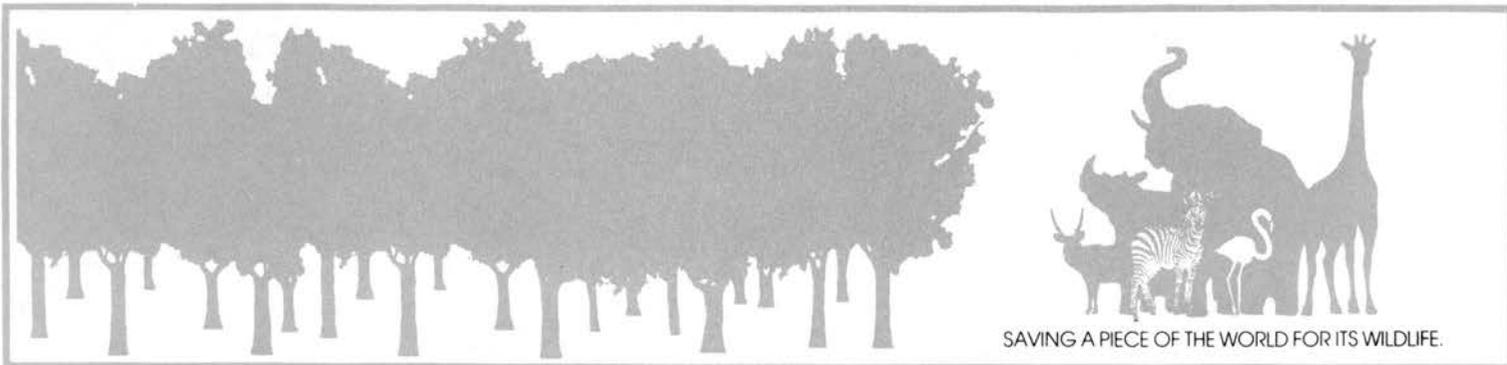
1. Send out proposals, etc. to regional chairs for dissemination among their groups.
2. Follow-up with regional chairs in order to keep the process moving and efficient.
3. Consolidate comments from regional advisors and prepare final report/recommendation.
4. Direct correspondence to Sabin Robbins, copying Kathryn Roberts.
5. Act as a liaison between Sabin Robbins, the AAZPA, and the AAZPA Development Committee with the regional chairs, and all development and marketing professionals in the AAZPA.
6. Establish, with the AAZPA, a national directory of all development and marketing professionals in the field.

Advisory Group Regional Chairs:

1. Establish and update directory of all development and marketing professionals in the region (names, titles, addresses, and phone numbers).
2. Coordinate mailings and correspondence to advisory group when it is necessary to review proposals or promotions.
3. Summarize comments of group, as well as make own recommendation, and send to national co-chairs for passage to the AAZPA.
4. Communicate with national co-chairs issues brought forth by members of the region for discussion with the AAZPA and the AAZPA Development Committee.
5. Serve the AAZPA Development Committee as a representative to other institutions in the region.

Advisory Group Members-At-Large:

1. Upon notification of the regional chair, review proposals, promotions, etc. and provide comments/criticism. All correspondence will go through regional chair.
2. Provide the regional chair with staffing information and act as a source of information for the regional chair on AAZPA development and marketing information.
3. Communicate with regional chair concerns or opportunities not previously discussed through the group process.



NORTH CAROLINA ZOOLOGICAL SOCIETY

October 7, 1991

Kathryn Roberts
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

Dear Kathryn,

You have probably just received (if not, it's on its way) a proposal from Erich Hunker and me for the Advisory Group to support the AAZPA Development Committee.

We're confident this group will be the key to successful communications among our members, and with your approval, look forward to implementing the plan.

To begin the procedure, Erich and I would like to co-author a brief article for the AAZPA newsletter. We think it's important to let the development staff of our member institutions know that the committee has been formed and their input is solicited through the advisory group.

If you agree with this approach, please let me know and Erich and I will draft an article for your review.

Many thanks.

Sincerely,

Sally Steele
Associate Director

cc: Erich Hunker



American Association of Zoological Parks and Aquariums

DATE: November 6, 1991
REPLY TO: Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

TO: Bill Dennler, AAZPA Development Committee Liaison
RE: AAZPA Development Committee Advisory Group

Dear Bill,

I have attached a copy of a proposal for a Development Committee Advisory Group from Erich Hunker and Sally Steele of the AAZPA Development Committee. I suspect you have already seen it.

As liaison to our Development Committee, I would like to have your opinion on the proposal before I respond to Erich and Sally.

At first glance it appears to be a reasonable proposal and would achieve our goal of making certain that Development people were informed about AAZPA efforts before they occur.

Let me know what you think. I want to make certain I don't step on the toes of AAZPA protocol.

Sincerely,

Kathryn R. Roberts, Chair
AAZPA Development Committee

KRR/gb

Att.



American Association of Zoological Parks and Aquariums

DATE: October 10, 1991

REPLY TO: Kathryn Roberts, Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

Post-It™ brand fax transmittal memo 7671

of pages ▶ 1

To <i>Steve Taylor</i>	From <i>Kathryn Roberts</i>
Co. <i>Cleveland Zoo</i>	Co. <i>MN Zoo</i>
Dept.	Phone # <i>612/431-9333</i>
Fax # <i>214/661-3312</i>	Fax # <i>612/431-9336</i>

Steve Taylor, AAZPA President
c/o Cleveland Metroparks Zoo
3900 Brookside Park Drive
Cleveland, OH 44109

Dear Steve,

At the AAZPA Development Committee meeting in San Diego, we discussed adding members to the committee.

This letter is to ask you to consider appointment of the following people to the committee. These recommendations have come to me through members of the committee:

Mary-Floye Federer, Development Director
Zoological Society of Houston

Randall Stubbs, Development Director
Denver Zoo

JoAnn Kiersey of Oklahoma City

John Vack, Development Director
Phoenix Zoo

Fran Bernstein, Membership Director
Friends of the National Zoo.

*She is my
first choice. Do you
need to issue a
letter of appt. or should
I just write her.
Kathryn*

The committee would welcome the assistance of any or all of those people to the Development Committee.

Thanks for your help.

Sincerely,

Kathryn
Kathryn Roberts

/gb



American Association of Zoological Parks and Aquariums

Post-It™ brand fax transmittal memo 7671 # of pages 1

To: Kathryn Roberts	From: Steve Taylor
Co: Minnesota Zoo	Co:
Dept:	Phone #: 216-661-6500
Fax #: 612-431-9300	Fax #: 216-661-3312

ms

DATE: October 10, 1991
 REPLY TO: Kathryn Roberts, I
 Minnesota Zoo
 13000 Zoo Boulevard
 Apple Valley, MN 55124

Steve Taylor, AAZPA President
 c/o Cleveland Metroparks Zoo
 3900 Brookside Park Drive
 Cleveland, OH 44109

Dear Steve,

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This letter is to ask you to consider appointment of the following people to the committee. These recommendations have come to me through members of the committee:

Mary-Floye Federer, Development Director
 Zoological Society of Houston

Randall Stubbs, Development Director
 Denver Zoo

JoAnn Kiersey of Oklahoma City

John Vack, Development Director
 Phoenix Zoo

Fran Bernstein, Membership Director
 Friends of the National Zoo.

*GB - who want?
 Bert's 1/2 citation?
 I can't remember*

The committee would welcome the assistance of any or all of these people to the Development Committee.

Thanks for your help.

Sincerely,

Kathryn
 Kathryn Roberts

/gb

*TO Kathryn
 please choose
 one for now as
 we would like
 to committee like
 stay at 9 for now.
 Other can help
 however*



KNOXVILLE ZOOLOGICAL SOCIETY

P.O. BOX 6040 • KNOXVILLE, TENNESSEE 37914 • 615/637-5331 FAX 615/637-1943

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October 7, 1991

Mr. David Jenkins, Deputy Director
AAZPA Conservation Center
7970-D Old Georgetown Road
Bethesda, Md. 20814

Dear David:

As a follow-up to Kathryn Roberts' request and the minutes of the Development Committee meeting, I really have only one comment.

Since I was involved in the formation of the proposed guidelines, I am in general agreement with what is proposed at present. My only concern is #3.

Please be very, very careful that we do not undersell or undervalue the association. \$30,000 is not very much for a national company to pay to get such wide recognition and possible impact. Just be careful that we don't use that \$30,000 figure simply because it is easy and does not require association involvement.

Otherwise, all looks fine. Hope all is well in D.C. Talk with you soon.

Best regards,

Ted A. Beattie
Executive Director

TAB/kb

cc: K. Roberts ✓



MINNESOTA ZOO

Strengthening The Bond Between People and The Living Earth.

Minnesota Zoo • Apple Valley, Minnesota • 55124 • 612/431-9200

October 3, 1991

Sabin Robbins
AAZPA Marketing Office
3101 South Ocean Boulevard, Suite 510
Highland Beach, FL 33487

Dear Sabin:

First of all, thank you for coming to the Development Committee meeting in San Diego and offering all your help. My commitment to you is to try not to create a lot of extra work for you but to help you.

Also, I had the opportunity to speak with Bill Foster of Louisville, who had about 300 ideas on cause-related marketing. Will you call him sometime to talk about that?

Sincerely,



Kathryn R. Roberts, Chair
AAZPA Development Committee

KR/gb



The Zoological Society of San Diego



Handwritten notes:
w/ Steve Taylor
an. 2/16/91
E. 1/20/91
Finn Burstein
FOVZ

October 1, 1991

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Douglas G. Myers
Executive Director

Ms. Kathryn Roberts
Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124

Dear Kathryn:

Enclosed is a list of Development Personnel who attended the Development Forum in San Diego.

In follow-up to your request, I'm also including potential names of people who might be added to the AAZPA Development Committee. That would allow us to cover the regional representation of people who were involved in the development activities, and who I think have shown the interest.

My first choice would be Mary-Floye Federer, the Development Director of the Zoological Society of Houston. her name is one the list. She covers the south-central region and seems to be a high caliber individual. Sally Steele and Glenn Ekey seem to support that.

Another one would be Randall Stubbs, Development Director of the Denver Zoo. A third choice would be JoAnn Kiersey from Oklahoma City, fourth, John Vack, Development Director of the Phoenix Zoo.

I think we should have someone from Portland, Oregon. Their Development Director resigned, but you might add Sherry Sheng, the Director of the Portland Zoo. She is presently looking for a replacement for the Development Director, and until that person is hired, I think Sherry would have a lot to offer the committee.

Ms. Kathryn Roberts
Page two
October 1, 1991

Kathryn, it was nice seeing you. I hope you enjoyed the conference. I hope things are going well for you in Minnesota. If I can be of assistance, please don't hesitate to give me a call.

I think the idea of having a meeting sometime after the first of the year would be great. I will also send the necessary licensing information to David Jenkins at AAZPA.

Sincerely,


Charles L. Bieler
Development Director

/lb
Enclosure

DEVELOPMENT PERSONNEL FORUM ATTENDEES

Ms. Barbara Titus
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500 Edgewood Avenue
Akron, Ohio 44307

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Birmingham, AL 35223

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2
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Suzanne Katzanek
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CEO
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Seattle, WA 98103



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆

Date: October 1, 1991

Reply to: Kathryn Roberts, Development Committee Chair
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

OFFICERS

President
STEVE H. TAYLOR To: AAZPA Development Committee

President-Elect Re: September 18, 1991 Committee Meeting in San Diego
STEPHEN R. WYLIE

Vice President
DENNIS A. MERITT, Jr., Ph.D.

Members Present: Kathryn Roberts, Chair; Glenn Ekey, Vice Chair; Ted Beattie, Chuck Bieler, Erich Hunker, Sally Steele.
Members Absent: Cynthia Sumner, Jim Thornton.

Immediate Past President
DAVID G. ZUCCONI

Executive Director
ROBERT O. WAGNER

DIRECTORS

WILBUR B. AMAND, VMD

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

DAVID E. ANDERSON

WILLIAM V. A. DENNLER

THOMAS C. OTTEN

1. **Role of the committee.** This committee will be responsible for providing information to those interested in the development activities of our committee and AAZPA staff; and in turn will serve as a sounding board for cause-related marketing ideas raised by AAZPA staff. Several opinions on other roles were expressed. Complete resolution was not reached. We will continue to discuss the mission of this committee as we move forward.
2. The committee was informed that a Development Officer will not be hired for approximately one year. This committee will draft a proposed position description for this new staff person.
3. Effective communication between development people in zoos and aquariums was discussed. Steele and Hunker will identify an information tree and provide to Roberts for distributing to committee members.
4. At Robbins' request, the committee agreed to identify a list of zoos willing to participate in discounted admission coupon promotions. A survey will be prepared and distributed by staff.
5. Roberts indicated that additional participants could be sought for the committee. Bieler will send list of possible names to Roberts. Bieler also agreed to forward San Diego Zoo licensing agreements to Robbins.
6. Jenkins volunteered to let the committee know of activities impacting developments which are occurring in other forums of AAZPA.
7. Robbins will send a summary of his current activities to committee members and will regularly update committee members on his activities.
8. The committee agreed to complete review of the draft guidelines for cause-related marketing within six months. Members agreed to individually review the proposed guidelines (attached) and submit comments either by phone or in writing to David Jenkins no later than December 1.

The group agreed to have a mid-year meeting during the Great Lakes Regional Conference.
Time and location to follow.

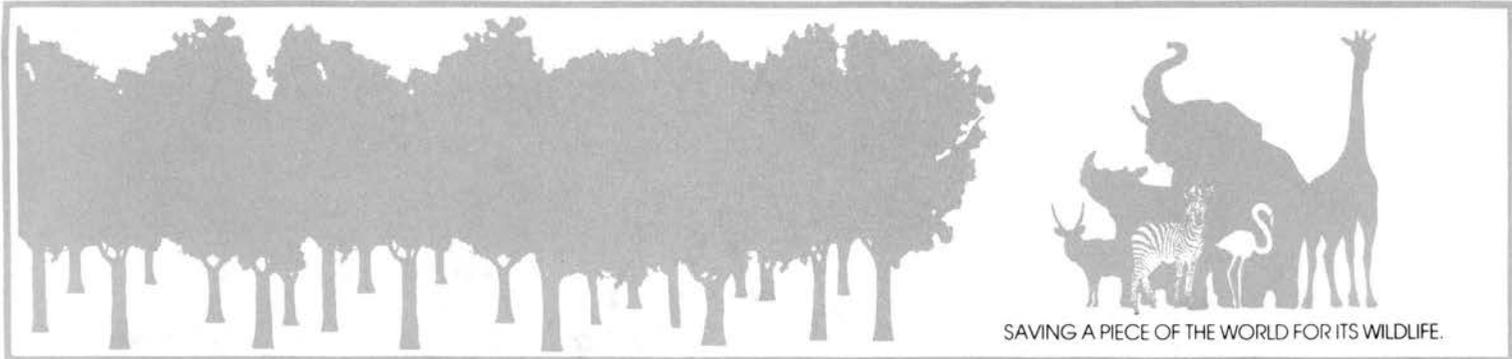
cc: Steve Taylor, AAZPA President
Bob Wagner, AAZPA Executive Director
Bill Dennler, Board Liaison
Sabin Robbins
David Jenkins

NOTE: Action items are underlined.

DRAFT DEVELOPMENT GUIDELINES

1. All promotions involving members must be approved by the Board and our member institutions.
2. No promotion involving coupons or discounts will be considered if it involves less than \$100,000 for AAZPA.
3. Promotions of \$30,000 or less can be approved by staff (unless in conflict with #1).
4. Royalties from sales to members only will be declined; however, those from larger markets will be considered.
5. Development staff should raise money for AAZPA projects only.
6. Promotions should (if possible) benefit both AAZPA and its members.
7. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions.

cc: GT



NORTH CAROLINA ZOOLOGICAL SOCIETY

AAZPA Development Guidelines

1. Promotions should benefit both AAZPA and its members. Every attempt will be made to work with development professionals within our member institutions to ensure AAZPA promotions are not in conflict with member promotions. Should the AAZPA require access to a member market, that member institution will be contacted prior to any communication.
2. The primary function of the AAZPA development staff is to raise funds for the AAZPA.
3. The primary function of the development committee is to serve as a liason and advisor to member institutions and the AAZPA.
4. All AAZPA promotions must be approved by the Board and a majority of the development committee. The development committee will work through the advisory committee to obtain a general consensus of the membership when promotions involve the membership. Participation will be at the discretion of the membership.
5. \$100,000 is the minimum donation required for promotions involving coupons or discounts.
6. \$25,000 is the minimum donation (or in-kind donation) for any promotion with the AAZPA.
7. AAZPA licensing programs will be approved by the board and a majority of the development committee. No other agency may act on the behalf of the AAZPA in this regard.

Special Note: AAZPA development staff is defined to include AAZPA marketing staff. It is assumed that AAZPA development, marketing and administrative staff have an established procedure for program approval prior to presentation to the development committee and the AAZPA board. Special consideration should also be given to keep the AAZPA's public relations and public education committees informed.

Submitted for consideration to David Jenkins, cc: Kathryn Roberts by Sally Steele, September 25, 1991.



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation.

Date: October 1, 1991

Reply to: Kathryn Roberts, Development Committee Chair
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

OFFICERS

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President-Elect Re: September 18, 1991 Committee Meeting in San Diego
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NOTE: Action items are underlined.

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**Coral Reef/Sharks
at the
Minnesota Zoo**



September 27, 1991

Glenn Ekey, Executive Director
Rhode Island Zoological Society
Roger Williams Park Zoo
Providence, RI 02905

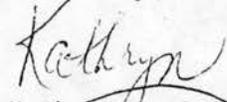
Dear Glenn:

I tried unsuccessfully to fax this to you today although I made several attempts. I realize the mail will take a little longer, so I would appreciate it if you could fax, rather than mail, your comments about the attached minutes. My fax number is 612/431-9336.

Could you also confirm that the only absent member was Cynthia Sumner? My recollection is that Ted Beattie, Chuck Bieler, Erich Hunker, Sally Steele and Jim Thornton were all there along with you and I.

Thanks for your quick response.

Sincerely,


Kathryn R. Roberts
General Director

KRR/gb

Att.



MEMORANDUM

TO: Development Forum Attendees
FROM: Charles Bieler *CB* **DATE:** September 25, 1991

Thank you for participating in the Development Personnel Forum on September 15. I hope you found the sessions helpful. You were a very receptive group, and I think a lot of valuable information was exchanged.

Enclosed is a copy of the list of attendees.

- Board of Trustees
Albert L. Anderson
President
Bill L. Fox
First Vice President
Kurt Benirschke, M.D.
Second Vice President
John M. Thornton
Secretary
Thompson Fetter
Treasurer
Ivor deKirby
George L. Gildred
Lee S. Monroe, M.D.
Lewis Silverberg
A. Eugene Trepte
Thomas Warner
Betty Jo F. Williams

Trustees Emeriti
Howard L. Chernoff
Dallas Clark
E. Minton Fetter, M.D.
Lt. Gen. V. H. Krulak
USMC (Ret)
Robert J. Sullivan
Milton G. Wegeforth

Executive Directors Emeriti
Charles L. Bieler
Charles R. Schroeder
Douglas G. Myers
Executive Director

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American Association of Zoological Parks and Aquariums

MARKETING OFFICE, 3101 S. Ocean Boulevard, Suite 510

Highland Beach, Florida 33487

(407) 243-3122



Species Survival Plan

MEMO

TO: Development Committee
FROM: Sabin Robbins, AAZPA Marketing Officer
DATE: September 25, 1991
SUBJECT: AAZPA Marketing Programs

CURRENT CAUSE-MARKETING PROMOTIONS

1). RALSTON PURINA: Their Big Cat Survival Fund program tells their cat food customers that purchases trigger donations to AAZPA and local, participating zoos. Purchasers get a free animal poster (at store, zoo, or send-in by mail) and pamphlet urging them to join-support their local zoo. Begun in 8-90 and to be repeated each August so long as successful for Ralston and AAZPA.

DONATION: 1990: \$200,000 to AAZPA; \$200,000 to zoos (donation to individual zoo varies from \$2,500 to \$13,000 depending on market size and incentives tied to sales increases during promotion period).

1991: \$300,000 to AAZPA, \$300,000 to zoos.

1992: \$250,000 to AAZPA, \$250,000 to zoos.

1993 and 1994: Ralston contract (not yet signed by AAZPA) states their intention to donate a total of \$500,000 each year with the AAZPA/zoo split yet determined.

2). STRIDE RITE: Purchasers of animal-themed kid's shoes receive an animal activity booklet with \$2 off child's admission with paying adult at participating institutions. Coupon/promotion valid until 2-28-92.

DONATION: \$25,000 for penguin conservation.

3). McDONALD'S: Purchasers of Happy Meals at 1,000 west coast stores receive a miniature endangered animal and educational booklet on animal and AAZPA conservation efforts during the scheduled Feb-March, 1992 promotion.

DONATION: \$25,000 to AAZPA.

4). WALLACE COMPANY: Plush, endangered animals sold at supermarkets through 1991.

DONATION: \$20,000 to AAZPA (or 10¢ per animal sold if higher); 50¢ per animal to participating institutions.

5). DAILY JUICE PRODUCTS: Panel on packs of their yogurt popsicles thru 1991 highlight Humboldt penguin SSP effort.

DONATION: \$10,500 to AAZPA for Humboldt penguin SSP.

(MORE)

LICENSING/ROYALTY PROGRAMS

1). SUNDANCER JEWELRY: AAZPA receives 2% from sales of endangered animal jewelry. Begun 11-90.
DONATION SO FAR: \$15,000.

2). PURINA MILLS: AAZPA receives \$100 on first ton of Mazuri animal food sold to member institution and \$10 for every ton thereafter. Begun 9-89.
DONATION SO FAR: \$11,106.

3). SEDGWICK JAMES INSURANCE: AAZPA receives 2% of premiums for member institutions and 1% for worker's compensation portion. Begun 6-90.
DONATION SO FAR: \$5,708.

4). ZOO LIFE MAGAZINE: AAZPA receives 5¢ for every copy sold and 10% of paid ad revenues. Begun 9-89.
DONATION SO FAR: \$1,643.

5). SABLE ENTERPRISES: AAZPA receives 10% of sales on wildlife videos sold to member institutions. Begun 1-90.
DONATION SO FAR: \$422.

6). MORLA CORPORATION: AAZPA receives 8½% on sales of SSP/Zoo Ark souvenir patches. Begun 8-89.
DONATION SO FAR: \$224.

7). NETWORK SERVICES: AAZPA receives 1% on sales of recycled papers, degradable plastics, and janitorial supplies to member institutions. Begun 1-90 and TERMINATED 3-91 because of poor sales.
DONATION: \$353.

8). MERIDIAN ONE: AAZPA receives 2% on sales of office equipment and supplies to member institutions. Begun 12-89.
DONATION SO FAR: No purchases yet.

9). CARTWHEELS: AAZPA receives 1% for two years on national sales of animal-themed coin medallions. Begun 10-89.

DONATION SO FAR: No report yet.

(MORE)

LICENSING/ROYALTY PROGRAMS

10). CARTRIDGE TECHNOLOGY NETWORK: AAZPA receives \$5 per order on sales of reconditioned toner cartridges to member institutions. Begun 5-91. No donation report yet.

11). ENDANGERED SPECIES FEDERATION: AAZPA receives 10% on sales of life-size plush sea turtles to member institutions and generated from Zoo Life ads. Begun 1-91. No donation report yet.

PAST DONATION PROGRAMS

1). KELLOGG'S: AAZPA received \$100,000 in 1989 from a cereal promotion with \$2 off child's admission coupon with paying adult.

2). LORD & TAYLOR: AAZPA received \$10,000 tied to 1989-90 sale of Liz Claiborne animal scarves.

3). J. PAUL MITCHELL HAIR CARE SYSTEM: AAZPA received \$10,000 in 1989 for elephant conservation.

4). MALY'S/J. PAUL MITCHELL: AAZPA received \$10,074 in 10-90 from a Midwest T-Shirt promotion.

5). BRADFORD EXCHANGE: AAZPA received \$2,500 in 2-91 tied to a promotion for marine animal plates.

SPECIAL NOTE

1). Specific licensing terms/percentages are confidential information and for your eyes only.

2). If you have any questions on any of the above, don't hesitate to call me at (407) 243-3122.

cc Quinn 76

American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

◆ A nonprofit, tax-exempt organization dedicated to the advancement of zoological parks and aquariums for conservation, education, scientific studies and recreation. ◆



August 8, 1991

OFFICERS

President
DAVID G. ZUCCONI

President-Elect
STEVE H. TAYLOR

Vice President
STEPHEN R. WYLIE

Immediate Past President
CHARLES H. HOESSLE

Executive Director
ROBERT O. WAGNER

Kathryn Roberts, Ph.D.
Chairman
AAZPA Development Committee
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, Minnesota 55124

Dear Kathryn:

The AAZPA Board of Directors met outside Colorado Springs from Sunday, August 3 through Tuesday, August 6, 1991. As always, the issues that were discussed and debated will be reported by the Executive Director in San Diego and in the *Communique*. Of particular significance was the adoption of a new Strategic Plan. I have included in this correspondence a summary of the adopted Strategic Plan and copies of pages which directly affect your Committee or task force (if appropriate).

DIRECTORS

TED A. BEATTIE

DENNIS A. MERITT, JR., Ph.D.

CHRISTEN M. WEMMER, Ph.D.

CLAUDIA E. COLLIER

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

In addition, I would like to offer the following suggestions for the coming year. Kathryn, as I see this Committee, you have two primary functions. The first is to provide a forum for fund-raising employees within the AAZPA. Second, and of immediate importance, is to review the Association's development guidelines and make any suggested improvements to the AAZPA Board. Initially, we anticipated that we would be hiring a development director as soon as possible. Budgetary restraints and some changes in direction for AAZPA has resulted in the delay of the hiring of this new employee. You should probably work closely with David Jenkins of the Conservation Center, Sabin Robbins, our contract development employee, and of course, Bob Wagner. I know you are well aware that development dollars are paramount in the future of AAZPA and in fact, most of our new programs depend on raising dollars for through development. The Board is also very aware of the conflicts that AAZPA fund raising can cause with its own membership. I personally believe that these conflicts can be resolved through constant communication. I also believe that we will never eliminate them completely.

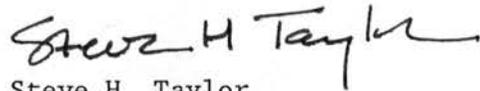
I hope you can attend a breakfast the morning we are visiting the San Diego Zoo for staff members and the chairs of the Public Education, the Public Relations and Development Committees. I believe these three committees must work closely together and continually communicate.

Again, I would like to thank you for volunteering your services to AAZPA for the upcoming year. I look forward to working with you in achieving the goals stated in the Strategic Plan. If I can be of any assistance, please feel free to contact me at any time.

Kathryn Roberts
Page 2.

August 8, 1991

Sincerely,



Steve H. Taylor
President-Elect
(216) 661-6500
(216) 661-6301 (private)
(216) 835-8269 (home)

ST/ms
Enclosure
cc - Steve Wylie
Robert Wagner
David Jenkins
William Dennler
Executive Board



American Association of Zoological Parks and Aquariums

Executive Office, Oglebay Park, Wheeling, WV 26003-1698
(304) 242-2160 Fax: 304-242-2283

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June 12, 1991

TO: Ron Forman
Roy Shea
David Jenkins
Bob Wagner
David Zucconi
Steve Wylie
Charles Hoessle
Dennis Meritt
Kathryn Roberts

FROM: Steve H. Taylor, President-elect *SH*

SUBJECT: Development Guidelines

OFFICERS

President
DAVID G. ZUCCONI

President-Elect
STEVE H. TAYLOR

Vice President
STEPHEN R. WYLIE

Immediate Past President
CHARLES H. HOESSLE

Executive Director
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R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

On May 9, 1991, David Jenkins sent to some of us a sample statement of Development Guidelines for AAZPA based on past Board action and his own experience. I have suggested a few changes and submit to you the attached guidelines.

I would suggest that this (or a modified version) be on the agenda for our August meeting. In addition, we then utilize the approved guidelines until the newly-formed Development Committee submits any revision.

If you have any suggestions, do not hesitate calling.

Development Guidelines

Preamble

The future of AAZPA and its programs are dependent on the growth of development dollars. It is the responsibility of the staff and Board to adopt guidelines that ensure that our development programs do not have a significant negative impact on individual member institutions.

Guidelines

1. All promotions which involve member institutions must be approved by the AAZPA Board of Directors ~~and the institutions~~
2. No promotion which involves coupons or other member "give-aways" or discounts will be considered unless it generates a minimum of \$100,000 for the AAZPA.
3. Decisions regarding proposals which involve \$30,000 or less can be made by AAZPA staff, so long as they do not conflict with Rule 1.

*Kathryn
Revised slightly
by Board, Bob,
or David Jenkins, or
I will send
you a new
copy*

June 12, 1991

4. Proposals which provide royalties to AAZPA, but are limited to sales in AAZPA member institutions only, will be declined.
5. Proposals which provide royalties to AAZPA from a large market, as well as from sales to AAZPA memberships, will be considered.
6. AAZPA development staff should raise money for AAZPA programs only. Staff can assist or help members with development but should not be responsible for non-AAZPA projects.
7. Every attempt will be made to secure promotions that benefit both AAZPA and its members.
8. Every attempt will be made to work with development professionals within our member institutions to ensure that AAZPA promotions are not in conflict with member promotions. This will be one of the tasks of the Development Committee.

ST/ms

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.

Objective 2: Establish an expanded zoo and aquarium database on computer disk by 1 September 1992.

Strategy 1: Continue to establish and expand the database.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Put existing data on disk and make available to membership.	Exec. Office Admin. Asst.	7/90	1/91		Information already contained in new 1990 directory.
2. Determine additional data and methodology (software) needed.	AAZPA Dep. Dir.	10/90	8/91		Work with survey experts.
3. Create, mail and tabulate new data surveys in education PR, research & conservation.	AAZPA Dep. Dir.	9/90	5/91		
4. Incorporate expanded data into existing database.	AAZPA Staff	5/91	8/91		
5. Make expanded data on disk available to membership.	Exec. Office	8/91	9/92		

Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 1: Complete staff and committee assignments.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Activate development task force.	AAZPA President		8/90		
2. Development task force reviews existing policies and determines guidelines for future development initiatives.	Task Force Chair	9/90	8/91		
3. Determine responsibilities of new development position and hire appropriate personnel.	AAZPA Exec. Dir.	10/90	8/91		
4. Appoint Development Committee to act as Advisors to Development Officer & Board.	AAZPA President	8/91	9/91		
5. Review development policies and report to Board.	Development Committee	9/91	9/92		

KEY RESULT AREA I - EXPAND AND IMPROVE MEMBERSHIP SERVICES.

Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 2: Increase income.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Develop plan of action with financial objectives and targets for all areas of development.	Development Committee	9/91	9/92		<p>Note #1: Estimated AAZPA development income for last 4-5 years is \$700,000.</p> <p>Note #2: This plan would require about \$2.7 million additional plus inflationary to be accomplished completely over the next 5 years.</p>
2. Implement plan.	Development Off. & Comm.	9/91	1/95		
3. Make a recommendation to the AAZPA Board on the concept of creating a development advisory board of corporate and foundation executives.	Development Committee	9/91	8/92		
4. If recommended, create a Development Board.	Development Committee	9/92	9/93		

Objective 3: Create development opportunities, including promotions, fund raising, and grants that would at least double existing development income to AAZPA and its member institutions by 1 January 1995.

Strategy 3: Measure success.

Action Steps	Who Responsible	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS: (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required.
1. Prepare annual breakdown of funds received and anticipated through all areas of development.	Development Officer	8/91	Aug. annual mtg. starting 1992		
2. Survey institutional membership at least biannually to determine the amount of income they have received through AAZPA development.	Development Officer	8/92	8/95		



July 23, 1991

Board of Trustees

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First Vice President

Kurt Benirschke, M.D.
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Thompson Fetter
Treasurer

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USMC (Ret.)

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Executive Directors Emeriti

Charles L. Bieler

Charles R. Schroeder

Douglas G. Myers

Executive Director

Ms. Catherine Roberts
Director
Minnesota Zoological Garden
13000 Zoo Blvd.
Apple Valley, MN 55124

Dear Catherine:

As you are all aware, the Zoological Society of San Diego is hosting the 1991 AAZPA Annual Conference from September 15-19. We are excited about this conference; we think it will be a great opportunity for our colleagues to visit three of the finest institutions in the United States--Sea World, the Wild Animal Park, and the San Diego Zoo. I hope all of you are planning to attend.

As a follow-up to the Indianapolis Conference, some of our associates in the fund-raising profession suggested that we hold a special session for development personnel. They held an all day work session in Indianapolis and invited colleagues to attend. Another shorter meeting was held in Toledo later on in the year, and it was suggested by the participants that we follow-up with a similar get-together in San Diego. I had agreed, as representative of the Host Conference, to put together a program in San Diego. The following is a suggested schedule for this program:

The plan is to meet at the San Diego Zoo on Sunday, September 15. We will figure out a way to get those registered delegates up here around 9:00 a.m., and have a continental breakfast, followed by some work sessions from 9:00-12:00, have a hosted luncheon at the Zoo, and continue work sessions from 1:00-4:40. You would be back at your hotel in plenty of time to change and get ready for the ice-breaker.

Attached is a summary outline of information I thought might be appropriate. I was also planning on having you tour the Development facilities here at the Zoo, and showing you how we maintain our records with electronic filing. We could set up some work sessions for specialized interest groups, which I would have chaired by our Development Department staff.

Ms. Catherine Roberts
Page two
July 24, 1991

Please let me know no later than August 15, if you will be attending these sessions. If you have anything you would like to add to the program, please don't hesitate to ask. My direct dial number is (619) 557-3998.

Thank you very much for your assistance.

Sincerely,


Charles L. Bieler

P.S. Enclosed is a questionnaire that I'm asking each institution to fill out. It's information on membership, donations and support. I'm chairing a session on Tuesday afternoon on fundraising and institutional commitment. I thought it would be nice to have some demographic information--some statistical information which would indicate the impact of fund-raising efforts on our institutions.

/lb
Enclosures

IDEAS FOR OUTLINE

1. Development Department staff organization options
2. \$1,000 one year clubs
3. Tour programs: Are they valuable to fund-raising efforts?
4. Fund-raising events
5. AAZPA Development Committee focus: Katherine Roberts
6. (How do institutional member's, Development Directors fit?)
7. Development software files--Epsilon
8. Direct mail--exchange of ideas

1991-92 AAZPA DEVELOPMENT COMMITTEE

CHAIR Kathryn Roberts, Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

VICE CHAIR Glenn Ekey, Executive Director
Rhode Island Zoological Society
Roger Williams Park Zoo
Providence, RI 02905

Ted Beattie, Director
Knoxville Zoological Gardens
P.O. Box 6040
Knoxville, TN 37914

Charles Bieler, Director Emeritus
San Diego Zoo
1915 Sunset Boulevard
San Diego, CA 92103

Joseph Ferrer, Executive Director
Zoological Society of Florida
12400 S.W. 152nd St.
Miami, FL 33177

Erich Hunker, Development Officer
Baltimore Zoo
Druid Hill Park, Mansion House
Baltimore, MD 21217

Sally Steele, Director of Operations
North Carolina Zoological Society, Inc.
Rte. 4, Box 200
Asheboro, NC 27203

Cynthia Sumner, Director of Development
St. Louis Zoological Park
Forest Park
St. Louis, MO 63110

Jim Thornton, Director of Development
Cincinnati Zoological & Botanical Garden
3400 Vine St.
Cincinnati, OH 45220

June 28, 1991

Kathryn R. Roberts, Chair
1991-92 AAZPA Development Committee
c/o Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124

First name *Last name*, *Position*
Company
Address
City *State* *Zip*

Dear *First name*:

Welcome to AAZPA's new Development Committee! The committee roster is attached for your information and future use.

Our committee will begin work when Steve Taylor assumes the presidency at this year's annual conference. I hope we can get together informally at the conference for at least a few minutes.

The AAZPA board will discuss development guidelines at its August board meeting; our tasks should be defined at that time. According to the current draft of the Five Year Strategic Plan, a major objective is to create development opportunities to at least double development income to AAZPA and its member institutions by January 1995.

I look forward to seeing all of you. Please feel free to call me at any time (612/431-9299) if you have questions or ideas.

Sincerely,

cc: Steve Taylor, AAZPA President-Elect

1991-92 AAZPA DEVELOPMENT COMMITTEE

CHAIR Kathryn Roberts, Director
Minnesota Zoo
13000 Zoo Boulevard
Apple Valley, MN 55124-8199

VICE CHAIR Glenn Ekey, Executive Director
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18 June 1991

OFFICERS

President
DAVID G. ZUCCONI

President-Elect
STEVE H. TAYLOR

Vice President
STEPHEN R. WYLIE

Immediate Past President
CHARLES H. HOESSLE

Executive Director
ROBERT O. WAGNER

MEMO TO: KATHRYN ROBERTS, DEVELOPMENT COMMITTEE CHAIRMAN

FROM: STEVE TAYLOR, PRESIDENT-ELECT *Steve*

SUBJECT: COMMITTEE ASSIGNMENTS

I have written to all those who will serve on next year's committees. Please send a letter or memo and a copy of the list I previously provided you to your committee members so they can familiarize themselves with the other members of your committee.

This will inform you that your term of service on the Charter & Bylaws Committee will be concluded at the end of the San Diego Annual Conference.

After careful consideration, I have determined that the initial duties and responsibilities directed to the Long-Range Planning Committee have been completed. You and those serving with you have done a fine job for the Association in the discharge of your committee's duties and responsibilities; and therefore, we have determined that we will suspend the committee at this juncture. By doing so, we can readily reconstitute the committee if additional duties and responsibilities become evident. I have informed all of the members of your committee of this decision.

I also take this means to request that you be in attendance for a "cabinet meeting" of all committee chairmen on Sunday, 15 September, from 4:00-5:00 p.m. in the El Camino Room of the Town & Country Hotel. At that time, I will provide you with the committee guidelines and briefly discuss my plans for the Association during the coming year. I sincerely thank you for your willingness to assist me and to serve the Association during my term as President.

SHT/jkw

Copies to: AAZPA Board of Directors
Louie DiSabato



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June 12, 1991

TO: Ron Forman
Roy Shea
David Jenkins
Bob Wagner
David Zucconi
Steve Wylie
Charles Hoessle
Dennis Meritt
Kathryn Roberts

FROM: Steve H. Taylor, President-elect

SUBJECT: Development Guidelines

GB? what inty?

OFFICERS

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President-Elect
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Vice President
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Immediate Past President
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June 12, 1991

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ST/ms



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4 June 1991

OFFICERS

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President-Elect
STEVE H. TAYLOR

Vice President
STEPHEN R. WYLLIE

Immediate Past President
CHARLES H. HOESSLE

Executive Director
ROBERT O. WAGNER

Kathryn Roberts, Ph.D., Director
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124

Dear Kathryn:

I recently completed the initial assignments to next year's committees. I am pleased you will be chairing the Development Committee during my term as President.

A list of those persons I plan to formally assign to your committee is attached. If you have serious concerns with any of those I proposed, please contact me immediately. I plan to make all formal appointments by 18 June.

Thank you for your willingness to serve the Association during my term as President.

Sincerely,

DIRECTORS

TED A. BEATTIE

DENNIS A. MERITT, JR., Ph.D.

CHRISTEN M. WEMMER, Ph.D.

CLAUDIA E. COLLIER

ROY A. SHEA

R. GREGORY TARRY

WILLIAM P. BRAKER

WILLIAM G. CONWAY

J. STEPHEN McCUSKER

AMERICAN ASSOCIATION OF
ZOOLOGICAL PARKS AND AQUARIUMS

Steve

Steve H. Taylor
President-Elect

SHT/jkw

Attachment

Copies to: Bob Wagner
Steve Wylie

Eric

DEVELOPMENT

Kathryn Roberts, Chairman
Glenn Ekey, V-C

Ted Beattie
Charles Bieler
Joseph Ferrer
Erich Hunter
Sally Steele
Cynthia Summer
Jim Thorton

Hunker

225 A Rogers Forge Rd
Baltimore MD
21212
1328

Sumner, Dir Dev.
St Louis
Forest Park
StL, MO
63110



steortybr
Dir (316)661-6301