

National Wildlife Refuge System Centennial Commission

13 March 2002 (Day 2 of 2)
American Geophysical Union
2000 Florida Ave.
Washington, DC 20036

Commission Members

Mr. William P. Horn (Chair)
Ms. Ramona Seeligson Bass (*by phone*)
Mr. Karl Malone (*absent*)
Mr. John L. Morris
Mr. Lynn A. Greenwalt
Mr. Kym Murphy
Mr. Michael J. Bean
Mr. J.R. Johnson (*representing Mr. Jack Hanna*)
Mr. Daniel A. Pedrotti
Mr. Peter H. Coors (*absent*)
Senator Thad Cochran (*absent*)
Senator John B. Breaux (*absent*)
Senator Robert C. Smith (*absent*)
Senator Jim Jeffords (*absent*)
Congressman John D. Dingell (*absent*)
Congressman Curt Weldon (*absent*)
Congressman James V. Hansen (*absent*)
Congressman Nick J. Rahall II (*absent*)

Meeting Participants

Ms. Gale A. Norton (Secretary of the Department of the Interior)
Daniel M. Ashe (Chief, National Wildlife Refuge System)
James Kurth (Deputy Chief, National Wildlife Refuge System))
Janet Tennyson (NWR/FWS)
Laurie Shaffer (Centennial Commission Coordinator – FWS/NWR System)

The Chair opened the second day by welcoming the Commission Members and the approximately 25 NWR Managers in attendance for the morning session. Each of them introduced themselves and indicated the name of their Refuge.

Next came a presentation on the Communications and Media Efforts of the firm hired by the FWS for this Centennial effort, JDG / Powell Tate. Steve Feldman, Senior VP at Powell Tate, noted that they are a staff of approximately 80 persons and based in DC. They were hired to do two things:

- 1) Raise money and execute projects
- 2) Raise public awareness and support (particularly through communications)

He continued his presentation by speaking about the Focus Groups they conducted and the Messages they developed.

Focus Group Findings: The Centennial Initiative should talk about specific successes and accomplishments (personalize the animals, mention great partnerships with citizen's groups, mention great historical figures); let the general public know what's in it for them (what they can do on a NWR, how different from a National Park, what is important about a Refuge, etc.); fund raising will be tough in post 9-11 (due to fatigue, corporate biz environment). Based on historical comparison, took 1 year for charitable giving to bounce back to traditional levels after Oklahoma City Bombing. But can't wait for 1 year to pass. Need to get going.

Messages: Research led to developing messages that focus on the specific successes, (success of profession management), specific examples of habitat and wildlife that have been saved, real benefits to society and people.

Powell-Tate explained that two plans have been developed.

Media Outreach Plan: They'll be counting on the members of the Commission to help in this effort (Public Service Announcements, Events, etc.)

Partner Outreach Plan: Commission is the pivot point to reach out to traditional and non-traditional supporters. Not just the Cooperative Alliance for Refuge Enhancement (CARE) organizations but also new areas (corporate world, Congress, etc.). In the binder they have provided some of the potential donors and should work closely with the NFW Foundation list plus the contacts and expertise of the Commission. Commission is the pivot point to build monetary support for the Centennial and also build enduring support for next 100 years. The firm will help give the tools and material to communicate the message. Partner firm of JDG has prepared great packaged material to get the message across plus they will have a team on the ground to help and support.

One Commission Member asked if the firm had done any research into the public needs of the System in the future. The Firm responded that it is more critical at this point to help the public figure out what the NWR System is, and point out its accomplishments rather than where it should be in the coming century. To examine the future direction of the NWR System may have to do that with a more targeted audience (rather than the general public).

Another Commission Member asked if the Firm had contacted the Anheuser-Busch Company as a potential business partner (the company is a sponsor of his TV Program). The Firm answered "no" that they been waiting for the Commission to provide the outreach and contacts. The FWS added that Anheuser-Busch is a partner with the FWS Foundation. The FWS indicated they are appreciative of the Commission Member's offer to put the FWS in touch with that company.

The Chair then turned the floor to Charles Katzenmeyer, Associate Director for Development and Public Affairs at the Smithsonian Institution, for a power point presentation.

The Smithsonian provided a short history of the Institution then explained the National Museum of Natural History is the heart and soul of the Museum Complex. It is the most visited museum in the world, 10 million per year. Historically American visitors come three times in their life - as children, with their own children, and with their grandchildren. Trying to get them to come more than 3 times (perhaps through distance learning, internet etc.). They are a theme park of learning in Washington. He talked a bit about the actual exhibit and how it is intended to excite and overwhelm the visitor. There will be an immersion aspect (flat screen projection on 3 sides). Also an electronic outreach opportunity (the internet, teaching material, etc.) Hopes to be a positive point of access and platform for FWS Centennial message.

Four key questions that the exhibit seeks to answer:

1. Why refuges vital for the health of the environment?
2. How can citizen enjoy and support the refuge system?
3. Where are the refuges and how/why are they preserved?
4. Why was it necessary to establish the refuge system?

Partnership between the Smithsonian and FWS has existed for decades. Now looking for other Strategic Partners to help fund the project. The Exhibit is intended to be franchised (kiosks at Refuges, material/content accessible in classroom). The Exhibit should be next year's most memorable exhibit on the nation's Mall. Might be a bit more expensive but it is worth it if reaches large number of people and has an impact.

In response to questions from the Commission Members, the Smithsonian responded that the exhibit will run for 6 months (March – Summer 2003). They anticipate 3-5 million visitors (approximately ½ of the 10 million annual visitors). After the original 6 months it can travel for a few years. Pieces can be permanent in sites that want them. Estimated cost is \$2.5 million (including modular portion and traveling portion). The stages in the development are 35%, 65%, and 95%. Currently at 35% in the process of development (design, understand content, pictures). Now looking for \$2 million to continue. The Chair indicated that in terms of timing, they will need the “Go, no go” by October 2002. The Smithsonian indicated that it would be helpful to know by end of summer. That's when the bills are due.

The Chair stated they will say “yes” in some capacity but want to make sure that the check doesn't bounce. The Chair explained that he has been through a detailed presentation and saw lots of wildlife. Wants to make sure that the Fish are not left out in the final product.

The Commission had a further question about the level of funding and the Smithsonian indicated that some portion of the traveling costs are included in this \$2.5 million. They will provide budgets and options to the Commission.

In response to a question about how they control what goes on the road, the Smithsonian replied that they create a website (e.g. Viking Exhibit) and the local museums don't need to create new sites, they just tap into the Smithsonian. They explained that they have twice as many web visitors (i.e. 15-20 million visitors) as physical visitors. They are currently trying to re-work the Smithsonian website to guide the public directly to the programs component rather than the research portion of the site. In response to a question from the Commission regarding reaching the 2 million subscribers to Smithsonian Magazine, they explained that the Outer-wrap on the Magazine will alert readers to something coming to local area. However with regard to a feature story in Magazine, the stories aren't targeted to the visitors to the Mall. The exhibits group doesn't have control over the editorial design of the Magazine. Moreover, they can't control for the attendance at the local museums but they hope there is a good fit between the content of the exhibit and the audience at the local museum. If you have the right audience for the right exhibit then it will do well. Smithsonian is the best place to display the message of the NWR System because it is an ideal partnership.

After a brief break the Chair turned to a discussion of the budget and began with the **Smithsonian exhibit**. The FWS explained that the total cost is \$2.5 million and to date they have a portion of that. In order to continue with the exhibit as displayed, it would cost 2 million.

One Commission Member indicated that if the Activities Committee gets working quickly then they might be able to get some quick answers to the Smithsonian and start giving input before it is completely planned. The Chair thought that of all the projects, this one might be the easiest to get corporate sponsorship. \$2 million was penciled in reflecting the net remaining amount that needs to be obtained to enable this project. A Commission Member indicated that this might be the most significant activity with regard to getting the message across and raising the profile and is a cornerstone of the other fundraising efforts.

The Chair then continued down the list, discussing activities and assigning costs to them.

Next on the list was **Pelican Island**. The FWS explained that the largest amount of money is land acquisition which is a federal expense. The FWS set a goal of \$20 million and they currently have \$17 million to date and the rest is in the upcoming budgets. The FWS has received grants and appropriations. No need for help from Commission on that. The FWS will need help from Commission in the form of the celebratory event at Pelican Island on 14 March 2003. The local communities (Sebastian, Indian River County) are fairly financially depressed and they have asked for help in setting up a national scale event. The town has put together a proposal in Section 10 of the binder. They have identified \$250,000 to support the national level event. Would be great to get the President down there. Land will be restored and there is great thematic event related to land restoration of the environment. Need partner or corporate support to help the Local community.

The Chair asked if there is any form of support that the Commission can play. The FWS responded that they are trying to establish a National Interpretive Site for the refuges and would appreciate the expertise of two particular Commission Members. They are currently having trouble finding a suitable site. Don't want simply a visitor center but a national interpretive site.

The FWS explained that because they don't have a site, they lost the opportunity to have it in place in time for the Pelican Island Event. If they had site and partners, they could have obtained appropriated funds. FWS and Partners in Indian River County need to find the right place. The Congressman (David Weldon) covering that area will be at the reception this evening and the Commission Members might want to discuss with him the status of the interpretive site. There has not been agreement at this point.

One Commission member sought clarification about the principal components of budget (land acquisition, habitat restoration, PR, Smithsonian, etc.) and asked if they are part of the Education and Outreach Committee. The Chair responded that he is trying to get a sense of what portion of the activities the Commission is being asked to support. The FWS explained that the matrix in the binder shows what the FWS has already invested. The FWS has already started down the road on some of these activities and in that case they are looking for the Commissions help as appropriate. The FWS indicated that they need to separate out what the FWS can deliver (e.g. land acquisition and building towers) from appropriated funds and what they need from the Commission.

One Commission Member saw that with regard to Pelican Island, one place the Commission could help is related to the \$250,000 to support the local community preparation for the event.

The Chair agreed and said that he had already penciled this figure in. The Chair added that he had already penciled in \$1.8 for the **Centennial Conference**.

The Chair then moved on to discussing the **Zoo Partnership**. Looks like \$250,000 has been obligated from appropriated funds. Appears that this is under control and nothing that the Commission needs to do. The FWS replied that they aren't sure yet how the Commission can be a help. This activity seems to be almost unlimited. The FWS is simply explaining the activity to the Commission and looking for their help and ideas to building partnerships with zoos and aquaria. There is lots more to do to develop educational material support for sharing of volunteers, etc. To be honest FWS not sure how to put a dollar amount on it at this at this point. Need to sit down and talk with AZA and others to discuss about what can be done and how much this costs.

One Commission Member volunteered that he and Jack Hanna are coming back to DC on May 16th to meet with the AZA team. They have a good relationship with them. If no objection, he'll help and cut through the politics. He is more than willing to see if can help get things moving and facilitate a partnership with the FWS. Another Commission member warned that they don't want to be duplicating efforts in the fund raising (e.g. Smithsonian and Zoo efforts). The Chair suggested that some of the Commission

members meet separately on this and identify specific recommendations. Both of them agreed to do so prior to the May meeting. The FWS offered to provide a description of the plans they have for working with zoos to help the Commission Members in their conversation. The FWS added that it might be valuable for some of the Commission Members to meet with the FWS staff to learn what they have been doing on this topic. The Commission Members indicated that they can have their committee meetings prior to the July Commission Meeting and this should be the work of the Outreach Committee. Another Commission Member added that Newt Gingrich is a big supporter of zoos and they might be able to enlist him to raise money for projects related to the Refuge System.

The discussion then turned to the **Postage Stamp**. The FWS indicated that the Postal Service will cover cost of printing. Commission should consider how can use the stamp this as part of the Events they are planning. In response to questions from the Commission, the FWS indicated that the selection will not be a competition and that the Postal Service may work with the Commission on a design. It will likely be part of a series.

They then moved to **Coordinated Special Events**. The Chair suggested they should have a national level event each quarter in addition to the Conference. Pelican Island might be one of these.

The FWS indicated that the cost vary widely. The reception at the Botanical Garden is \$36,000 for a 500 person event. Some of most effective events are small ones on a Refuge. The DOI is looking at possibility of placing the Secretary on the ground working with the local folks. Sometimes these are the most effective and cheapest. If looking at fund raising events, cost is up front but you can recoup these costs.

The Chair asked the approximate costs of 3 national events. He indicated that some of these costs would be covered by the Federal Government due to the President's involvement. The FWS responded that there are some things (e.g. alcohol) that can't be covered with appropriated funds. Average cost is \$ 65 per person. If just guessing, perhaps \$500,000 for 3 large national events. This does not include the Conference and the Pelican Island costs.

The group then turned to **Visitor Services Initiative**. The FWS indicated that most of the costs would be born by the FWS. The commission shouldn't worry about this. If however, money can be raised, then can do a lot on the ground. For example, Wild Birds Unlimited is being given an award for their support of photo blinds and observations on the Refuges. As the Commission sees opportunity for partnerships that would be great. So not looking for funds but looking for spheres of influence and networking that the Commission has in business community. Maybe later in the year the regional staff could approach the Commission to help get support for regional initiatives (e.g. "take me fishing" events in the Northeast Region).

The Chair expressed that if there are opportunities for the high-profile of the Commission to bless an event then that would be a good idea. The FWS strongly agreed and indicated there have been many requests for the commission to be involved.

The Chair moved on to the **Media Outreach/Promotion/Availabilities**. This one looks like it is handled through Powell-Tate/JDG contract unless the Commission has additional ideas. No real figures assigned to this one at this time. The FWS agreed but indicated that in-kind donation is welcome (studio time etc.) because doesn't require transfer of funds. One Commission Member suggested that the PR firm is be tied into the national events like National Wild Turkey Federation and Ducks Unlimited. Free exposure could be as valuable as the paid exposure. Need to have them out there and plug into the existing events.

The Chair asked if the Commission can we rely upon the PR firm to come up with an "opportunities" list for meetings and conferences. Would be useful to come up with a list of these things to shop around to the Commission and the Department to have staff get out there and promote the NWR message. The FWS explained that Powell-Tate has set up campaign tracking system with a calendar that outlines all the important events. In the media arena, the FWS has a good strategy but need the contacts and relations that the Commission has. The FWS indicated that they will be able to provide a list of opportunities to raising the profile of Refuges and get the message across and also who is best to accomplish this.

The FWS explained that they have a system in place to check on the progress on activities and events. This system allows the Commission to check the list and select which ones they want to be involved in.

The Chair believes there are some natural opportunities and they need to make the pitch to these target lists. Need to keep in mind how to take advantage of this.

The FWS noted that there is an opportunity on the horizon with Newsweek for a 12 page spread but FWS lacks a Corporate Sponsor. The latest possibilities are Subaru and Ford. With the right connection then perhaps it could get done. FWS will find out tonight at the reception about the cost for this endeavor. One of the Commission Members asked for the details of the Newsweek and Ford contacts. The Commission Member indicated she has some contacts there and willing to make this happen. This should go under the heading of the Outreach Committee so they are all on the same page.

One Commission Member added that with the help of the FWS they could quickly cut a PSA at their TV studio and then coordinate with syndicator and get it on the air.

The Chair then turned the discussion to the **Commemorative Books**. He posed the question if there is any way that the Commission needs to be involved. The FWS indicated that most of these efforts are in progress no need for funding. Unofficially, one of the publications needs about \$18,000 for additional research so if any of the Commission Members have ideas for help, that would be appreciated.

The FWS indicated that there are 4 or 5 books in progress. There might be a way to promote the books at the Conferences. Might be small cost associated with the promotion of the books. With one of the books, the FWS has committed to buying 4,000 copies as promotional material. The Chair didn't see any utility in putting together an official book because these efforts are already underway and the field is occupied.

One Commission Member indicated that Disney artists might be interested in doing original artwork of the Refuges. Could be book, traveling show, and prints. They've already done the costing on this. They'll keep that alive. Disney artists could donate time as long as the logistics are handled. Team an artist with the Refuge staff member to create a story around the development of the art. Other Commission Members agreed that they we shouldn't abandon this idea. It's a good idea.

The FWS raised some ideas that could piggyback on these efforts like a musical CD, a volume of environmental writers (through the Orion Society) and hand these out at the Conference.

Other Commission Member felt that these books could be personalized to raise additional money. The FWS added that they are thinking about personalizing the donor packages (e.g. hunting trips, fishing trips) as well as commemorative editions and signed copies. A Commission Member informed the group that these limited editions often cover the cost of the whole print runs.

The Chair then moved the discussion to the **Duck Stamp Contest**. He indicated there are no costs to the Commission associated with this aspect.

The Chair raised the issue of **Conservation Education** and inquired about the cost of CDs, Internet, and distance learning. The FWS stated that they perceived there is a need and interest in environmental education. The FWS needs the expertise of some of the Commission Members to guide this effort.

The Chair indicated that there should be **website** for the Centennial. He suggested a virtual tour of NWR System. The group then discussed the costs of the website. One Commission Member indicated that the costs would vary widely. Depends on how focused it is. But despite the potentially high cost and headache, it is an important tool. He indicated they have more than 1 million visitors per month on his website. His site is willing to have a link to the Centennial and willing to put information about Jack Hanna's involvement on the Commission on website. Another Commission Member expressed interest in the live webcase of animals as well as putting the Hunting and Fishing Guide on the site. Perhaps other Commission Members and the AZA might be good source of information.

The FWS indicated they have examples of live broadcasts (e.g. bald eagle nesting) in FWS system. They have decided to do a lot of this in-house. They have good staff member with significant corporate experience. But currently the website makes you click

through all the government bureaucracy rather than a quick link to the stuff the public is interested in.

The FWS and others felt it was a good idea to keep the Centennial website separate from the FWS site, so that they can take advantage of some of the sponsorship opportunities that can't be done on a government website. The FWS also indicated they have good IT people and an available budget (\$75,000 in the JDG contract) but what they really need is advice on how to tailor the content to be most effective in outreach and partnership. FWS suggested that for next meeting they could have the IT person come and explain the improvements to the FWS website and plans for the future.

The Chair and Commission Members agreed that there would be two separate sites, one for the Commission for the purpose of Centennial and another that is the existing FWS site. The Centennial Site would be funded through sponsors and have links to FWS website. FWS will continue to spend to improve their own site. FWS reiterated that they have money available for the Commission site but need help planning the content. One of the Commission Members indicated that it is important to talk with the Partners (e.g. Ducks Unlimited) to obtain input related to the content on the website.

Another Commission member expressed his discomfort with a highly commercialized site. He realizes that sponsorship is important but need to make sure that it is educational. If "commercial" then it should be done tastefully and low key.

It was decided to pencil in \$250,000 for website and internet partnerships.

The Chair then steered the discussion to the **Habitat Restoration Initiative / Centennial Fund**. The Fish and Wildlife Foundation would like to be involved. This would create a Habitat Restoration Fund that is available for grants/challenge grants/matching grants to help run on the ground projects in the NWR System in the Centennial year. Would also facilitate these projects in the coming century. The Chair opened up discussion on the size of the fund.

The FWS admitted that they had been thinking in term so of goals and accomplishments (like acres) rather than terms of dollars. Any amount would be useful. He'd also ask the Commission to think about how they can work with great partners (e.g. Ducks Unlimited, Audubon, Conservation Fund, TNC, North American Wetlands Council, etc.) and approaching them to see if can use existing mechanisms and partnerships to do restoration projects in NWR System. So, rather than dollar amount he'd find specific projects (ESA or Wetlands) and set goals. But if commission needs a dollar amount then could do that.

The Chair indicated that he envisioned creating a fund (perhaps call it the Centennial Fund) that could be drawn upon for partnerships. Ties in nicely with partnership and creates long-term legacy. He hasn't broached this idea with others so he'd like to hear their ideas.

Other Commission Members agreed that it is a good idea but some asked if the FWS could quantify the acres that will be restored as a result of the funding.

FWS responded that it is hard to quantify because habitat restoration falls in a number of different areas. Sometimes it's in maintenance, some times it's in cost-share programs. The FWS has asked its staff to look at the numbers. The FWS staff member suggested one thing that might help in fund raising is to produce a list of 100 top habitat restoration projects.

One Commission Member suggested that if thinking in dollar amounts it should not be low because the need is large and to come out with low figure would be counter productive.

FWS agreed that this idea of a Centennial Campaign matches with their thoughts. This fund would exist for many years to come. Plan is to be more like Ducks Unlimited. Might not matter which specific sites are chosen but if they get collaboration on the ground that would be good in the long haul.

The Chair reasoned that if they pursued the idea of a Centennial Fund, perhaps think of certain two donor appeals:

- 1) general fund, people can be a founding member or
- 2) specific project or specific area of interest

The Commission Members agreed that it is good to provide a wide opportunity for people to give money. Should illuminate the joint venture opportunity.

FWS and the Chair informed the Commission that the North American Wetland Conservation Plan Fund started at \$5 million, went to \$15 million then up to \$43 million.

The Secretary announced that there are potential federal funds available (e.g. CCI) and the FWS pointed out that there are lots of opportunities to generate the project ideas (e.g. RONS system, maintenance lists, strategic planning process, etc.) and can get the local partners to help carry it out on the ground with many different ways of raising the money.

The Chair made an executive decision to pencil in a goal of \$5 million to capitalize the fund. The Commission agreed.

A Commission Member inquired if the habitat restoration would be limited to public lands. The Chair said that Commission should address this question.

The Chair then moved to the **Hunting and Fishing Guidebook**. They all agreed that it is a great idea and \$300,000 is what is listed and sounds reasonable. Will be easy to raise money. The FWS indicated that the actual cost could be a bit more if make available on the web more depending on availability as the Commission Members have suggested. There was a question about the introductory message and whether it would say that hunters and fishers as conservationists. The Chair informed the group that the content

hasn't been decided yet. The conversation also indicated that it will be available on a commercial basis and perhaps the revenue would support the NWR system and conservation.

The Chair then turned to discussing the **NWR Calendar**. The FWS informed the Commission that the total cost depends on whether it is give away (\$1.2 million for 1 million calendars // for 100,000 calendars it is \$1.75 each) or sale item through publisher. It could be done either way. Another FWS staff member reminded the group that perhaps Caterpillar will do the calendar so perhaps no need to pursue this one. In the past they have done a calendar in connection with the FWS Foundation. So in some sense it is a continuation from past activities. The Chair suggested therefore that they might consider not doing it if the market is full.

A Commission Member added that these items (e.g. commemorative book, calendar, field guide) are things that can be sold on the website and proceeds can go to the refuge. Since this is a niche market, this is very targeted/efficient way to raise funds.

One FWS staff member reminded the group that the Nature Photographers Association are an important constituent so may want to consider keeping the calendar on the radar.

One Commission Member mentioned the connection between Caterpillar and NASCAR driver, Burton, who is a spokesperson for wildlife and conservation. Burton attends many events and has a wildlife foundation and might be a good spokesman. Caterpillar might be interested in that tie-in.

After a break for lunch the group reconvened and the Secretary asked if the Commission had any questions. She agreed that the fund raising numbers that the Commission has come up with are large but that the activities are really attractive to corporate fundraising.

In response to a question from a Commission Member about her personal priorities for the Centennial Celebration, the Secretary responded:

- Partnership Theme is key across all the land management agencies. Glad to see that this is included.
- Glad to have hunting and fishing connection highlighted because people have forgotten how much hunters and fishers have contributed to the conservation movement.
- Also sees as opportunity to take refuge system out of obscurity. Don't want to turn them into tourist attractions as opposed to wildlife refuges but still want to make people aware of the refuges and use and visit them.

The Secretary agreed with a Commission Member that the education aspect is important but she is cautious about pulling Refuge staff away from their jobs to be in classrooms all the time. That said, this is great opportunity for education. Especially teaching the Teachers who can then instruct the kids.

The Secretary mentioned that the Park Service gets 400 million visitors a year and only 40 million to Refuges. Big discrepancy and lots of potential.

The Secretary thanked the group and the Commission thanked her as well for her support and raising visibility of the NWR (e.g. 40 member of congress confirmed for tonight's reception which is excellent).

After the Secretary departed the Commission continued the afternoon's discussion.

One Commission Member informed the group that he was approached by an **Imax Film** crew in connection a potential project on the National Parks and/or NWR System. He doesn't have figures on how many people view. Should look at finances and other support the FWS and Commission might be able to provide.

Another Commission Member explained that his company has investigated this the past. Relatively small audience but good news is if you can get project up and running it gets high profile and can run for a long time. It's not cheap because of camera equipment and not easily portable. But given the spectacular scenery that the NWR has close-by, that should not be a problem. Without commitment from theaters it can't be done. They aren't done on speculation and very few have made money. The ones that make money, make a lot. Might be related to seating capacity in the theaters. If have backers and sponsors (like Everest) then don't need to worry about making profits.

The FWS indicated they have had these conversations in the past and would have cost \$7 million (\$2 million would have been required FWS). Another FWS staff member explained that the basic price is \$5 million and more if want educational material related to the film. Recently Watchable Wildlife indicated that the Minnesota Museum of History would have invested all the money but needed 200K up front from the FWS for the design and concept. Question at this point is whether FWS have the up front money available for a speculative venture. Might be worth exploring with Watchable Wildlife and the MN group because they are very credible. But agrees that corporations are leery of sponsorship because they rarely make money.

A Commission Member thought that the timeline is very long and would not be ready for the Centennial. Although it is small audience it is a wonderful platform and could last for a long time and match the people they are trying to reach. The FWS continues to be very interested in doing it if they can pull off without too much speculation. A Commission Member explained that the successful ones develop the concept, get commitment from the studios to show them up front, then go back to raise the money thus ensuring an audience. The Commission Members and FWS staff agreed that the films that are successful are the dramas, not the documentaries. Tough market.

The Chair moved the discussion to the **Centennial Conference**. The \$ 1.8 million figure listed in the binder is based on two previous examples (Keystone Conference and CITES Conference).

The FWS explained that the draft budget is based on the vision of the Steering Committee. They envision approximately 1,300 people. Estimated costs and description of the conference are in the binder. 642-1,300 FWS staff interest (depending on who pays). Multi-day event (Monday to Friday). Includes 400-500 people from conservation community and partners. Keystone Conference pulled together all the NWR Managers for the first time. 800 attendees (NWR staff and outsiders) and cost about \$1.5 million. Keystone was supported mostly from operating expenses with a little fund raising through the Foundation. The Commission won't be raising money for the NWR staff expense involved in attending the conference. The Commission contribution will pay for the venue (i.e Convention Center).

A FWS staff member indicated that a hotel setting won't be functional for a group this large. No hotel can handle an event this size without complications and angering the participants. The DC convention center is a better idea. The costs are mostly for the site but also for administrative costs. No mention of a conference fee, but this must be approached with caution because that will affect attendance. She went through item by item some of the budget items listed in the binder.

In response to a question from the Chair, the FWS responded that they did not pay speakers fees at Keystone, however the National Park Service paid for speakers at their conference. She stated that the Commission might be able to help save money by arranging speakers and in kind donations (e.g. high volume copiers from Kodak).

The FWS explained that the one of the themes of the Centennial is partnership and acknowledging the partnership. Keystone was internal and inward looking. This one is to reach out. As for the agenda, the program hasn't been set yet but some steps have been taken. The commission should be very involved in the agenda. Approximately one-half of attendees would be NWR staff such as Refuge Managers and Senior Leaders but also some other FWS programs and other refuge staff members. The Steering Committee wanted to keep it open and bring in the younger ranks so that they are exposed to these sorts of venues. Don't want to limit to just one level in the organization.

The FWS continued that the goal is to celebrate conservation success stories, bring in external partners (e.g. Isaac Walton League, etc.) and talk about long history with partners and also exciting new partnerships. Celebration of last 100 years and also looking forward to coming 100 years. Needs to be more externally focused.

The Chair pointed out the suggested Mission Statements in the binders but it is the job of the Conference Committee to work with the FWS on the budget and also on the substance of the conference and by July or Fall meeting have made some decisions.

The Chair explained that the FWS has a steering committee and they are at the service of the Commission's Conference Committee. The Conference Committee will work out the details and bring them back to the full Commission this summer.

The FWS pointed out that there is a Mission Statement and a Purpose Statement in the binder. The Commission should look to see if that is acceptable. The Steering Committee has provided some broad suggestions but don't want to go too far without the blessing of the Commission. This is still very much a Draft in line with the 3 themes that the Chair had provided and in-line with the mandate for the Conference. The Steering Committee is scheduled to meet again April 2-3.

The Chair suggested that any Commission Members who are interested should sign up for that committee. Work on it over the summer and ready in the fall to give direction to the FWS.

The FWS explained that they will be meeting with the DC Convention center next Tuesday and will have a better idea about the financial deadlines.

The Chair suggested they put in 1.8 million for the time being and hopes it will be a little less.

The Chair then recapped the budget

Smithsonian 2.0 million
Events: .75 million
Centennial Fund: 5.0 million
Hunting and Fishing Guide: .30 million
Website/Internet: .25 million
Centennial Conference: 1.8 million

The Chair indicated this comes to approximately \$10 million. One-half for "hard" costs (i.e. actual money in order to pay for events). The other half is "soft" or "target" for the Centennial Fund (if make it great, if not, there is nothing lost).

The Chair suggested that before July, the committees should go through the list to see if anything is to be added and check the price tag. Then they can verify and see if the funds are available or where they can obtain them.

A Commission Member also raised the idea of a **Centennial Scholars Fund**. Mike Scott of FWS brought to his attention an initiative to provides stipends to graduate students related to the NWR System. Perhaps this could be tied into the Centennial Initiative. He wondered if this is of interest to the FWS.

The FWS indicated that this would be appropriate. A Scholars Program got started last year through the FWS Foundation and a grant from Anheuser-Busch. It's not exclusively for NWR but approximately one-half of the scholars are doing work on Refuges, and the FWS is are looking for additional funds (perhaps British Petroleum) and hoping to expand. He thinks it would be appropriate if the Commission would be interested in supporting. It's a great way to develop good minds in the wildlife conservation field. It hasn't been part of the Centennial Initiative so far. The FWS can get some information

from Mike Scott to feed to the Projects Committee for consideration. The Park Service has a Scholars Program and they would like to have a similar effort. One of the Commission Members recommended that the Project Committee take a look at this and consider incorporating into the Initiative. FWS agreed, and said that it might be worth speaking with some of the professional societies (e.g. Wildlife Society, WMI) that fund scientific endeavors. The Chair agreed that the concept of a Centennial Scholars fund is worth pursuing. The FWS staff thought that the Anheuser-Busch Company support last year was approximately \$100,000 for ten scholars.

The Commission then turned to brainstorming for potential targets for Funding Sources. They'll need a Fundraising Committee and volunteers. First task would be potential donor list. Then all Members can go out and approach donors. The Donor List could be tailored to each of the potential activities.

One Committee Member indicated she's happy to be on fundraising committee but this needs to be done in tandem with Zoo and Smithsonian activity. That way it's tangible. The Chair agreed and suggested that they refine the activity lists and then they'll have tangible projects and supporting documents with which to approach donors.

One Commission Member asked about donor/funding deadlines. Another responded that the cycle is very different for every corporation. There is no perfect time so can't worry about that. Each has a different deadline.

The Commission wondered if it is time to start with the Smithsonian. Smithsonian is willing to help with making the pitch if the group has leads on donors. Suggested that perhaps they can get that one started.

One Commission Member added that it might be worth consulting with the FWS Foundation since they are experts on fund raising. He suggested it is time to talk with the experts about fundraising and get their advice on how/when to approach donors. Need to match the idea with the specific donor otherwise you may be waiting for a long time.

The Chair asked the Commission if they want to proceed with Smithsonian activity and work out the details later. Selected Commission Members will get started on that front while the rest of the Initiative comes together. Smithsonian has already prepared material (included in the binder) that can be used in approaching donors.

One Commission Member advised that it is not a good idea to approach a donor with only one thing in mind. Should be flexible to the donor's interests. Another Commission Member agreed that the list doesn't need to be too specific at this point. If the Member perceives an interest then you can play that up. Due to timing, don't want start at the bottom and go through the "grant process". Need to use connections and contacts to get to the top decision makers quickly.

The Chair read the following motion which was approved by unanimous decision: "The Centennial Commission endorses the proposed **Smithsonian Wildlife Refuge Exhibit** as

an approved Centennial project for a remaining budget of approximately \$2 million. This approval is contingent upon subsequent review and approval, in cooperation with the Fish and Wildlife Service, of the specific exhibit including a final budget.”

Then they moved to a recapitulation of the 4 committees and assignments.

Program/Projects Committee:

Members: Ms. Bass, Mr. Morris, Mr. Murphy, Mr. Johnson / Mr. Hanna,

Duties: Go through the project list, refine the figures, bring those back to the Commission in July for approval of content and budget.

Activities on the List: Centennial Fund, Hunting and Fishing Guide Book, Disney Art Book, website/internet, scholarship fund, Zoo partnerships (amorphous at this point), and the Smithsonian. [Regarding the Zoo and AZA activities, Johnson/Hanna will be in contact connect with Bass and work out details. They suggested having somebody from Smithsonian involved in those conversations.]

Conference Committee:

Members: Mr. Greenwalt, Mr. Bean,

Duties: examine the purpose, content, budget, and schedule related to Centennial Conference.

National Events / Availability Committee:

Members: Mr. Murphy, Mr. Coors, Mr. Horn, Mr. Johnson / Mr. Hanna

Duties: Availability Calendar, Public Service Announcements, Media Outreach, 3 National Events, event at Magic Kingdom

Fundraising Committee:

Members: The Entire Commission

Duties: donor lists and targets (there is good list to start with in the binder). The NWR Secretariat will be a conduit for matching Commission Members with potential donors. The FWS also suggested that the Commission enlist the Fish and Wildlife Foundation and other Foundations to help in the effort.

Thanks all around. The Commission was adjourned until July.