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A report on an Arts Administration with the Audubon Institute, New Orleans, Louisiana

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A REPORT ON AN
ARTS ADMINISTRATION INTERNSHIP WITH
THE AUDUBON INSTITUTE,
NEW ORLEANS, LOUISIANA

An Internship Paper

Presented to

the Faculty of the Graduate School
of the University of New Orleans

In Partial Fulfillment

of the Requirements for the Degree of
Master of Arts in Arts Administration

by

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B.S., Louisiana State University, 1983

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ABSTRACT

This paper discusses an internship experience at the Audubon Institute, a not-for-profit organization located in New Orleans, Louisiana. The Audubon Institute oversees the management of several facilities dedicated to the cultivation and awareness of nature. The primary focus of the internship was development and fund raising. As an intern the author was given the responsibility for several special projects, the purpose of which was to assist the Vice-president for Development with improving the operations of the department. In addition, the intern assisted with the ongoing activities of the department, including grant writing and special events planning. Special projects included a feasibility study for developing a new membership category for an out-of-state market, obtaining bids on an electronic screening service for the department's database, and financial studies of 2 major fund raising events. In addition, recommendations were made regarding the improvement of Development's donor research process. The primary impact of the intern's time upon the Audubon Institute was to provide a resource for analyzing Development Department plans and events in order to assist in future decision making. The results of all research and analyses are included in the Appendix.

Chapter 1

THE AUDUBON INSTITUTE

History

The Audubon Institute, a not-for-profit organization located in New Orleans, Louisiana, oversees the administration of a family of facilities which serve the New Orleans community: Audubon Park and Zoological Gardens; the Aquarium of the Americas; Woldenberg Riverfront Park; the Freeport-McMoRan Audubon Species Survival Center and Wilderness Park; the Audubon Center for Research of Endangered Species; the Entergy IMAX Theater; and the Louisiana Nature Center. The Institute is the grandchild of a project that began over 100 years ago in 1893. By the late nineteenth century the nation had become an urban industrialized society. In the 1890's urban parks and recreation centers were seen as a means to provide city dwellers with exposure to the rejuvenating effects of a natural environment. New Orleans did not escape this trend, and in 1893 the city hired the nationally known architectural firm founded by Frederick Law Olmsted, the designer of New York's Central Park, to create an urban park for its citizens.¹

In 1914 the city established the Audubon Park Commission to oversee the care of the park. This Commission is still the governing agency for Audubon Park. During

¹ John F. Kasson, Amusing the Million, Coney Island at the Turn of the Century (New York: Hill and Wang, 1978), pp. 11-17.

the early years of this century plans were implemented to create a zoo within the park, and in the 1930's the federal Works Progress Administration built several buildings for the zoo. By the 1950's and 1960's the Zoo had lost much of its public funding, causing a deterioration in the facilities. The caging and exhibition of the animals had become a disgrace to the city. *The New York Times* once described the Audubon Zoo as an "animal ghetto." By the 1970's city officials realized that something needed to be done to save this potentially valuable asset for the future of New Orleans. In 1972 the citizens of New Orleans agreed by passing a special referendum that generated \$1.9 million in general obligation bonds to be used for the restoration of the Zoo.

As restoration went forward the Zoo adopted an ambitious new mission that encompassed not only the exhibition of wildlife, but conservation, education, and recreation. In 1974 an association of Zoo volunteers formally established the *Friends of the Zoo*. This organization began with 400 members and has grown to over 37,000 individuals and families. In 1977 L. Ronald Foreman was appointed Executive Director of the Audubon Zoological Garden. Under Mr. Foreman's direction a master plan was created to establish natural animal habitats, state-of-the-art support facilities and a highly trained professional staff. The plan also called for the establishment of a long-range vision for the future of Audubon. The decade of the 1980's saw many progressive changes at the Audubon Zoo with the creation of diverse programming to attract greater attendance. Education became a primary programming goal in order to supplement a increasingly under funded public school system. The *Friends of the Zoo* became the *Audubon Institute*, and took on a more active role in the administration of

the Zoo. By the end of the 1980's the Institute had moved from total dependency on local government funds to total self-sufficiency.

The 1980's also brought expansion of the Institute from one facility to two with the opening of the Aquarium of the Americas. From this point forward the Institute has continued its growth into eight facilities dedicated to nature conservation and education, and there are plans for more growth in coming years. The Audubon Institute has grown from a modest urban recreation spot into a community of organizations that has a major impact on conservation efforts and on the economy of the city of New Orleans.

Mission

The mission of the Audubon Institute is “to cultivate awareness and appreciation of life, the interdependence of all living things, and to help conserve and enrich our natural and man-made world.” The primary objectives established to accomplish this mission are:

⇒ **Conservation:** To participate in the effort to conserve and protect natural resources by developing and maintaining captive populations of endangered plants and animals, and by becoming involved in projects related to these species in the wild.

⇒ **Education:** To bring knowledge and understanding of the interaction between nature and humans and to promote a balanced understanding of the environment by establishing museums and wildlife facilities, programs, exhibits and publications, and to promote public conservation efforts.

- ⇒ **Research:** To encourage the collection and analysis of scientific information that will enhance the conservation and education objectives of the Audubon Institute.
- ⇒ **Economics:** To insure long-range fiscal security by sound fiscal management and development funding that encourages corporate, foundation, and individual support.
- ⇒ **Leadership:** To serve as a model of cooperation, participation and pride in the civic and professional communities.
- ⇒ **Recreation:** To provide a wide range of recreational opportunities, both active and passive, to the community.

The Audubon Institute Family Tree

As the master plan established in the late 1970's began taking shape the Audubon Institute grew into a family of related entities dedicated to nature. Following is a brief description of each branch of the current family and its future offspring:

Audubon Park

Since its inception in the late nineteenth century Audubon Park has evolved from a wooded retreat on the rural outskirts of the city to an urban Eden surrounded by residential neighborhoods and two universities. The park is host to thousands of walkers, joggers, golfers and bicyclists. More than 60 races use the park each year, including the annual Crescent City Classic, and most recently, the 1995 Symphony

Run. This event featured a concert by the Louisiana Philharmonic Orchestra and attracted over 5,000 visitors. Unlike many other urban parks, Audubon receives no public funding. Despite this, in 1995 \$3.5 million was committed to enhancement projects for the park. These projects are to be paid for with funds from the Institute's revenue-generating facilities and from private support. A recent enhancement was made to The Riverview, located on the Audubon Park batture. This included new live oak plantings and a pavilion. Funding came from a joint project with the New Orleans Arts Council's 1% for Art Program.

Audubon Zoological Garden

The Zoological Garden is the heart of the Audubon Institute. Located within the acreage of Audubon Park it has progressed over the last 20 years from one of the worst zoos in the nation to one of the best. This progression was due to a commitment on the part of local government and citizens. In addition to assistance from the City of New Orleans and the State of Louisiana the Zoo was able to turn itself around through the financial commitments of hundreds of local businesses and individuals. That financial commitment, which continues today, will allow the Zoo to continue to grow in order to fulfill the Institute's mission. Current projects include a Mezoamerica exhibit, the interactive Diefenthal Earth Lab, a new elephant exhibit, and enhanced educational programs. In the last few years several special exhibits have attracted additional visitors to the Zoo. In 1993 the *Dinomania Exhibit* brought over 600,000 additional visitors, and in 1995 weekend celebrations such as the Black Heritage Festival,

EarthFest and Swamp Fest lured over 85,000 to the Zoo. Also in 1995, the Premier Bank Zoo-to-Do, the annual gala fund raising event, raised over \$600,000.

Aquarium of the Americas

Opened in 1990, the Aquarium of the Americas has become one of the top facilities of its kind in the nation. The success of the Aquarium is an example of the Audubon Institute's dedication to establishing a family of facilities to further the natural sciences. The campaign to create the Aquarium began in 1986 with the passage of a new millage by the citizens of New Orleans to service \$25 million in bonds to be used to establish an aquarium. From there the business community and citizens gave the needed financial support for the project. Since opening to record breaking crowds the aquarium has grown considerably. New exhibits, educational, and entertainment programs have been added over the years. Plans for Phase II of the aquarium began in 1994. This new phase includes additional exhibit space as well as the Entergy IMAX Theater. The IMAX Theater opened in the fall of 1995, and the Changing Exhibits Gallery opened in February of 1996. With over 7 million visitors to-date the Aquarium has made a substantial impact on the local economy in terms of tourist dollars, visitors to downtown, and the regeneration of the riverfront.

Woldenberg Riverfront Park

As part of the Aquarium of the Americas project the Audubon Institute also created the Woldenberg Riverfront Park along the banks of the Mississippi River in downtown

New Orleans. This park has revitalized this area of the city, which had degenerated into rows of abandoned warehouses. The park covers 14 acres from the Aquarium entrance down river to the Jax Brewery in the French Quarter. Future plans for the park include expansion to encompass the Moonwalk continuing down to the Governor Nicholls Street Wharf. Also, Washington Artillery Park, located between Jackson Square and the Moonwalk, will go under the management of the Audubon Institute. In addition to green space, Woldenberg Park contains a collection of public art by local artists such as Ida Kohlmeyer and John Scott.

Audubon Center for Research of Endangered Species (ACRES)

ACRES is one of the newest additions to the Audubon Institute family of facilities. Located on the Westbank, ACRES is a 38,000 square foot research facility dedicated to species survival. It will be completed in 1996 and will include laboratories for the study of the reproduction and rearing of endangered species in captivity. It has been funded primarily with a \$15 million grant from the U.S. Fish and Wildlife Service. It is hoped that researchers will develop new and enhanced techniques for breeding vanishing species. In 1995 the Institute recruited Dr. Betsy Dresser, a well known expert in animal procreation, to be the Senior Vice-president for Research at ACRES. This facility is just another step toward in accomplishing Audubon's conservation mission.

Freeport McMoRan Audubon Species Survival Center (FMASSC)

This facility is a 12 acre site on which the Audubon Center for Research of Endangered Species is located. In 1993 FMASSC opened as a refuge for endangered species, where they can breed undisturbed and ultimately increase their populations. FMASSC also serves as a research facility for students at the University of New Orleans and Tulane University. Like ACRES the Species Survival Center is not open to the general public. However, there are plans for a Wilderness Park within the Center which will be open to the public by special arrangement.

The Louisiana Nature Center

The Nature Center is an 86 acre nature preserve located within Joe W. Brown Memorial Park in eastern New Orleans. In 1994 the Center merged with the Audubon Institute, giving Audubon operational responsibility. The Nature Center serves the community as a resource on ecology and environmental subjects. It includes a museum, a greenhouse, hiking trails, and a science resource center. The Center has an average yearly attendance of approximately 100,000.

Insectarium

As of this writing the proposed Audubon Insectarium is still in the early planning stage. In 1995 a public hearing was held to review possible sites for this project. A definite site has not yet been chosen, but the old U.S. Custom House on Canal Street is the most likely place as of this writing. In February 1996 Ron Forman, president of

the Audubon Institute, asked a committee of the Louisiana state legislature to approve \$18 million over the next 5 years for the Insectarium and other improvements to Audubon Institute facilities. Of the \$18 million requested, \$8 million would be slated for the Insectarium. This request was made at a hearing of the State Capital Outlay Committee, and included local officials from around the state making requests for various statewide projects. Any funds granted would come from the state's 1996-97 construction budget.² The Insectarium is also receiving funding from the National Science Foundation. However, the funds from NSF will probably not be received in 1996 due to the delay in settling on a location. When complete the Insectarium will be the first free standing museum of its kind in the United States. It will hold more than 50 live species of insects, and will be another part of the Institute's family of living science museums.

The Audubon 2000 Campaign

In order to further its mission the Audubon Institute launched the *Audubon 2000 Campaign* in 1993. This ambitious campaign is a 5-year fund raising plan with an overall goal of \$123.8 million. Funds from this campaign will be used for enhancements to current Audubon Institute components, the creation of 4 new facilities, and the establishment of an endowment fund. As of the spring of 1995 some of these goals have already been accomplished or are near completion. The Audubon Institute Development Department has been given the responsibility for the *Audubon 2000*

² Ed Anderson, "Audubon Seeks Insectarium Money, Forman Wants \$18 million," The Times Picayune, New Orleans, 22 February 1996.

Campaign, making it a top priority. Each quarter a Campaign Newsletter is issued, updating the staff, members, and donors. (See Appendix I). A breakdown of the campaign goal appears below:

**Audubon 2000
Summary of Capital Needs**

CAPITAL PROJECTS Zoo 2000	Animal Healthcare	\$ 3,500,000
	Entry Plaza	3,000,000
	Endangered Species Exh.	3,000,000
	Changing Exhibit Venue	2,500,000
	Mezoamerica Exh. Phase 1	2,000,000
	Mezoamerica Exh. Phase 2	2,000,000
	Dienfenthal EarthLab	1,500,000
	Elephant Exhibit	1,500,000
	Alligator Museum	1,000,000
	Animal Adventures	500,000
	Education Presentation Amphitheater	500,000
	TOTAL	\$21,000,000
Aquarium Phase II	Facility Construction	\$18,350,000
	Upgrade Existing Exhibits	750,000
	New Exhibits	900,000
	TOTAL	\$20,000,000
Entergy IMAX Theater Woldenberg Riverfront Park, Phase II Audubon Park FMA Species Survival Center ACRES Phase I ACRES Phase II Insectarium, & Butterfly Pavilion		\$ 5,000,000
		5,750,000
		4,500,000
		5,000,000
		15,000,000
		4,000,000
		15,000,000
	TOTAL CAPITAL	\$ 95,250,000
ENDOWMENT	Audubon Institute for: Audubon Zoo, Park, Aquarium of the Education Programs	\$14,550,000
	Wilderness Park	1,000,000
	Woldenberg Park	3,000,000
	FMA Species Survival	10,000,000
		TOTAL ENDOWMENT
	GRAND TOTAL	<u>\$123,800,000</u>

Of the \$123.8 million, approximately 80% or \$103.8 million is already committed, and 16% is still needed:

	Millions	Percentage
Public Funds	\$ 34.9	28%
Private Funds	36.2	29%
Bond Funds	25.0	20%
Operating Funds	7.7	6%
Committed Funds	\$ 103.8	84%
Audubon 2000 Campaign Phase II		
Private Funds	\$ 16.0	13%
Public Funds	4.0	3%
Non-Committed	\$ 20.0	16%
Grand Total	\$123.8	100%

As of the spring of 1996 some of the Campaign's goals have been completed or are well on their way to completion. In the fall of 1995 the Entergy IMAX Theater opened, the first major *Audubon 2000* project. In February 1996 the Aquarium of the Americas opened the Changing Exhibits Gallery, part of the Aquarium Phase II project. In the winter of 1995-96 construction began on the Diefenthal Earth Lab and the Columbia HCA Animal Health Care Complex, both part of *Audubon 2000's* plans for the Zoo. The expected date of completion for these projects is the fall of 1996. The Freeport-McMoRan Audubon Species Survival Center was dedicated in December 1993, and received its first inhabitants in the spring of 1994. This project continues to grow each year. Finally, the Audubon Center for Research of Endangered Species was opened in June of 1996.

The *Audubon 2000 Campaign* is projected to have a far reaching economic impact upon the Institute, the local community, and the state. It is estimated that *Audubon 2000* components will attract new Institute visitorship of over 200,000 annually. The projects will create 6,416 new jobs, both directly and indirectly. Also, projected tax revenues from the new projects are estimated at \$7.8 million for New Orleans, and \$11.3 million for the State of Louisiana. The overall direct and indirect economic impact of *Audubon 2000* is estimated to be \$284.1 million.

Management Structure

Governance/Board of Directors

The Audubon Institute is governed by the Audubon Commission, a 24-member board appointed by the Mayor of New Orleans to six year terms. It is the highest governing body for facilities of the Audubon Institute, and has decision making authority over all capital projects in excess of \$5,000. The Commission has a contract with the Audubon Institute to manage the Zoo and other facilities on a day-to-day basis. The Institute is a private nonprofit organization governed by a 28-member board, elected by members of Friends of the Zoo and Friends of the Aquarium to 4 year terms. Members of the Board represent a broad cross-section of community and business leaders. Board meetings average nine to ten per year. In addition, the Audubon Institute Board hires the President/CEO of the Institute. The role of the Board has many facets: long-range planning, policy making, supervising the CEO who carries out the policies, monitoring operations and financial position, and actively

participating in fund raising. Board members are also active members of the *Audubon 2000 Campaign*.

The President has a 5 year contract and reports directly to the Audubon Institute Board of Directors. He supervises all staff through 2 Executive Vice-presidents: the Chief Operating Officer and the Chief Administrative Officer. Each Executive Vice-president has a staff of Senior Vice-presidents and Vice-presidents. These V-P's are responsible for the various facilities and their operations, as well as the various administrative departments. (See Appendix I for organizational chart). Bi-weekly meetings are held for this group, with senior staff and department heads meeting with their respective Vice-president on a monthly basis. In addition, staff retreats are held once each year by each department. The purpose of these retreats is to discuss accomplishments of the past year and plan for the coming year. Usually held off-site, these meetings allow staff members to discuss with management any ideas or concerns they may have. During the course of my internship I participated in the Development Department retreat.

Development Department

The Audubon Institute Development Department is headed by the Vice-president for Development, Laurie Conkerton. Ms. Conkerton joined the Audubon Institute in 1993 as Director of Development to manage the *Audubon 2000 Campaign*. She was named Vice-president in May 1995, and is responsible for all fund raising activities for the Institute. Ms. Conkerton has a Bachelor of Arts in Communications from St.

Mary's Dominican College in New Orleans, and an MBA, with a concentration in finance, from Tulane University. She is member of the National Society of Fund Raising Executives, serves as a mentor for the Louisiana Association of Museums' Jump Start Program, and served as Finance Chair for the Southeast Museum Conference's 1995 meeting.

Reporting to the Vice-president are 6 Directors, each responsible for specific areas of development, (See Appendix I for Development Department organizational chart):

- Membership
- Special Events/Gifts
- Annual Fund
- Major Gifts
- Corporate and Environmental Funding
- Leadership and Planned Giving

These Directors are supported by Development Associates and Assistants. In addition to the Directors there is also an administrative support staff reporting to the Vice-president.

The Development Department holds general staff meetings each month, and prospect review meetings on a bi-weekly basis. All staff members have easy access to the Vice-president to forward information, suggestions, or report on the status of various projects. The Vice-president delegates projects to the appropriate staff, who are allowed to work as independently as is efficient for the work at hand. In addition to regular responsibilities Development staff members are required to assist after hours with fund raising events. During the course of my internship I was asked to assist at 3

special events: the opening of Phase II of the Aquarium of the Americas, Zoo-To-Do, and the grand opening of ACRES.

Along with regular staff meetings an annual Development Department retreat is held each January. The purpose of this retreat is to focus on department goals and accomplishments, and to plan for the coming year. The 1996 meeting was held on January 26th at the McDermott Lodge at the FMA Species Survival Center. The focus of this retreat was to:

1. Strengthen the working relationship between the Development and Membership areas.
2. Insure that all staff understand the Audubon Institute's mission and how their work helps the Institute fulfill its purpose, vision and mission.
3. Raise the level of excitement with the start of the new year.
4. Prepare 1996's business plan and calendar.
5. Lay the groundwork for a 3 and 5 year plan.

Specific goals and activities discussed were:

- Increase the Annual Fund 15% through 1997, and then 7.5% each of the next 4 years.
- To plan for national targeting for the Audubon Foundation.
- To determine Zoo-To-Do demographics and piggyback this event with a local act (i.e. House of Blues) associated with the Jazz and Heritage Festival. Zoo-To-Do is held the same weekend as Jazz Fest.

- Push the IMAX Producer's Circle "Buy a Seat" Campaign. For a gift of \$1,000 the donor's name will be placed on a seat in the IMAX Theater.
- To prepare at least 3 funding or grant proposals per month for the *Audubon 2000* capital campaign.

Financial Summary

Financial reporting and management at the Audubon Institute is the responsibility of the Vice-president of Finance, who reports to the Chief Administrative Officer. Using standard fund accounting methods, separate records are kept for each facility to effectively track performance. These records are then consolidated to communicate the overall performance of the Audubon Institute. The finances of the Audubon Institute are subject to a standard financial audit each year, conducted by an independent accounting firm. Financial results are also presented at each Board of Director's meeting so the Board can fulfill its financial oversight responsibility. In addition, daily reports are prepared by the Finance Department to track attendance and earned revenue at each facility.

The primary source of operating revenue is admissions to the various facilities that are open to the general public. Total Institute admissions for 1994 (figures were not yet available for 1995) were \$10,678,000 or 55% of total gross operating revenue. Food service and gift shop sales generated 27% of gross revenue or \$5,138,000. The remaining 18% came from membership support, recreational/educational fees, and other miscellaneous sources. Contributed income is generally restricted to capital

projects, specific programming, or endowment. However, the Institute does receive some contributed operating support.

Operating revenues are used to cover a wide variety of operational and administrative costs. The largest expense item is Maintenance and Utilities; \$4,212,000 or 22% of operating revenues. Curatorial expenses are 17% of revenues, and the cost to fund the food services and gift shops is 15% of total operating revenue. It is interesting to note that food service and gift shop expenses are approximately 56% of the revenue that they generate, giving a 44% return on every dollar that it costs to operate these functions. All other expenses are each below 15% of total revenue; see the following Statement of Revenues and Expenses for 1994:

The Audubon Institute
Statement of Revenues and Expenses
For the Year Ended December 31, 1994

	Audubon Park Audubon Zoo	Woldenberg Riverfront Park Aquarium of the Americas	ACRES FMA Species Survival Center	Total
Operating Revenues*				
Admissions	\$ 3,050,000	\$ 7,628,000		\$ 10,678,000
Food Service & Gift Shop	2,332,000	2,806,000		5,138,000
Membership Support	1,289,000	633,000		1,922,000
Recreational & Educational	850,000	282,000		1,132,000
Other	286,000	153,000	\$ 20,000	459,000
<i>Total Operating Revenues</i>	<i>\$ 7,807,000</i>	<i>\$11,502,000</i>	<i>\$ 20,000</i>	<i>\$ 19,329,000</i>
Operating Expenses*				
Curatorial	2,019,000	1,083,000	199,000	3,301,000
Maintenance & Utilities	1,881,000	2,227,000	104,000	4,212,000
Food Service & Gift Shops	1,629,000	1,270,000		2,899,000
Membership	424,000	253,000		677,000
Recreational & Educational	1,122,000	939,000		2,061,000
Marketing	376,000	875,000		1,251,000
Visitor Services & Volunteers	319,000	480,000		799,000
Administration	1,333,000	1,408,000	34,000	2,775,000
Fringe Benefits	744,000	811,000	15,000	1,570,000
<i>Total Operating Expenses</i>	<i>\$ 9,847,000</i>	<i>\$ 9,346,000</i>	<i>\$ 352,000</i>	<i>\$19,545,000</i>
Income(Loss) from operations**	(2,040,000)	2,156,000	(332,000)	(216,000)
Non-Operating Items				
Interest Expense	(42,000)	(1,239,000)		(1,281,000)
Tax Millage	259,000	1,256,000		1,515,000
Interest Income	24,000	395,000	28,000	447,000
Transfers **	1,799,000	(2,103,000)	304,000	0
<i>Excess (Deficit) of Revenues over Expenditures</i>	<i>\$ 0</i>	<i>\$ 465,000</i>	<i>\$ 0</i>	<i>\$ 465,000</i>

* Excludes revenues/expenses associated with The Louisiana Nature Center which was merged into the Audubon Institute in October 1994.

** Zoo and Survival Center deficits are funded from the Aquarium's excess of revenues over expenses.

For 1994 there was a loss of \$216,000 from operations before considering revenue from non-operational sources. The tax millage and interest earned offset this loss to net a \$465,000 gain.

Chapter 2

INTERNSHIP

As an intern in the Development Department at the Audubon Institute I was given the responsibility for several special projects. The Vice-president for Development, Laurie Conkerton, wishes to improve the operations of the department. In addition, she wants to determine methods for improving special events attendance and increasing membership. In order to accomplish these objectives, research and analysis of various factors needs to be completed before any decisions can be made. My job as intern was to assist in this decision making process by completing the research and analysis, and making recommendations to the Vice-president. In addition, I was given the opportunity to learn the ongoing operations of the Development Department.

Responsibilities

My primary responsibilities included the following:

Special Projects:

IMS Grant Assistance:

Objective: Learn the IMS process and its impact on museums. Assist in the preparation of an IMS grant proposal.

Tasks:

1. Read and become familiar with the IMS application guidelines, process, and critiques.

2. Assist the Grants and Stewardship Associate with the preparation of the IMS grant for the 1996 application year. This grant is for the Aquarium of the Americas.
 - a) Prepare consolidations of staff credentials.
 - b) Research and select appropriate attachments.
 - c) Prepare various sections of grant narrative as assigned by the Grants and Stewardship Associate.

Research:

Objective: Develop a systematic approach to identifying and qualifying new prospects.

Tasks

1. Review materials from the National Association of Prospect Researchers conference. Select information most useful to department.
2. Review *Fundmaster* (current database software) for prospect research capabilities.
3. Develop recommendations on how to use resources on hand most effectively. Develop research procedures.
4. Research various electronic search vendors and prepare recommendations for the top 2 or 3 possibilities. Coordinate on-site presentations from these.

Special Events:

Objective: Identify trends affecting the Bank One Zoo-to-Do fund raising event; develop recommendations to help increase revenues/attendance.

Tasks:

1. Create a spreadsheet analysis of past Zoo-to-Do results.
2. Prepare a cost/benefit analysis of Zoo-to-Do and plot the trend over time.
3. Analyze data for Louisiana Nature Center school group tours as relates to Twilight Adventure sponsorships.

Membership:

Objective: Help develop “out-of-market” membership product. Also analyze current membership base by location and present findings.

Tasks:

1. Obtain membership database by zip code and analyze location and concentration of members.
2. Survey other large zoos, aquariums, and museums to determine out-of-market membership benefits.

Other Responsibilities:

1. Attend Prospect Review Meetings
2. Review professional fund raising journals and manuals: *Chronicle of Philanthropy*, *Fund Raising Management*, *Taxwise Giving*, Teitel’s planned giving book.
3. Meet regularly with the Vice-president for Development.

Chapter 3

INSTITUTE OF MUSEUM SERVICES

Description

The Institute of Museum Services (IMS), established in 1976, is an independent agency within the Executive Branch of the federal government. The purpose of IMS is to encourage museums to modernize their facilities and programs. Typically, IMS provides General Operating Support and is the only federal agency that grants this type of assistance. In addition to general operating support, IMS also grants smaller Conservation Assessment Grants, which help zoos and aquariums meet their conservation needs. IMS is governed by the National Museum Services Board, a 15 member voting body appointed by the President of the United States. Two year, unrestricted grants are made for ongoing museum activities. The grants are based on the overall quality and strength of the organization as communicated through the application. Because these grants cover a two year period an organization can only apply for IMS General Operating Support every other year. However, if the grant is not awarded the organization may apply again the following year.

To be eligible for an IMS grant the applicant must fall into one of the prescribed categories of museums approved by IMS. In the case of the Audubon Institute all of its facilities would be eligible. Aquariums, nature centers, and zoological parks are

included on the list of eligible museums. In addition to the types of museums there are several other eligibility criteria. The organization must:

- be a public or private nonprofit institution that exists for educational or aesthetic purposes.
- care for and own tangible objects and exhibit these objects.
- have at least one professional staff member who is responsible for the acquisition and care of exhibits.
- be open to the general public a minimum of 120 days per year.
- be open on a regular basis for at least 2 years prior to applying for the IMS grant.
- be located in one of the 50 States or in the U.S. Territories.

In the case of museums that are part of a multipurpose parent organization, as is the situation with the Audubon Institute, the applicant facility must function as a separate unit. It must also have a separate itemized budget, at least one full time staff member at the facility, and must individually meet all the IMS eligibility criteria. Any funds granted for a single facility must be used solely for that facility. All information and financial data reported in the application must also be for that facility alone.

The funds requested in the grant application are based on the museum's level of non-federal operating income. Grants are paid out in eight installments over a 2 year period, and in most cases are sent in equal portions each quarter of the 2 years. The recipient must maintain a restricted account for these funds, and a separate accounting category to insure that the award is used only for operating expenses. After all funds

are received the organization is required to file performance and financial reports with IMS. Following is a chart outlining the current award limits:

If the amount of the museum’s non-Federal operating income for the most recently completed fiscal year is:	The maximum amount of the award is:
Under \$7,500	50% of the non-Federal operating income
Between \$75,00 & \$50,000	\$7,500
Between \$50,000 & \$750,000	15% of the non-Federal operating income
Over \$750,000	\$112,500

These funds are for general operating support only and cannot be used for activities such as endowment contributions, acquisitions, social activities, pre-award expenses, construction, or renovations.

The review process for an IMS grant includes a peer review program. Each grant application is sent to 4 peer reviewers. The reviewers for each grant are selected based on comparable museum budget size and discipline. The reviewers score each section of the application using a range of 1 (unsatisfactory) to 7 (leadership). IMS then reviews the proposals and standardizes the scores. All applications are then ranked by standardized score and the funds available that year are granted to the highest ranking applicants in sequence until all the funds have been used.

Effects of Recent Legislation

For the past 2 years there has been much Congressional debate over the funding of cultural agencies. The tax cuts proposed in the “Contract with America” are forcing Congress to develop plans to recoup lost revenue by cutting back on other programs.

In 1995 IMS, along with the National Endowment for the Arts (NEA) and the National Endowment for the Humanities (NEH) were up for re-authorization. Because of the debate over cultural funding IMS was in danger of losing some or all of its funding. In January 1995 the American Zoo and Aquarium Association (AZA) issued a request for member organizations to contact their representatives in Congress to explain the importance of IMS grants. As a member of AZA the Audubon Institute complied with this request. In February of 1995 Ron Forman, President and CEO, as well as members of the Board of Directors of the Audubon Institute issued letters to Louisiana representatives in Congress, Senators John Breaux and J. Bennett Johnston, and Representatives Robert Livingston and William Jefferson. These letters explained the importance of IMS funds to the Institute's facilities. (See sample copy of letters in Appendix II).

In May 1995 the House Economic and Educational Opportunities Committee approved a bill that re-authorized IMS for another 3 years. However, the controversy continued, and there was still worry that the bill would not pass both Houses of Congress. The letter writing campaign continued urging Congress not to cut or eliminate IMS appropriations. In August the U.S. Senate approved by a 92-6 vote the 1996 Department of the Interior appropriations bill, which included funding for IMS, the NEA and the NEH. (see letter from Senator John Breaux in Appendix II). However, the amount appropriated for IMS for 1996 is \$21 million, \$7.7 million less than the prior year. This will mean a reduction in the number of grants that can be

issued for 1996. Beyond 1996 the existence of IMS is still in question, and will be part of future House and Senate negotiations.³

Audubon's History with IMS

Over the last 15 years the Audubon Institute has received 8 General Operating Support grants. Funds received have had a positive impact upon the operation of the Institute and the Zoo. With the aid of IMS grants the Institute has been able to build a professional Development Department that has in turn raised over \$25 million. In addition, the Zoo has been able to develop a computerized tracking system for gifts, and has upgraded security for the animals and the public. Audubon has also been the recipient of Conservation Assessment Grants. These funds allowed the Zoo to create 2 published books; *The Medical Management of Orangutans* published in 1990, and *The Medical Management of Elephants* in 1994. These publications have been distributed and used worldwide.

For 1996 it was decided to apply for the IMS General Operating Support grant on behalf of the Aquarium of the Americas. This is the Aquarium's first IMS grant proposal. Because IMS requires that a museum be open 2 full years before application, the opportunity for the Aquarium to apply had not come up yet. The Aquarium was opened in 1990, but did not complete accreditation until 1993. It was felt that the Development Department should wait until the Aquarium was fully accredited for 2 years before applying. A grant proposal for the Zoo was sent to IMS in 1994, so 1996 was the first year available for the Aquarium.

³ "Senate Restores Some Agency Funds," AVISO, The Monthly Newsletter of The American Association of Museums, (Washington, D.C.), September 1995, p. 1.

1996 IMS Grant Proposal: Aquarium of the Americas

The Grants and Stewardship Associate, Mary Len Costa, was responsible for the 1996 IMS grant application. Upon my arrival at the Audubon Institute in January the grant writing process had just begun. Originally the deadline for submission was January 19, 1996, but because of the blizzard which caused most government offices in Washington, D.C. to shut down for several days this deadline was extended one month. It was fortunate that this delay occurred, as I do not believe the application could have been thoroughly completed by mid-January. Preparing this grant depended upon information received from various departments within the Aquarium and the Institute's administrative office. In order to obtain the most accurate information sections of the application were sent out the appropriate department heads for suggestions. Once the information was returned to the Development office it had to be written in the correct format for the application. I was assigned a portion of the writing responsibility, such as the long-range marketing plan, staff qualifications, personnel policies and procedures, financial management, and the Aquarium's volunteer *Naturalists* program. (See copy of proposal in Appendix II).

In addition to the text of the proposal, appropriate attachments were needed as support. I was given the task of gathering and compiling all necessary addenda. This included financial reports, copies of emergency procedure manuals, and samples of public relations items. These samples included newspaper and magazine clippings that were chosen for their emphasis and illustration of the Aquarium's growth since its

inception. It also included articles that illustrated programming, staff expertise, and the Aquarium's impact on the community, both economically and culturally.

Once drafts of each section were complete they were sent back to the department heads for review and revisions. Meetings were held with Mary Len, the department heads and me to go over revisions. In addition, Mary Len and I met with the Vice-president for Development and a public relations associate to review the samples of news articles chosen to accompany the proposal. The limit for this type of addendum was ten, so the review was necessary to eliminate those considered unnecessary or inappropriate. In addition, 1 relevant publication can be included with the application. The fall issue of the *Audubon Institute Quarterly* was chosen because its feature article covers Phase II of the Aquarium: the Entergy IMAX Theater and the Changing Exhibits Gallery. Revised drafts of the entire grant proposal were sent to the President and Vice-presidents for a final review. The grant was completed and mailed on February 13, 1996.

Audubon Institute is requesting \$112,500 in General Operating Support from IMS. According to the eligibility requirements this is the maximum that can be requested for museums with non-Federal operating income in excess of \$750,000. As can be seen on page 3 of the proposal (see Appendix II), the Aquarium's non-Federal operating income for fiscal year 1994 was \$24,857,754. The amount requested will be used to cover a variety of operational purposes:

- Changing Exhibits Gallery
- Expenses related to collections trips

- Staff research to care for new exhibits
- Cost of hiring a full time Exhibit Designer
- A theater lighting system
- A Video/CD Rom production system for interactive educational components of the exhibits

A more detailed description of the use of the funds can be found on page 33 of the proposal (see Appendix II). Grant award notification for the application is in August of 1996. I believe that the Aquarium has a good chance of receiving an award.

However, there are 2 factors that may not be in its favor. This is the Aquarium's first attempt at receiving an IMS grant, and because the Aquarium is so new the peer review process may be more stringent. Also, the reduction in the appropriated federal budget for IMS from \$28.7 million in 1995 to \$21 million in 1996 could reduce the chance for an award.

Chapter 4

DEVELOPMENT RESEARCH

Objective

The aim of this part of the internship was the creation of an organized research function for the Audubon Institute Development Department. There has never been a formal research function in the department. The Development staff members generally do their own research on prospects. It is the desire of the Vice-president of Development to establish more efficient research procedures. In the past most funding for Audubon has come from local sources, but as the Institute grows into a more globally oriented organization it is felt that there could be sources outside of this region. The plans of the *Audubon 2000 Campaign* to greatly expand conservation and research will open up a more regional and national potential for funding. Therefore, more organized and efficient research procedures will be needed.

In 1995 a Development employee was given the responsibility for establishing research procedures. Unfortunately, she left the Institute in the fall and no further work has been done toward this goal. Currently, there are some “research” files, and some directories, but most of this is very old and out-of-date. The research element of the department has no strong focus. A current employee has been told that she will be taking on this duty. However, after speaking with her it seems her present job duties

may not allow her the time needed to develop and maintain a research system. It may require a full-time employee, or at least a part-time person whose time is fully dedicated to research.

Recommended Guidelines

With the information and resources already on hand the Development Department has the potential to begin a good research function. There are some limitations with which to work; the biggest being the somewhat antiquated computer system currently used in the department. Realizing that there is not an unlimited budget from which to purchase the most up-to-date equipment, the current system will have to be utilized as efficiently as possible. Given this limitation I have come up with some ideas for using existing information and some recommendations for obtaining additional resources.

American Prospect Research Association and the Effective Research System

Organization is the key to an effective research function. According to the American Prospect Research Association (APRA) an organized administrative system is the foundation of any research office. APRA is an affiliated group of prospect researchers whose objective is the advancement of the profession of prospect research, and to provide members with networking support. It publishes a quarterly newsletter for members, and hold an annual conference. In 1995 the same employee who eventually left the Audubon Institute in the fall of that year attended the conference,

bring back some useful information. APRA suggests a simple, basic framework for a good system:⁴

1. Filing Systems

- Find one that fits, and use it consistently
- File every day
- Electronic list of files

2. Action Requests

- Delegate tasks
- Communicate with your support staff

3. Annual Reports

- Mailed Requests
- Check in/out procedures

4. Forms

- Request for research
- Sources checklist
- Contact reports
- Cultivation strategy

5. Follow-up System

- Decide when & what
- Expanding file

Using this framework as a guide my recommendations for a research function at the Audubon Institute include the following:

1. Purge files of all duplicates, unnecessary, and outdated information.

⁴ Fran Miller, "Administration and Communication: Tools for Greater Efficiency," 1995 International Conference of the American Prospect Research Association, (Minneapolis, MN), August 1995, session notes pp. 133-139.

2. Develop written goals for Research, outlining Audubon's fund raising objectives, and type of donors needed for the various goals.
3. Develop a record keeping system.

a) Paper Files

- Develop standard forms for Development Associates to use, (See sample forms in Appendix III):
 - ⇒ Research Request - Use of this form will help avoid having many different hands in the research files, and allows the Researcher to track all materials.
 - ⇒ Prospect Contact Sheets - Corporate, Individual, and Foundations.
 - ⇒ Sources Checklist - Primarily used by the Researcher.
- Re-file all information as soon as possible. A once per day filing time keeps this under control.
- Standardize all news clippings - make copies on 8-1/2 x 11 or 8-1/2 x 14 paper. Cite source and date on copies using a label or typed print. Throw newsprint away.
- Purge files on a regular basis, keeping them simple, concise and uncluttered.
- Develop check-in and check-out procedures for all files, research catalogues, directories, etc.

b) Computer Files

- Utilize existing software (see *Fundmaster* section following this for more detail)

4. File Organization

- a) Methods of organizing prospect files can vary among institutions, depending upon their size and funding needs. As far as physical files, one basic method of organization is to use the 5 primary types of financial support:⁵

- General: funds that are unrestricted in their use.

⁵ Carolyn L. Stolper and Karen Brooks Hopkins, Successful Fundraising for Arts and Cultural Organizations, (Phoenix, AZ, Oryx Press, 1989), pp. 27-31.

- Project: restricted to a specific program for which the institute has requested funds.
- Capital: generally restricted to building, renovation, construction or equipment.
- Endowment::: funds used to begin or add to an organization's endowment, which is a reserve of funds that produces income through investment.
- Matching: funds given on condition that the amount will be matched by funds from other sources. The match can be in any ratio specified, up to as much as 3 to 1.

- b) Within the 5 main categories the files could be sub-divided by type of funding source: corporate, individual, foundation, or government. Prospect files are then put into their respective categories. In the case of computer files, the organizational system is dependent upon the capabilities of the software. In the Audubon Institute's case there is an available database system that can be used.

Currently, the Audubon Institute is a member of APRA. I recommend maintaining membership. This allows participation in the annual conference, and based on materials from the 1995 conference it appears to be a valuable source of information and personal contacts. The annual fee is only \$75.00.

Use of Fundmaster

Fundmaster is a database product that is presently being used by the Development Department to track donor prospects. After a brief overview I realized that this asset is being under utilized. Right now it simply contains a database of prospects that have already given to the Institute. In fact, prospects are not entered into the system until they have become donors for the first time. New potential prospects are tracked manually by Heather Stanley, the Campaign Associate, on a word processing file called "The Diary." New donors are initially entered into the database by the Computer

Associate, Kathy Barr, who is also responsible for generating reports from *Fundmaster* upon request from staff members.

Fundmaster's capabilities include more than just tracking current donors. There is a research module, *FM Research*, which is designed specifically for prospect research. *FM Research* files are part of the main *Fundmaster* files. When records are entered in this main file, codes can be attached that indicate that the record is a research account. As a result basic information for a record has to be entered only once. When running reports the codes are used to either include or exclude those donors or prospects needed for specific extractions. In the Audubon case use of the *Fm Research* module appears to be impractical due to the limitations of the computer hardware. The main file size would become too large for the computer's memory to handle if research prospects were added.

There is an alternative to compensate for this problem. In *Fundmaster* more than one organization can be set up. It would not be the most efficient use of *Fundmaster's* capabilities, but a separate organization could be set up to handle research prospects only. In June of 1995 this was experimented with, so a research organization already exists, but with no records. Going forward I recommend that this research organization be used as new potential prospects are identified and become part of the research process:

- Potential prospects being researched could be entered here and continually updated as new information is discovered.
- The Development staff could use the records in this file to plan cultivation strategies.

- After prospects make initial donations they would be transferred to the main donor file.
- The Research file could also be run through any screening processes that are utilized. (see next section for further details).

Electronic Screening Services

This element of my Research responsibilities involved making the necessary plans to achieve the department's goal of having its database screened. The date set for this goal is the summer of 1996. Electronic screening is a process that helps development personnel create targeted strategies for various types of funding needs. A donor or prospect database is run through the screening consultant's database system, which contains a wide range of demographic, financial, and philanthropic information. Matches are then made between the client's records and the consultant's records to determine likelihood of giving. The client records are ranked and sorted using a variety of parameters. This allows the client to focus its solicitation efforts on the most likely prospects for different types of giving. Thus, the client is able to become more efficient with its prospect management, which is the foundation of effective fund raising.

In order to assist the Audubon Institute Development Department in selecting an electronic screening service I gathered information from 6 vendors. The Vice-president for Development was able to give me the names of vendors that she was interested in pursuing. After requesting information and proposals from each vendor, I began the task of selecting 2 or 3 for on-site presentations, from which a choice would be made. Based upon the printed materials sent and phone conversations I determined that most

of these services operate with the same prospect management goals in mind. Prospect management can be broken down into 5 general stages:

1. Discovery: Efficiently identify more individuals/corporations who are likely to be capable of giving.
2. Qualifications: Gather and assess biographical, financial and other information about these likely candidates in order to determine specific gift potential.
3. Cultivation: Effectively inform prospects of your programs and financial requirements. Establish a relationship with these prospects that will turn them into enthusiastic supporters.
4. Solicitation: Effectively interpret information from the first 3 stages so that the prospects are asked for the right amount of support, for the right reason and at the right time.
5. Stewardship: Keep donors informed of progress and use of funds.

Of the 6 vendors analyzed I was able to eliminate 4; due to either poor references, high cost along with more services than needed by Audubon, or a recent history of corporate instability. The 2 vendors chosen for presentations were picked for a number of reasons; reasonable cost; services that seem to fit the Institute's needs, and recommendations from local clients. Following is a brief description of each vendor:

1. *Marts & Lundy, Inc., Lyndhurst, New Jersey*: Prospect Plus 3, the product offered by this company provides a basic screening service that encodes all client records with 4 Prospect Codes:
 - Rating Code
 - Precision Indicator
 - Percentage of Gift Potential
 - Lifestyle Codes

The reports provide lists of the best prospects, industry comparisons, the top 1,000 prospects, and a likelihood of significant gifts list.
2. *Bentz, Whaley, Flessner, Minneapolis, Minnesota*: There are 2 basic features of the product offered by this vendor:
 - Database Enhancement: updates current records with correct information.

- Screening: rates the records for gift capacity and likelihood. Also, identifies stockholders, and provides additional information on the top 1% of the file.

After evaluating the 2 presentations the decision was made to purchase *Prospect Select* from Bentz, Whaley, Flessner. The primary reasons for choosing this vendor are:

- Competitive price, within amount budgeted by Development Department. Total amount budgeted was \$30,000. Cost for *Prospect Select* is \$25,000, which includes any out-of-pocket expenses for the Bentz, Whaley, Flessner consultants.
- Services provided within scope of plans made by Vice-president of Development. Other products charged higher prices with services that were not needed by Audubon.
- Excellent references from other development professionals in the community.

Potential of the Internet

With the explosive advances in technology over the last few years, use of the Internet is becoming a widespread and effective way for nonprofit organizations to gather information. In addition, the Internet provides an organization with increased public exposure. In the area of development, use of the Internet could eventually be a cost effective way to raise funds, especially for organizations with a national or global focus. The Audubon Institute could become such an organization with its expansion into wildlife conservation. A home page on the World Wide Web gives organizations global exposure; the ability to say who they are and what is their mission. The Internet is ideally suited for soliciting membership, annual fund donations, or pledges. These types of gifts could be donated via a credit card account, or through on-line pledges followed up by checks. This method of fund raising would enable a nonprofit to reach

a whole new generation of donors. The Internet allows an organization to link up with a younger generation, who will be the future source of revenue for nonprofits. Using Audubon as an example, in 1995 only 16% of memberships at the three major facilities (Zoo, Aquarium, and Nature Center) belonged to individuals 20 to 35 years old. Eighty-four percent were above age 35, with the highest percentage in the 36 to 45 year old range. (See membership chart in Appendix VI). Those in the younger age group are prime candidates to be reached through the latest technology. Currently, establishing a web site on the Internet can be time consuming and costly. The reason for this is that the know-how is not yet very widespread. However, one method of beating the cost of hiring an expensive consultant is to recruit college students to help set up these sites as part of their education or as part time jobs. As use of the Internet grows the cost of establishing a site will decline, as more technicians become knowledgeable in this area. The consensus among fund raisers is that the Internet will eventually become an important resource for development departments.⁶

As applies to the Audubon Institute use of the Internet has the potential of becoming a good resource. Using the Internet in soliciting donations may be a few years away, but is something that the current Vice-president of Development has stated is a long-range goal. At present however, the Internet could be used less expensively in doing prospect research. Several fund raisers around the country have begun using the resources available on-line. In the process many of these fund raisers have learned what type of sources are the most helpful. Corporate proxy statements can be accessed

⁶ James P. Clark, "Nonprofits in Cyberspace: The Fund Raiser's Guide," Fund Raising Management, October 1995, p. 28.

via the Internet. These are helpful in identifying corporate executives, how much they earn, and how much stock they hold. In addition, there are web sites available to assist fund raisers in looking in the right direction for potential prospects. David F. Lamb, Director of Prospect Research at the University of Washington, has set up a web page that includes a directory of Internet sites that would be of interest to fund raisers. Mr. Lamb has reviewed these for value and has sorted them by topic. His web page is available to anyone with access to the Internet. Research organizations, such as The Foundation Center, can be accessed for a fee through the Internet. Other services are available at no charge. Organizations such as these are on the rise as the technology becomes more widely accepted.⁷ At the Audubon Institute the problem at present with utilizing the Internet for research is the computer hardware and software that is available in the Development Department. The software needed to gain access to the Internet with the ability to download files will require a major revamping of the equipment being used today. The Vice-president of Development is aware of this and does have plans to include a new computer system in the department's budget. However, this will probably not happen until fiscal year 1997. When a new system is purchased I recommend that use of the Internet become part of the Research function.

The Professional Researcher

In recent years there has been a move toward separating the research function in development from the fund raising activities. Previously, most organizations used a

⁷ Jennifer Moore, "Donor Details on the Net," The Chronicle of Philanthropy, 10 August 1995.

reactive method of doing prospect research. When fund raisers learned of or began cultivating a prospect there was a mad dash to gather as much information on that prospect as possible. As development departments grew and became responsible for larger campaigns this method grew very inefficient. A proactive method of research was needed, especially among universities and growth institutions. As a result the research function in many organizations became a separate but integral part of the fund raising process. Researchers had to possess more experience and knowledge about development.

Development officers are hired to raise money and need to have the time and resources to concentrate on this task. Time spent researching and tracking prospects is time that could be better spent on cultivation of contacts. A research function can allow the fund raisers to do their jobs more effectively. The professional researcher however is not just clerical support preparing profiles and filing reports. The professional researcher can best aid an organization by having in depth knowledge of development activities, understanding the cultivation process, and having the skills needed to run an efficient support system for the department. As Kristin Kristopik describes in “The Proactive Office,” in Connections, The Journal of the American Prospect Research Association, the professional researcher “frees the development officers from administrative and management duties and forces them to focus on raising money.”

Having a separate research function also provides researchers with an opportunity for professional growth. The researcher is then raised to the same professional level as

the development officers, thus promoting a sense of teamwork as opposed to subordination to the fund raising staff. Other advantages of a professional research function include:

- All prospect initiatives are managed in one central location.
- Assurance of consistent quality of information.
- Emphasis on the overall mission of the department and organization.
- Forces development staff to plan and organize campaigns more efficiently, and become more goal oriented.
- Allows the research staff to view the overall picture of the organization, and to assist in meeting future goals.

All of these advantages would help Audubon's development department become a more cohesive work team. Currently there is a need for only one full-time researcher in the department. As the organization continues to grow perhaps the research area will require additional growth. It is my opinion that the most effective way for a research function to be initiated at the Audubon Institute is to budget for a full-time professional to be hired to manage and direct all prospect research, tracking, and stewardship. As a result I have developed the following potential job description for such a position.⁸

⁸ Christine Lockmon Wright, "Hot Off the 'L - Prspct-L That Is," Connections, The Journal of the American Prospect Research Association, Winter 1995, pp. 6-7.

Job Description

Title: Director of Development Research

Grade: Exempt

Reports to: Vice-president of Development

Qualifications: Reference desk experience.

On-line/PC experience, especially with databases, spreadsheets, and word-processing.

Writing, communication, and supervisory skills.

Understanding of and/or experience with development activities.

Minimum bachelor's degree, preferably in Business, Communications, English or Journalism.

Duties:

- Organize and maintain all research files for the department.
 - * Ensure reference materials are kept up-to-date, and recommend additions and deletions to the reference library.
- Establish and monitor procedures for prospect research.
 - * Identify potential prospects for various campaigns.
 - * Communicate procedures to department staff.
- Coordinate overall prospect activities including identification, tracking, donor relations and stewardship.
 - * Assign prospects to development officers.
 - * Manage acknowledgment and stewardship process.
 - * Attend staff and prospect review meetings.
- Participate in continuing education seminars in the field of prospect research.
 - * Attend annual conference of the American Prospect Research Association.
 - * Attend 1 other related local seminar or conference
- Supervise any necessary clerical support staff.

As part of the researcher's professional development at Audubon I recommend the American Prospect Researchers Association Mentor Program. This program provides support for APRA members who have recently entered the research profession. The researcher is paired on-to-one with fellow professionals to share knowledge and expertise. The term of the program is 1 year and involves telephone conferences and face to face meetings whenever possible. These face to face meetings are encouraged to coincide with a regional or chapter APRA meeting, or at the national conference.

Chapter 5

Special Events

Zoo-to-Do

Of the two major fund raising events held annually by the Audubon Institute, Zoo-to-Do is the oldest. Begun in 1978 it has grown to be a very successful part of the Audubon Institute development program. The event is a formal gala held each year at the Zoo, on the first Friday evening in May. A Patron Party is held a few evenings prior to Zoo-to-Do for those that purchased the Sponsor level tickets. For the past several years Premier Bank has been the title sponsor of Zoo-to-Do. This year, with the purchase of Premier Bank by Bank One, the sponsorship has continued. However, the title is now Bank One Zoo-to-Do. Kids' Zoo-to-Do was started in 1989 as an offshoot of the main event. It is also sponsored by Bank One. This event is held at the Zoo one week prior to the regular Zoo-to-Do, and focuses on children. It is an early evening, carnival-like event with games and activities to entertain children. Prices for this event are \$12.00 for Audubon Institute members and \$15.00 for non-members.

In addition to a title sponsor Zoo-to-Do receives support from a large number of businesses and individuals in the community. Local restaurants donate food and beverages, and set up food tents where their specialties are served to guests. In addition, several local distributors provide wine and other alcoholic beverages for mixed drink bars. Along with food and drink almost everything else needed to put on

this event is donated from local companies. For example, design firms produce the special effects and decorations of the various tents and pavilions, and florists provide flowers and extra plants. Tickets are sold to the general public, and Audubon Institute employees can purchase them at a discount. For 1996 the ticket prices started at \$85 per person for Young Members under age 30, and proceeded to \$135 per person for other adult members of the Institute. Tickets were \$175 per person for non-members. There are also several sponsorship levels above the regular ticket price. Contributions over the value of the dining and entertainment are tax deductible. For the Sponsor levels this is \$100, and for regular tickets the value is \$60 per ticket. Other fund raising activities that take place at Zoo-to-Do include a Raffle of donated items, and the newest activity, a Silent Auction. The auction was very successful its first time out in 1995, and was repeated in 1996. This year proceeds from Zoo-to-Do are designated for the new Columbia/HCA Animal Healthcare Complex. This facility was under construction on the Zoo grounds during the spring of 1996. The complex includes a new animal hospital, administrative offices and a commissary. In keeping with the medical project being funded, Zoo-to-Do 1996 had a healthcare theme. The Patron Party, called "Doc Hop" had the following Sponsor levels:

Sensational Surgeon General	\$ 10,000	Personal tent, admits 20 to Animal Encounter, "Doc Hop" and Zoo-to-Do
Charming Chief Resident	3,000	Admits 12 to Animal Encounter, "Doc Hop" and Zoo-to-Do
Dashing Doctor	1,500	Admits 6 to Animal Encounter, "Doc Hop" and Zoo-to-Do
Ravishing Resident	1,000	Admits 4 to "Doc Hop" and Zoo-to-Do

Ingenious Intern	500	Admits 2 to “Doc Hop” and Zoo-to-Do
Terrific Technician	350	Admits 2 to Zoo-to-Do

As an intern I was asked to do a trend analysis of the revenues received for Zoo-to-Do and Kids Zoo-to-Do over the last 11 years. (See Appendix IV). Over the 11 year period, 1985 through 1995, the regular Zoo-to-Do has received a total of \$5,703,867 in donations and ticket sales. 1988 was the best year with \$612,625 in gross revenue, while 1992 was the worst with \$402,062. Appendix IV summarizes the activity over the 11 years, including ticket prices and attendance. Attendance figures are calculated based upon revenues and ticket prices. I was unable to obtain actual support for the attendance numbers. Record-keeping for events of this type is not very thorough. No one was able to give me attendance figures, which for the biggest fund raising event at the Institute is not a good example of event management. There seems to be a lack of understanding and experience with financial matters within the Development Department. I recommend training in this area so that records are kept in better order. This will make planning for future events more effective. Any necessary changes based on prior events can be made in a timely manner.

Zoo-to-Do Trends: 1985 - 1988

Plotted on a graph (See Appendix IV), total revenue rose steadily from 1985 through 1988. While there were some decreases at certain patron levels during this time period, most revenue categories experienced either significant or moderate growth. In particular, in 1986 three \$10,000 level patron tickets were sold and there

was a 25% increase in Regular ticket prices. Another significant event during these four years was the 1987 introduction of the Zoo-to-Do Raffle. The Raffle earned \$52,992 the first year, or 10% of total revenue. One thing to note is that attendance had a slight decrease during this time period. This did not have huge impact upon total revenue due to the 25% increase in ticket prices. Also, in 1988 an anonymous sponsor, donated \$25,000 to Zoo-to-Do.

Zoo-to-Do Trends 1989 - 1992

Beginning with 1989, Zoo-to-Do revenue and attendance fell dramatically. The overall decrease from 1989 through 1992 was 34%. In 1989 there were no additional or "special" sponsorships received, nor were any received for the next 3 years. There were losses of sponsorship at all patron levels; the most significant being at the \$500 level with a loss of \$24,300 or 49 sponsors. Also, in 1989 there was an 8% increase in regular ticket prices, which may have partially contributed to the drop in attendance. Looking at revenue generated from regular ticket sales there was a downward trend each year from 1989 through 1992. Other than the rise in ticket prices there is no substantiated reason for this decline. Satisfaction surveys have never been utilized to help determine the drop in attendance. Speculating, I believe that timing of the event may have become a factor in the last 5 to 7 years. Zoo-to-Do is always scheduled on the first Friday in May. This is also the second and most popular weekend for the New Orleans Jazz and Heritage Festival. Jazz Fest has become increasingly popular over the last 10 years, with record breaking crowds each year. The popularity of this event

could be drawing away some of Zoo-to-Do's local audience. In addition, Jazz Fest sponsors many evening concerts around the city which may contribute to this competition. While the total constituency for Zoo-to-Do and Jazz Fest are not exactly the same, Jazz Fest's audience is very large, ranging from national and international tourists to locals of all different socioeconomic groups. Zoo-to-Do's audience is much narrower, focusing on mostly locals with more expendable income. However, some of Zoo-to-Do's market also falls into Jazz Fest's audience. This is especially true with the "baby boomer" generation. This generation now has the income and interest in supporting organizations such as the Audubon Institute, but they also still have interests in contemporary music. Much of the music represented at Jazz Fest is that of the baby boomers' generation. Many in this group may choose to spend their entertainment dollars for a weekend at Jazz Fest rather than at Zoo-to-Do. I made inquiries as to why Zoo-to-Do is still held on the first Friday of May and was told only that "it's always been on that day and no one has ever really thought of changing it." Jazz Fest is not seen as being a conflict. It is my belief that while Jazz Fest is not seriously draining Zoo-to-Do attendance, it is contributing to the decline. In selling any kind of product or service, whether it is insurance, cars, food, or tickets to a fund raising event, competition must be monitored carefully. Taking care not to spread your audience too thin is essential, especially in New Orleans where social events are crowded on the springtime calendar.

Zoo-to-Do Trends 1993 - 1995

The last 3 years have seen some recovery in most of the Zoo-to-Do revenue categories. The most notable item in this recovery is the gain in 1994 of a \$100,000 anonymous sponsorship. Comparing the 1992 Zoo-to-Do with 1995 there was a gain of 33 \$500 level patrons, contributing \$16,265 or 42% of the 3-year increase. However, it should be noted that patron giving has fluctuated in both directions over the last few years, so it cannot be assumed that this revenue will continue to rise each year.

There was a small rise in ticket sales each year from 1992 through 1994. In 1995 these sales dipped again by 15% to a level lower than 1992. One possible explanation is the addition of the Young Friend ticket category. This category is for adults under age 30, and is priced at \$85, which is \$50 less than a regular ticket. The reason for the development of this category is to capture more of the younger adult audience who may not yet be in a financial position to purchase the higher priced tickets. Also, this practice cultivates donors for the future. Young professionals today can become the members and major donors of tomorrow. This may have drawn some dollars out of revenue from regular ticket sales, but the effect on total revenue is not material.

In total, revenue rose 44% from 1992 to 1995, mostly due to the special sponsorship received in 1994. Without this donation however, Zoo-to-Do revenue would still have had a healthy increase of 19% from 1992 to 1995. Other items contributing to the overall rise in total revenue include the newly introduced Zoo-To-Do Silent Auction. Begun in 1995 this facet of the Zoo-to-Do consists of a silent

auction of donated items. In its first year the auction raised \$32,927 or 5.63% of total revenue. Also, the Raffle, which had been declining as a source of revenue since 1992, began rising again in 1994. In 1995 the Raffle generated \$36,722 or 6% of total revenue. Overall, Zoo-to-Do has become a stable source of revenue for the Audubon Institute. As with any successful event the organizers must keep an eye on the market each year to ensure that Zoo-to-Do continues to be a viable special event on the Development Department's fund raising agenda.

Louisiana Nature Center's Twilight Adventure

Twilight Adventure is the annual gala fund raising event held at the Louisiana Nature Center. Proceeds from this event are designated for maintenance, improvements and educational programs. In 1995 the theme for Twilight Adventure was "Wild, Wild, Wildlife" and featured western music, alligator wrestling, a jail house, and a silent auction, (See Appendix V), for the 1993 - 1995 financial results of Twilight Adventure. In examining the figures for the 1995 event, which was held in October, \$98,860 net of expenses was raised for the Nature Center. By comparison to 1994 however, this figure is not as positive as it would appear. In 1995 there was a 29.88% drop in net income from 1994. Gross revenue (ticket sales and sponsorships) fell dramatically from 1994 to 1995. If it had not been for the even greater fall in event related expenses, net proceeds from Twilight Adventure would have been worse. In order to counter this downward trend in revenue management at Audubon is anxious to determine a way to attract more corporate sponsors for Twilight Adventure. As a

result the proposed theme for 1996 is an educational one: "The ABC's of Learning."

An educational theme was decided upon for two primary reasons:

1. To promote the Nature Center as an environmental resource for area school children.
2. The opening of the new Hidden Kingdoms exhibit at the Nature Center, which focuses on microbiology in nature, will fit very well with an educational theme.

It is also felt that since the Nature Center is an instructional resource local corporations will be more willing to sponsor the event if they know that they are helping supplement the education of area school students.

Each proposed sponsorship level will allow area corporations to sponsor a class from a metropolitan New Orleans public school for one Nature Center program during the year. The programs for these classes will include a general visit to the Nature Center with a live presentation, and a choice of one classroom program or one planetarium program. In addition, for individuals who can commit to a larger contribution than a general ticket purchase, a sponsorship level has been created to include one outreach program for an area school. In order to target corporations and higher giving individuals for this new sponsorship program several strategies have been developed:

- Secure the list of Partners In Education corporation-school listing.
- Target businesses that have given at lower levels in the past and attempt to raise them to a higher level.
- Each sponsor will be allowed to request a specific school, class or parish. Work with area school boards to match classes which have not been selected.
- Work with individual schools to schedule their visits.

Sponsor recognition will be accomplished in the following ways:

- Each class completing the program will receive a certificate stating that they completed the program sponsored by their partner corporation.
- Each sponsor will receive a letter from Audubon thanking them for their contribution and indicating the class they sponsored.
- Each principal will be asked to send a thank you letter to their sponsor.

As intern I was asked to analyze the proposed corporate sponsorship program to determine the increase in sponsorship funds needed to at least maintain the 1995 net income level for Twilight Adventure. I obtained the estimated costs for both an outreach program and an on-site program from the Nature Center staff. These costs are as follows:

	With Bus Transportation	Without Bus Transportation
On-site program	190.00	60.00
Outreach program	n/a	80.00

Estimated revenue for the sponsorship program is based on the following sponsorship levels and ticket prices:

1996 Twilight Adventure Sponsorship Categories

Sponsor Level	Cost	Benefits
Emeritus	\$500 - 999	4 Twilight Adventure tickets 1 Outreach program
Honor Roll	\$1,000 - 1,999	6 Twilight Adventure tickets 1 Public school class sponsorship
Principal's Honor Roll	\$ 2,000 - 4,999	8 Twilight Adventure tickets 2 Public school class sponsorships
Headmaster's List	\$ 5,000 - 9,999	10 Twilight Adventure tickets 4 Public school class sponsorships
Phi Beta Kappa	\$ 10,000 & above	16 Twilight Adventure tickets 8 Public school class sponsorships

1996 Twilight Adventure Ticket Price Categories

Category	Price	Benefits
Audubon Members	\$ 50.00	1 ticket to Twilight Adventure
Audubon Members under age 35	\$ 40.00	1 ticket to Twilight Adventure
Non-members	\$ 65.00	1 ticket to Twilight Adventure
Patron	\$ 250 - 499	2 tickets to Twilight Adventure

In addition to using the above data I also analyzed the sponsorship information from the 1995 Twilight Adventure, including compilation of a list of all sponsors and how much each gave in their respective categories. After reviewing all of the available information I determined that Twilight Adventure will need additional sponsors in order to maintain the 1995 net income level. If Audubon provides bus transportation for the student beneficiaries an additional \$6,770 will be needed in sponsorship revenue. Without providing the transportation for the students, Audubon will need \$3,780 in additional sponsorship funds. Upon completion of this project I prepared a letter of recommendations and a complete packet of information for the Special Events Director and the Vice-president of Development. This packet included a financial analysis, projections for 1996, and a list of 1995 sponsors.

In conjunction with the Twilight Adventure financial analysis and projection I was also asked to analyze 1995 attendance data for school groups at the Nature Center. The primary reason for this analysis was to help the Nature Center program directors determine capacity for additional school groups sponsored by the Twilight Adventure donors. The Nature Center already hosts many school group tours and the education staff has expressed some concern over the Center's ability to provide a quality program

to additional groups that may be sponsored by the Twilight Adventure donors. Therefore, this data was compiled for their review to assist with scheduling of school group tours. However, it is my belief that while the total number of school groups may increase somewhat many of those who would have gone to the Nature Center on their own may now be sponsored by a donor. In this case the total number will not rise drastically, but the total revenue earned from such a group will increase due to corporate sponsorship. A careful analysis of this theory should be done after the 1996 Twilight Adventure is complete. (See Appendix V for a copy of the results of the entire Twilight Adventure/Nature Center project).

Other Special Events

As intern I was required to assist with preparation for and participate in a number of smaller special events and openings at the Audubon Institute. This involved assisting the development staff with mailings, volunteer coordination, troubleshooting, and attendance at the events. Following is a brief description of those events or openings with which I was involved.

Aquarium of the Americas

Exhibit Opening: Changing Exhibits Gallery & IMAX 3-D Film

In 1996 the Aquarium of the Americas Phase II officially opened with the Changing Exhibits Gallery. The first exhibit displayed here was "Mating Games," an exhibit dedicated to exploring the reproductive patterns of marine life. At the same time the IMAX Theatre opened its latest feature, "Into the Deep," a 3-D movie

exploring the undersea world. These 2 openings were combined into one grand event at the Aquarium.

My participation in this event included guest relations and guiding. In order to accommodate the very large crowd in the screening of the new IMAX movie at various times throughout the evening several staff members were required to act as hosts for a large groups of guests. Our job was to guide the guests from the lobby of the Aquarium to the new exhibit gallery where the party was taking place, and to the IMAX theatre. In addition, we were available to answer guest questions and give directions throughout the Aquarium.

**Aquarium of the Americas/IMAX Theatre
Dedication of the IMAX Theatre Lobby to the Hilton Corporation**

One of the major sponsors for the IMAX Theatre was the Hilton Corporation. As a result the lobby of the theatre was dedicated and renamed the “Hilton Lobby” of the IMAX Theatre. The event planned for this dedication included a ceremony honoring national representatives of the Hilton Corporation and a cocktail party. Guests were also invited to view the current film at the IMAX Theatre if they wished to do so.

Once again, I worked with the Development staff on guest relations. In addition, before the event I was asked to assist with invitation responses, which involved calling invited guests who not responded to their invitations. I noticed that for most events of this type this is a standard procedure. Most events have an “RSVP” attached to the invitation, but about a week before the staff begins calling those who have not yet

responded. This duty seems to be divided equally among the entire Development staff. The special events staff is usually excluded from this as their schedules are extremely tight one week prior to an event.

Audubon Zoological Gardens
Zoo-to-Do Patron Party

As discussed in the Zoo-to-Do section of Chapter 5 a Patron Party is held a few evening prior to the main event. All guests who purchase Sponsor level tickets or make large contribution to Zoo-to-Do are invited to this party. In 1995, given the dedication of Zoo-to-Do proceeds to the new Columbia/HCA Animal Healthcare Complex, the Patron Party was held outdoors in the courtyard between the new complex and the administration building. The new animal hospital was open to the guests for tours. The Silent Auction is held at the Patron Party. My job for Patron Party was to manage the auction registration table, signing guests up for participation in the auction and explaining the rules to them.

Audubon Center for Research of Endangered Species (ACRES)
Grand Opening

This facility is the latest addition to the Audubon Institute and is dedicated to the research and preservation of endangered species. The grand opening gala was held the first week in June. In preparation for this event I was asked to assist with 2 separate phases. Approximately 2 months before the opening announcement letters were mailed local and national guests. Dr. Betsy Dresser, the Executive Director of ACRES, wished to announce the opening of this facility to her professional peers across the

country. Because Dr. Dresser came from the Cincinnati Zoo she had developed many relationships with donors who are interested in species preservation on a national and international level. It was felt that including these on the mailing list could be a potential source of funding. My job associated with this mailing was to coordinate a group of volunteers, both from Audubon staff and from a small group of regular development volunteers to help with the mailing of these announcements. The letters were personalized from Dr. Dresser and needed to be signed, folded, attached to a brochure, stuffed, and stamped. I was also asked to coordinate and assist with the signing, stuffing, mailing, etc. of the announcements.

The second phase of my work with the ACRES grand opening was to serve on the Host Committee for the actual event. The Host Committee was composed of approximately 20 Audubon staff members, whose job was, as the title indicates, to serve as hosts for the over 800 guests attending the event. As such we were required to costume to the theme of the party, explain the game created for the party, direct guests through the layout of the facility, answer guest questions, and be available for solving last minute problems.

I was very impressed with the implementation and coordination of plans at the ACRES grand opening, as well as at all of the other Audubon events. The Special Events department is an extremely well run part of the Audubon Development Department. Serving as a volunteer host for many of these events I came into contact with many guests and was always given very positive feedback concerning the quality and smoothness with which an event at Audubon is run.

Chapter 6

Membership

New Product Development

The first project that I worked on related to membership development was an analysis of current Audubon Institute membership by age range. While the data is available for review, no one in the Development Department had ever looked at it graphically to determine if there are any categories which would benefit from extra targeting. For 1995 membership at the 3 major facilities of the Audubon Institute breaks down into the following age ranges (See Appendix VI for graphic descriptions of the member/age breakdown):

Membership

Age Range	Zoo	%	AOA	%	LNC	%	Total	%
20 - 35	1,932	0.19	804	0.12	248	0.17	2,984	0.16
36 - 45	3,510	0.34	2,020	0.31	514	0.35	6,044	0.33
46 - 60	2,406	0.24	1,869	0.28	416	0.28	4,691	0.26
60 +	2,365	0.23	1,927	0.29	300	0.20	4,592	0.25
	10,213	1.00	6,620	1.00	1,478	1.00	18,311	1.00

AOA = Aquarium of the Americas

LNC = Louisiana Nature Center

Looking at these figures the category which obviously needs more targeting is the 20 to 35 year old range. This is not a surprising discovery. This age range is less likely to have children or grandchildren to which these facilities would appeal. This category also has less expendable income than the older categories, which contain members who

have established careers and families. The Membership Director at Audubon was not surprised by these findings either. However, as stated above, this analysis had never been done in writing in prior years, and will be helpful to her in getting approval for new membership strategies.

The second membership development project on which I worked involved an idea formulated by the Vice-president of Development as a potential way to increase membership. This idea is the “out-of-area” and/or national membership product. I have used the term “product” instead of membership category because I feel that this type of membership level would have to be marketed in a very different manner than any of the current membership levels. A different set of, or even additional, benefits would have to be established for this category due to the fact that these types of members would not generally be located within close proximity to New Orleans. I developed 2 phases to determine the feasibility of developing such a product: 1.) An analysis of the location of the current Audubon Institute members; and 2.) A survey of several zoos and aquariums across the country in similar markets to determine if any of these had an out-of-market product. (See Appendix VI for a sample of the survey and requests).

In phase one I analyzed membership figures by zip code, as listed in the Membership database. First I summarized membership by state, and then created a sub-analysis of membership by parish in the state of Louisiana. In developing an out-of-market product I believe the first region to target should be parishes of Louisiana (and possibly Southern Mississippi) that fall within a specific radius of New Orleans.

As expected, the closer to metropolitan New Orleans, the higher the concentration of current memberships. This is therefore an obvious place to start marketing such a product. Nationally, there were more current memberships than I would have expected. Most of these are the result of tourists visiting New Orleans and purchasing memberships at the Aquarium of the Americas. A visitor traveling with a family will find it more cost effective to purchase a membership rather than to buy individual admission tickets to the Aquarium. As I communicated in my findings to the Membership Director, (See Appendix VI for complete results of the study), a national membership product would have to be based upon a global interest in conservation, not upon facility attendance. Therefore, using current out-of-state memberships as a base for marketing a national product would not be very effective.

The second phase of the out-of-market category analysis was to survey several zoos and aquariums across the country to get their opinions on such a product. Using the American Zoological Association Directory I compiled a list of nineteen organizations to include in the survey. These organizations are as follows:

Name	City	Type	Responded
Toledo Zoo	Toledo, OH	Zoological Garden	yes
Sacramento Zoo	Sacramento, CA	Zoological Garden	no
San Antonio Zoo & Aquarium	San Antonio, TX	Zoo & Aquarium	no
National Aquarium	Baltimore, MD	Aquarium	no
Seattle Aquarium	Seattle, WA	Aquarium	no
Monterey Bay Aquarium	Monterey, CA	Aquarium	yes
John G. Shedd Aquarium	Chicago, IL	Aquarium	no
Tennessee Aquarium	Chattanooga, TN	Aquarium	yes
Baltimore Zoo	Baltimore, MD	Zoological Garden	no
Zoo Atlanta	Atlanta, GA	Zoological Garden	yes
Cincinnati Zoo	Cincinnati, OH	Zoological Garden	no
Columbus Zoo	Columbus, OH	Zoological Garden	yes
Houston Zoo	Houston, TX	Zoological Garden	yes
Jacksonville Zoo	Jacksonville, FL	Zoological Garden	yes
Kansas City Zoo	Kansas City, MO	Zoological Garden	no
Indianapolis Zoo	Indianapolis, IN	Zoological Garden	no
Lincoln Park Zoo	Chicago, IL	Zoological Garden	yes
Woodland Park Zoo	Seattle, WA	Zoological Garden	yes

Of the nineteen organizations surveyed, 9 responded, which is a response rate of 47.37%. Of the responses none had examples of out-of-market products, stating that such a product had either never been considered, or was not economically feasible. One of the main reasons given for lack of feasibility was a reasonably close proximity to other major zoos and aquariums.

Taylor-Audubon Student Membership Program

Early in May of 1996 the Audubon Institute was approached by Mr. Pat Taylor of Taylor Energy Company about a co-sponsoring a program to reward local students with memberships in Audubon facilities. Tied to this co-sponsorship was a donation of

\$600,000 from Taylor Energy to the Audubon Institute. In exchange for the donation from Taylor, Audubon agreed to give memberships to students who met certain academic criteria each school year. This program is to continue “in perpetuity,” according to wording of the agreement. On May 15, 1996 a press conference was held at the Aquarium of the Americas at which a contract was signed between Pat Taylor and the Audubon Institute. Summarized, the primary conditions of this contract are as follows:

- The Audubon Institute is to award memberships to all 7th through 12th grade students in public, private and parochial schools within Orleans parish who meet the following criteria:

Academic Criteria*	Membership Award
GPA 2.5 - 2.999	1 yr. Aquarium of the Americas
GPA 3.0 - above	1 yr. Aquarium & Zoo

* Private & parochial school students include the additional condition of being on some kind of need based scholarship or other tuition assistance program.

- The Audubon Institute will allow the parents of the student members free admission twice each year. The first free admission will be honored on the day of the awards ceremony. The second free admission for parents will be honored from December 1 through February 28.
- Taylor Energy is to donate to the Audubon Institute of total of \$600,000 to be held in trust with the annual earnings being made available to Audubon for use in educational programming.
 - ⇒ \$100,000 had been received prior to the contract signing.
 - ⇒ \$150,000 was received at the contract signing.
 - ⇒ The remaining \$350,000 was to be received after the memberships had been awarded to the students.
- The Audubon Institute will plan and implement an Awards Ceremony on June 26, 1996 at which memberships cards and merit certificates will be distributed.
- The Audubon Institute will solicit the cooperation of all school officials.

In addition to the above contractual criteria it should be noted that Mr. Taylor wished to personally hand each student his or her certificate and membership card in the awards ceremony. However, after discussions with the Orleans Parish School Board, the Archdiocese of New Orleans and the remaining private school officials it was estimated that fifteen to twenty thousand students would be eligible for this program. This would obviously present a logistical nightmare regarding Mr. Taylor's desire to award the memberships to each student individually. As part of my participation with this program I was asked to develop alternative plans for the awarding of the memberships that would also satisfy Mr. Taylor's wish to see as many students as possible receiving their awards. In addition, I worked with the Director of Membership, Cynthia Thibodeaux, on establishing a workplan for this project and in communicating with the various school officials. Because there was such a short deadline of approximately 4 weeks, working on this project became a top priority. Following are the 3 logistical alternatives I presented to the Membership Director for the Taylor Awards Day Ceremony.

Full Participation Ceremony:

While I knew that this type of ceremony would be impossible, it was felt that we should lay it out in writing so as to convince Mr. Taylor that his original plan for the ceremony would be impractical. Because of the potentially large number of students and parents who could attend the ceremony the membership cards and certificates could not be handed out individually by Mr. Taylor. There could be as many as 15,000 participants in attendance (excluding parents), causing such a ceremony to take several

hours. This method would be practical only if expected attendance were 100 students or less.

Example of Time Needed for Ceremony

Estimated Time per Student to Receive Card	# of Potential Attendees	Hours to Complete Ceremony
30 sec.	15,000	125 hrs.
1.0 min.	15,000	250 hrs.
2.0 min.	15,000	500 hrs.

Arrangements Needed for the Ceremony

- Space large enough to accommodate 15,000 students
- Enough chairs for students and parents.
- Refreshments for 15,000
- Certificates, membership cards and parent passes sorted by school, GPA groupings and student last names.
- Name tags for chairs to ensure that students are seated in correct order.
- Boxes and tables to hold certificate packets.
- Stage risers and podium.
- Microphone and sound system.
- Stage decorations: Flags, plants, balloons.
- Volunteer workers to help with crowd control and ushering.
- Photographer.

The only solution for a ceremony in which all eligible students attended at the same time would be a “graduation” type ceremony similar to that used by large universities. Mr. Taylor could acknowledge each school and announce the number of students meeting the criteria from that school. Students from each school could then stand for recognition. After the ceremony the cards and certificates would be picked up at tables at the back and sides of the ceremony area. However, even using this method, handling this large number of people in a confined period of time would be extremely

difficult. Also, because the students and their families are invited to visit the Aquarium after the ceremony the number of people inside the facility would likely violate statutory regulations.

Small Symbolic Ceremony:

This alternative involves having 2 students representing each school attend a formal awards ceremony. One student from each GPA range could be chosen to represent his or her school, or the choice could be left up to the discretion of the school. In addition, each child chosen as a representative could be bring his or her parents. One adult representative from each school would also be invited. Each of these students would then be presented membership cards and certificates individually by Mr. Taylor. Using this method the potential audience for the formal ceremony would be reduced significantly to a much more manageable size:

Student representatives	2
School representative	1
<u>Parents (avg. 1 per child)</u>	<u>2</u>
Total attendance per school	5
<u># of schools</u>	<u>96</u>
Total estimated attendance	480

The program for this type of ceremony would be as follows:

1. A formal ceremony is held for the student representatives at 9:00 a.m. in the Plaza outside of the Aquarium.
2. Pat Taylor, Ron Forman, and other dignitaries give brief speeches. Mr. Taylor then hands out a “blank” certificate to each student while the names are called.
3. The students then return to their seats for the ceremony conclusion.
4. Ceremony closes and guests are invited to visit the Aquarium of the Americas.
5. Students can then go to tables in adjacent tents to “redeem” their blank certificates for their actual membership cards and certificates.
6. All students not invited to the formal ceremony are invited to pick-up their cards and certificates at the these tables throughout the day, from 10:30 a.m. until 8:00 p.m. They are also invited, with their parents, to visit the Aquarium any time during the day.

7. All un-retrieved cards will be mailed to the students.

Arrangements Needed for the Ceremony

- Invitations with RSVP sent to families of student representatives.
- Tent space and chairs in the Plaza for approximately 500 people.
- Refreshments for approximately 500 people.
- “Blank” certificates for students attending the formal ceremony.
- Stage risers and podium.
- Microphone and sound system.
- Stage decorations: Flags, plants, balloons.
- Volunteer workers to assist with ushering and to man tables throughout the day.
- Photographer.
- Rain location: Hilton Lobby, IMAX Theater.

Fall vs. Summer Ceremony:

In many of the discussions concerning this project the issue of timing was brought up several times. As one of the alternatives the Membership Director requested that I prepare a list of pros and cons for changing the ceremony from June to September.

September Awards Ceremony

Pros	Cons
Children are back in school, making it easier logistically to get them to the ceremony. School buses can be utilized & school can insure their attendance.	Public announcement of the program has already been made. By September, public awareness will be gone.
Better motivational tool for students who did not earn the required GPA. These children will see first hand the rewards for trying harder in the coming school year.	High school seniors from previous year are gone. Attendance from them may be very poor.
More planning time allows Audubon to insure a quality ceremony.	Students advancing from 8th grade to high school could be at different schools. This will make coordinating with the schools more difficult.
Less impact on summer ticket sales at the Aquarium. Paying attendance drops in September.	

June Awards Ceremony

Pros	Cons
Announcement has been made - public awareness is high for June	School year is over, making it more difficult to insure good attendance. Students are not located in one area (i.e. summer jobs, day camps, etc.)
High school seniors may be more likely to attend because school just ended.	
8th graders haven't scattered to different high schools yet.	Possible transportation problem for some families.
Children can visit the Aquarium with their parents at their leisure on day of ceremony, not restricted to school's schedule.	Not adequate time to plan a quality ceremony. Weather - very hot in June. Negative impact upon summer ticket sales at Aquarium. Parents with other children may have to bring them to ceremony due to possible problems with childcare. This will increase attendance and creates the issue of whether these children should also get free admission.

Based on the pros and cons of both times of the year it appears that September would be a better time to hold the ceremony. However, Mr. Taylor insisted that the ceremony be held in June. (In an ironic turn, when the day of the ceremony arrived Pat Taylor was out of the country and could not attend!). In order to avoid the problems presented by both a summer date and a fall date, I recommend holding the awards ceremony in the spring, near the end of the school year. In this way school is

not over yet, utilizing the advantages of the September time frame. For determining qualified students, grades at the end of the 3rd school quarter could be used.

After presenting these alternatives, and because Mr. Taylor would not change his mind on some aspects of the ceremony, Alternative #2, the Small Symbolic Ceremony, was chosen. At this point the Special Events Director and the Public Relations Department took over the planning process for the awards ceremony. I continued assisting the Membership Director with designing the membership cards and certificates, and with communicating with officials of the schools boards and individual schools. I also assisted with recruiting employee volunteers from the administrative staff to work the awards tables throughout the day at the Aquarium. Employees were asked to work a two-hour shift, and were excused from their regular job duties for this project. The ceremony was held on June 26, 1996 and had no major problems, except for the noted absence of Mr. Pat Taylor. Verbal feedback on that day from parents and school officials was very positive. Tracking the success of the program in terms of students' use of their membership privileges seems to present a problem for the Audubon Institute. Apparently, the technology is not yet in place at the Aquarium or the Zoo to determine who actually comes through the doors each day. Therefore, it will be almost impossible to determine the frequency with which students use their memberships. This is very unfortunate, as this type of information would not only help determine the success of the program, but would also be a way of showing how Audubon's educational mission has an impact upon the local community.

Chapter 7

Analysis of Internship

In the five months spent at the Audubon Institute I was able to provide assistance in several Development Department projects, giving me a well-rounded experience in nonprofit development. The primary impact of my time upon the Audubon Institute and the Development Department was to provide a resource for analyzing department plans and events in order to assist in future decision making. During this time I found three areas of organizational activity that need improvement. In order to accomplish this improvement, however there will need to be a shift in attitude by the development and the senior management staff. I found that in general at the Audubon Institute, and especially in the Development Department, there is a definite reluctance to accept change, even when the change would make department operations more efficient and up-to-date. Following is a summary of the three major areas of concern along with recommendations for improvement.

Record Keeping and Tracking Results of Special Events

Record keeping within the Development Department, particularly with Special Events, lacks the organization and depth necessary to effectively analyze the results of events. Currently, the special events staff does an excellent job of planning the details

of all fundraising events. However, no time is taken for keeping proper records or for tracking these events once they have ended. For example, in my analysis of the financial statistics for Zoo-to-Do and Twilight Adventure I was surprised to find the records kept in a very haphazard fashion, and could not obtain any records outlining the expenses related to each event. At this point in time gross revenue from these events can be identified with relative ease, but related expenses, such as printing, postage, and telephone are not specifically identified with each event. Expenses such as these are accounted for in the overall department/special events' budget.

Fortunately, many of these costs are donated by the vendors, but those that are not, should be accounted for specifically. Also, there has been no attempt at calculating overhead expenses related to each event, such as staff salaries, loss of ticket revenue when closing a venue for a special event, utilities, maintenance, groundskeeping, etc. Outgoing expenses as well as incoming revenues for each special event must be tracked more carefully to determine the net effect upon the organization.

Most of the records related to the revenues of the above mentioned events are kept manually, written in columnar notebooks. For example, as sponsor and patron checks arrive they are logged in these notebooks with the sponsor name and the amount received. Subtotals are calculated periodically in order to determine how much has been received at a particular point in time. I suggested to the Special Events Assistant that a computer spreadsheet be used to record this information as it is received. In this way it would be much easier to keep a daily tally of revenue, to sort the data by a variety of criteria, and to prepare reports at the conclusion of the event. This is

especially sensitive when sorting by donor category. Since the sponsors are recorded chronologically, \$50 donations and \$5,000 donations are mixed together. Simple requirements such as acknowledgments and prospect management turn into potential disasters with this system. Also, comparative analyses with previous years would be much easier.

The response to my recommendation was that they (the special events coordinators) never knew who would be recording the information. This is a task that is usually assigned to a volunteer, and the volunteer would not necessarily know how to use spreadsheet software. My recommendation is that this task be assigned to an employee or regular volunteer with spreadsheet experience. Training an employee in the appropriate software will ultimately pay off in better records and thus, better resources for decision making. The overall effect of improving record keeping for special events is better tracking of all related revenues and expenses, providing better information for planning future activities.

Prospect Research and Management

A careful look at the research function of the Development Department will help the Vice-president in planning future needs for her department, and in turn will help the department accomplish the goals and mission of the Institute. Currently, prospect research is scattered around the Development Department. Some research is done by the development associates themselves, some is given to the administrative assistant and some to the campaign associate. This scattered approach is inefficient, and it is my

belief that important information could be slipping through the cracks. This approach also lacks the depth of focus that is provided when prospect research is handled by one designated person or division. Therefore, I recommend a separate, full-time research position in the Development Department.

Many organizations the size of the Audubon Institute have a separate research function. This will provide more thorough and consistent research information for the development associates. A separate researcher can dedicate more time and effort to prospect discovery and management, freeing up time for the development associates to cultivate potential donors. The Vice-president for Development, Laurie Conkerton, sees the need for such a position within the department, however I believe that she does not give it the priority it deserves. This is due to in part to the reluctance toward change as discussed above, and in part to budget constraints. It will be difficult, but necessary, for a staff accustomed to doing their own research to turn this responsibility over to someone else. However, the difficulties of such an adjustment will pay off in the long term with a better base of prospects.

An additional problem within the Development Department having a large impact upon prospect research and management is the inefficient database and computer system. In Chapter 4 I recommended upgrading the computer system so that the research module of the current database system be used to its greatest potential. Currently, there is a small network of very antiquated personal computers being used by the department staff. The capacity of the system is very limited, thereby making the use of *Fundmaster*, the database system, inefficient. This database system could be

very useful for prospect research and management if the hardware technology were available to use it to its fullest potential. Upgrading the system would also allow for the department to take advantage of many on-line research services. At this time there is one employee, the Computer Associate, who has responsibility for maintaining the computer system of the department. This includes *Fundmaster*, the hardware, and any other applications used such as word processing and spreadsheet software. This employee does not have the experience or qualifications to manage a full system upgrade. She also displays a rather defensive attitude when questioned about the capabilities of the current system, and has a definite reluctance to accept change. I believe much of this attitude stems from her lack of qualifications. In order to accomplish a system upgrade that will be the most beneficial to the department I recommend one of two possibilities:

1. A Systems Manager, with the appropriate education and experience be hired to oversee the database and hardware of the department. The current Computer Associate would report to this manager as an assistant.
2. A consultant be retained to analyze the current system and prepare formal recommendations for the upgrade. The consultant would manage this project from the proposal stage through the implementation and staff training phase. In addition, the current Computer Associate should receive in-depth training and education in systems management.

Communication and Management Style

As my internship drew to a close it became clear to me that the Audubon Institute is currently led by a visionary-style manager, the President and Chief Executive Officer, Ron Forman. During my five months at Audubon I had heard Mr. Forman

referred to as a “visionary” by both staff and guests. While these remarks were intended to be complimentary, those speaking them probably did not realize that being a visionary and trying to manage a company on a day-to-day basis can sometimes conflict. Mr. Forman has been quite visionary in his goals for the Audubon Institute, and he has been very adept at seeing his visions realized. His original vision of turning the “animal ghetto” that used to be the Audubon Zoo into the prime facility that it is today is certainly an example of his ability. However, the Audubon Institute has grown with Ron Forman’s vision from infancy to a mature organization. He is operating all aspects of the Institute, including those that are no longer in the “infancy” stage, from the visionary’s point of view. By this I mean he is “making deals” and agreeing to programs before carefully considering the operational consequences.

As intern I was directly involved in the planning of a Membership program which illustrates the impact of this management style on a mature organization and the communication problems that can occur as a result. This program, the Taylor/Audubon Student Membership Program, was tied to a major donation of \$600,000, and provided me with valuable experience in coordinating an event while trying to cultivate a major donor. My work on this program provided Audubon with much needed assistance in completing a project on very short notice. For this particular program, negotiations between Ron Forman and Pat Taylor of Taylor Energy, Inc. had been in process for quite a while before a final contract was agreed upon. There was no communication of the potential demands of the contract to the Membership Director until the very last minute. Some of the headaches caused by the

short deadline could have been avoided with better communication between the President, the Chief Operating Officer, and the Membership department. There will always be donors who make unreasonable demands, but I believe that before the president agrees to anything, the operational department involved should be called in during the initial negotiations. In this way the donor will have more to think about before placing immovable demands upon the organization.

Also, advanced communication and involvement with the departments will provide the President and Chief Operating Officer with a better picture of the work being done by their employees to implement management's plans. Without this improvement the Institute will be left with a management staff that is ignorant of what the organization does on a day-to-day basis. As a result, management could one day be making plans and decisions that are not operationally consistent with the Institute's mission of education, conservation, research and recreation. The President should not completely abandon his "vision" but he must learn to adjust his leadership style to that of a manager in order for the organization to avoid the unhealthy effects of crisis management. Perhaps more authority for day-to-day operations could be given to the Chief Operating Officer, leaving the "visionary" in place to direct the future of the organization.

In conclusion, my experience as an intern at the Audubon Institute was extremely educational for me and valuable to the organization. The primary areas for concern that I found at Audubon are record keeping and tracking of special events; prospect research and computer technology; and management style and communication. Also,

the reluctance to accept change that I found, especially in the Development Department, is an attitude that can inhibit the growth and long-term effectiveness of an organization. While the Audubon Institute has been a very successful organization to-date, this attitude and the concerns discussed above need to be addressed if Audubon wants to maintain it's success into the next century.

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APPENDIX I

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AUDUBON 2000

CAMPAIGN
NEWSELETTER

W I N T E R

1 9 9 5

From the Chairman



Thousands of Audubon Institute visitors have experienced an exhilarating helicopter ride through downtown New Orleans, a harrowing sea rescue mission in the Pacific, and a tranquil swim among magnificent golden jellyfish in Palau . . . all from the comfort of specially designed seats in the Entergy IMAX Theatre. The first major *Audubon 2000* project opened its doors to rave reviews on October 6, and the overwhelmingly positive public reaction to this BIO new attraction has been tremendous.

Several other *Audubon 2000* projects made great progress over the past few months. Demolition began on the building that will house the Diefenthal EarthLab. Audubon Zoo's exciting new interactive mini-museum focusing on environmental science. The zoo's Animal Health Care Complex, an important element in providing the best care to our world-class living collection, is coming out of the ground. Downtown, the expansion of Woldenberg Riverfront Park to the Governor Nicholls Street wharf became a reality when the Woldenberg Foundation and the State of Louisiana committed \$6 million to this beautification effort. By late 1996, Audubon Institute visitors will be able to enjoy all of these projects.

There is an incredible sense of momentum at all of the Audubon Institute's living museums, thanks to the continuing success of the Audubon 2000 campaign. Phase II has raised over \$13 million, bringing the campaign's grand total to \$117 million. With 95% of our \$123.8 million goal committed, we are well on our way to achieving the Institute's vision: to create a family of museums and parks dedicated to nature and to the living sciences.

When fully realized, Audubon 2000 initiatives will make the Audubon Institute - and our community - a national leader in wildlife conservation and environmental preservation efforts. Our heartfelt thanks go to the many civic and business leaders whose support will lead us to a new level of prominence.

Sincerely,

C. W. Allen, Chairman

Phase II's Community Audubon 2000 Campaign

AUDUBON
2000
CAMPAIGN
INSTITUTE

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

Audubon 2000

Competition Schedule

**Audubon 2000
Phase II
Committee**

William A. B. Williams
Chairman

Executive Council

Barbara
Chairman

Kathy Bowers

Robert D. ...
Chairman

...

...

...

...

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...

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**Support Grows for the
Audubon 2000 Campaign**

**DIEFENTHAL EARTH LAB
BREAKS GROUND AT AUDUBON ZOO**

With construction underway on the Diefenthal Earth Lab, educational presentations at the Audubon Zoo will soon look beyond the reading, writing, and arithmetic of our forefathers to the three R's of the next generation — *reduce, reuse, and recycle.*

Opening in the Fall of 1996, the facility will incorporate interactive games, science experiments, and artificial mini-ecosystems to highlight global environmental problems and possible solutions. The exhibit areas — *Global Games Gallery, Dumpsterpiece Theater, Forest Habitat, and Wildlife Science* — will seek to increase visitor awareness of endangered species, habitat destruction, and other pressing environmental issues.

Anchored by the building that once housed the Zoo's original tropical bird collection and constructed with recycled materials where possible, the 2,500 square foot Diefenthal Earth Lab will be a prime example of adaptive reuse.

The Audubon Institute extends its appreciation to the Diefenthal Family for its support of the Institute's mission to foster a balanced approach to conservation as we focus on wildlife.



Ned and Jim Diefenthal with family at the site clearing for the new Diefenthal Earth Lab

**ARTHUR ANDERSEN
SETS SIGHTS ON THE AQUARIUM**

The Audubon Institute expresses its gratitude to Arthur Andersen/Andersen Consulting for its commitment to the Audubon 2000 campaign. Arthur Andersen will sponsor the Whale Shark Model in the Aquarium of the Americas. Their gift allows the Institute to continue to serve residents and tourists alike and to fulfill its mission of celebrating life through nature.

KARTEKE MEMORIAL

Family and friends of Richard Karteke gathered recently to unveil a plaque in honor of a new model in Audubon Park dedicated to his memory. Mr. Karteke was a longtime neighbor of the Park.

**WOLDENBERG RIVERFRONT PARK
GETTING BIGGER AND BETTER**

A recent donation by the Woldenberg Foundation enables the Audubon Institute to begin expansion of one of the most visited tourist spots in New Orleans — Woldenberg Riverfront Park. The nationally acclaimed park will increase in size to encompass the long popular Moonwalk and extend to the Governor Nicholls Street wharf. New brick walkways, benches, lighting and landscaping are planned.

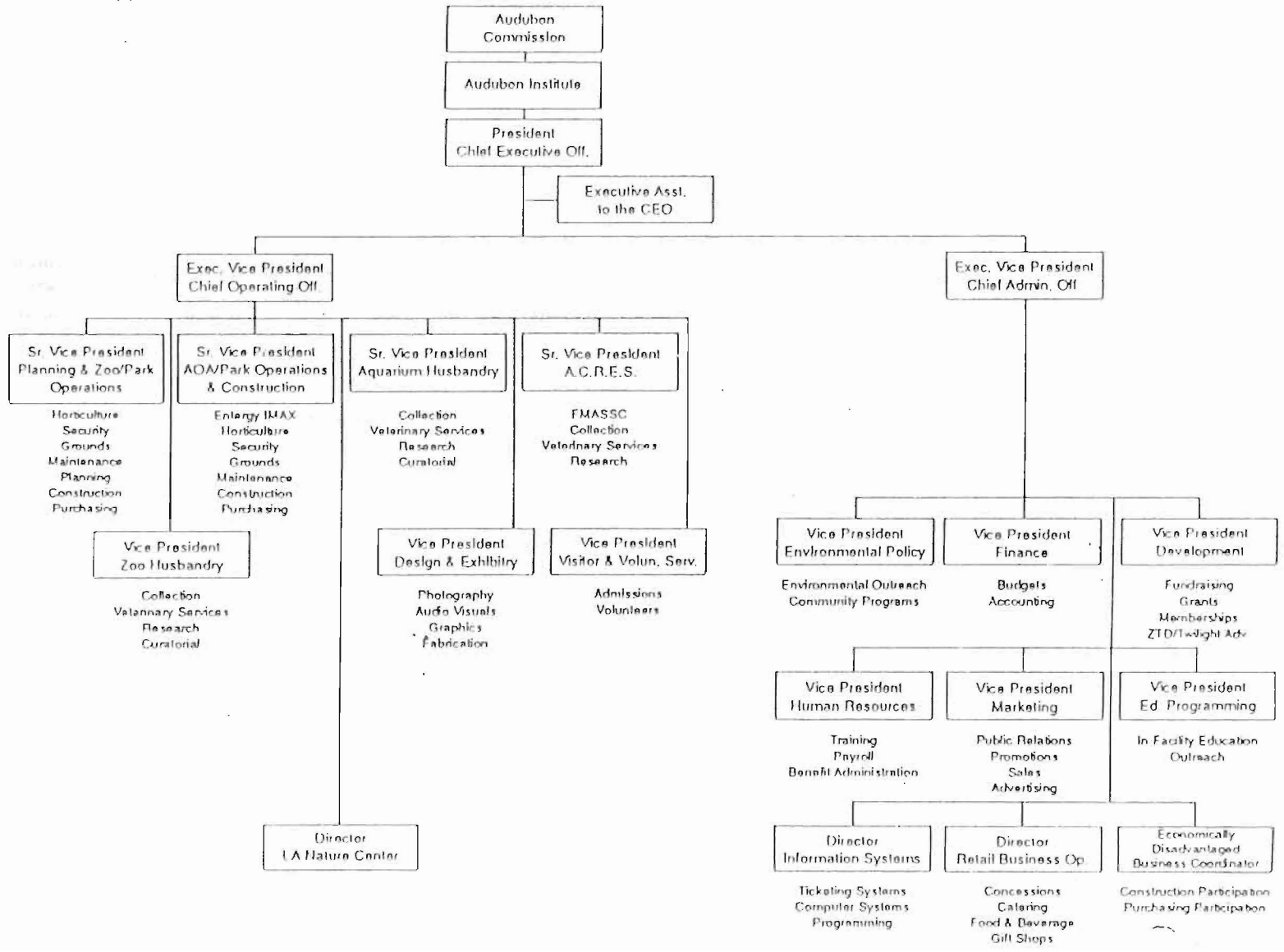
Named in memory of the late New Orleans businessman, Malcolm C. Woldenberg, the park opened in 1989 and was designed as a place for locals and tourists to experience the beauty of the Mississippi River. Its development has been instrumental in bringing about an important renaissance to the New Orleans riverfront.

The Woldenberg Foundation's gift is one of the largest in the Audubon 2000 capital campaign. The State of Louisiana committed additional funds for this \$0 million project, which will continue to improve our city and its most important and beautiful natural attraction.

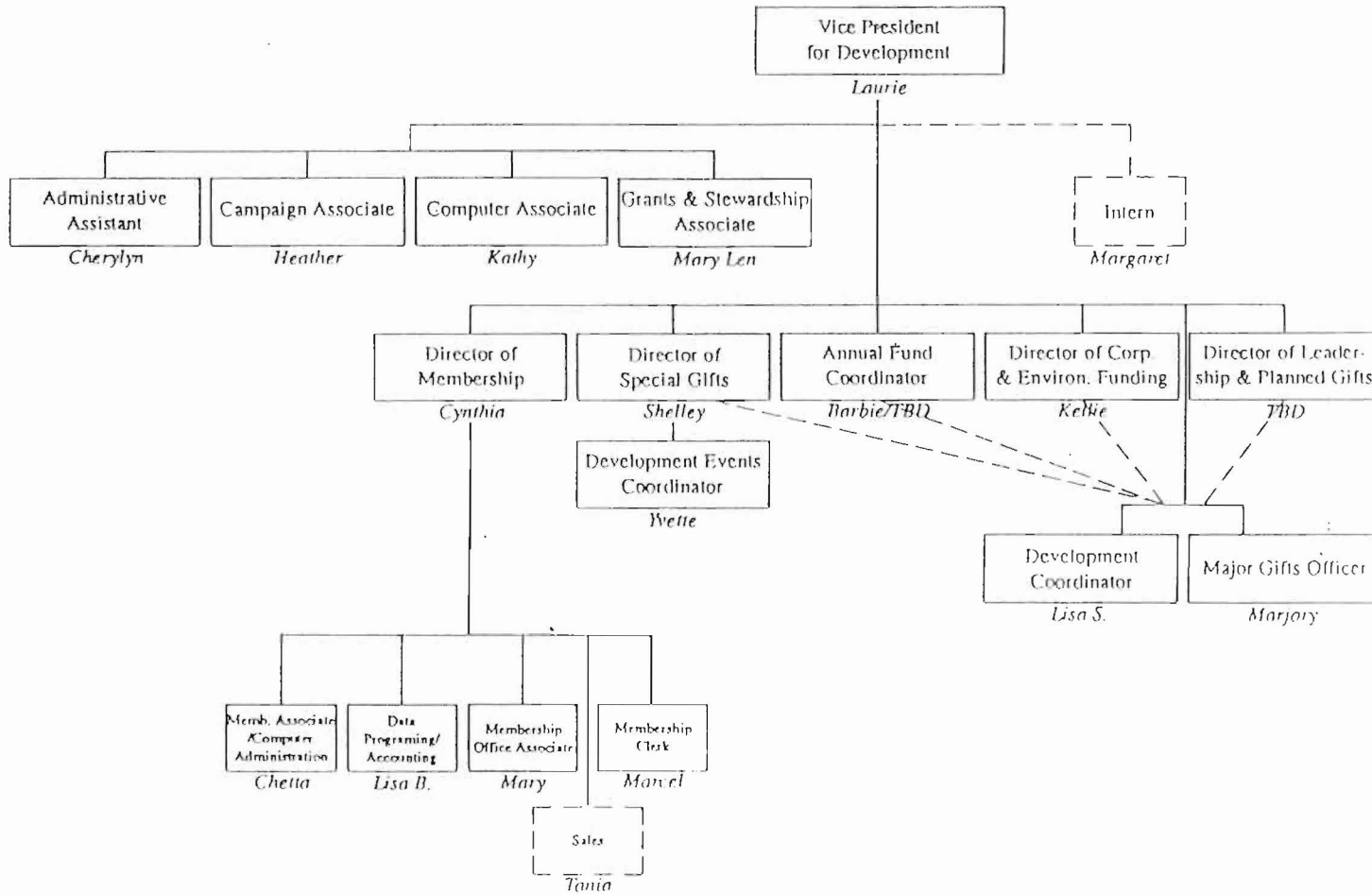


Members of the Woldenberg Foundation at Woldenberg Riverfront Park, Phase I

<p>The Audubon Institute thanks its benefactors:</p> <p>Corporate Sponsors: The State of Louisiana The City of New Orleans The Greater New Orleans Chamber of Commerce The Greater New Orleans Foundation The Greater New Orleans Foundation for the Arts The Greater New Orleans Foundation for the Environment The Greater New Orleans Foundation for the Future The Greater New Orleans Foundation for the Quality of Life The Greater New Orleans Foundation for the Urban Environment The Greater New Orleans Foundation for the Urban Future The Greater New Orleans Foundation for the Urban Quality of Life The Greater New Orleans Foundation for the Urban Quality of Life The Greater New Orleans Foundation for the Urban Quality of Life The Greater New Orleans Foundation for the Urban Quality of Life</p>	<p>PRODUCERS CIRCLE MEMBERS Have the Best Seat in the House!</p> <p>To show your interest in helping the LEARN program in New Orleans, you can join the <i>Producers Circle</i> for \$1,000 and help support the educational goal of the program in the classroom in the city.</p> <p>At all donors' Circle members, your name will be engraved on a plaque and mounted on the arm of the theater seat. It will also be included in the Audubon Institute Quarterly and Audubon Annual Report. Additionally, you will receive a complimentary copy of the Audubon Institute magazine.</p> <p>Circle seats remain available for groups to call (504) 256-5100 for more information, or join today. Make your check payable to the Audubon Institute, 1000 Canal Street, Audubon Institute, P.O. Box 327, New Orleans, LA 70116.</p>
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Development Department Organizational Chart



January 1996

APPENDIX II

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2. Response letter from U.S. Senator John Breaux regarding IMS funding	89
3. Copy of 1996 IMS grant proposal.....	90

February 14, 1995

The Honorable William Jefferson
 United States House of Representatives
 428 Cannon House Office Building
 Washington, DC 20515-1802

RE: Re-authorization and Appropriations for the Institute for
 Museum Services

Dear Bill:

On behalf of the Audubon Institute and its nine facilities, as well as the American Zoo and Aquarium Association (AZA), I urge you to oppose legislative efforts to eliminate funding for the Institute for Museum Services.

The Institute for Museum Services (IMS) was established in 1976 to "encourage zoos, aquariums, and other museums in their educational role." To receive an IMS grant, institutions must demonstrate their public role through service schools, families, and communities, as well as prove they are capable of sound financial management. All grant proposals undergo a peer-review process.

Since the inception of IMS, zoos and aquariums throughout the country have been recipients of **IMS General Operating Support (GOS)** grants which are awarded to assist with the day-to-day operations of the facility. As currently funded, IMS GOS grants can provide up to \$112,000 (over a two year period) towards a museum's operating budget. GOS grants may be used for many activities - exhibition, care of the collection, education, administration, maintenance, equipment and supplies.

Although IMS financial support is only .006% of the total \$1.1 billion operating budget of our nations 8,000 museums, IMS grants provide national recognition - *the government's seal of approval* - that raises the level of museum quality nationwide and attracts non-federal dollars. At a time when corporate and private funds are hard to secure, operating funds for essential services for museums, zoos, and aquariums are the most difficult to raise. This has proven true in the case of the Audubon Zoological Garden, but with the aid of eight IMS grants over the last fifteen years, Audubon has built an outstanding Development Department that has in turn secured over \$25,548,000 for Audubon Zoo capital projects and endowment - an astounding 1:40 yield from the private sector.

Also, with funds from IMS GOS, the zoo has created a computerized tracking systems for all gifts and upgraded security throughout the zoo to better protect animals and serve the public.

In addition, **IMS Conservation Project Support** aids zoos and aquariums in meeting the basic conservation needs of their living collections, and requires a 5% match by the applicant from non-federal sources. Grantees often include institutional and in-kind contributions for their match. Many zoos and aquariums have used IMS funding for

Congressman William Jefferson
 February 14, 1996

Page Two

implementing innovative conservation plans, improvement of collection environments and research in conservation techniques are also undertaken with IMS support.

With the assistance of IMS CPS dollars, projects completed by the Audubon Zoological Garden include the production of two much sought-after books: *The Medical Management of Orangutans* (published in 1990), and *The Medical Management of Elephants* (published in 1994). Audubon staff conducted systematic studies and analyses of all available medical records for captive organutans and elephants. This resulted in the publication of the two medical manuals, each accompanied by a detailed medical event database and comprehensive bibliography. Both manuals have been widely distributed and further fulfill Audubon's goal to enhance the care and conservation of endangered populations, not only America, but worldwide.

It must also be noted that Institute for Museum Services grants are the *only* source of federal support designed specifically for small zoos, aquariums, and museums. In comparison to other federal programs, the \$28 million that has been appropriated by Congress in the last two years for the IMS has yielded great returns in terms of 1:17 match with non-federal dollars.

Bill, on behalf of the Audubon Institute - its nine facilities, 598 employees, 94,554 members, and the over 3.5 million visitors that visit our facilities annually, I urge you again to oppose any action that will eliminate or severely cut the Institute for Museum Services' funding.

Sincerely,

L. Ronald Forman
President and CEO

LRF/mlc

JOHN BREAUX
LOUISIANA

MINORITY
CHIEF DEPUTY WHIP
COMMITTEES
COMMERCE, SCIENCE, AND
TRANSPORTATION
FINANCE
SPECIAL COMMITTEE ON AGING
WASHINGTON Office
(202) 224-4672
TDD (202) 224-1986

United States Senate

WASHINGTON, DC 20510-1803

August 16, 1995

Mr. L. Ronald Forman
President and
Chief Executive Officer
The Audubon Institute
Post Office Box 4327
New Orleans, Louisiana 70178

Dear Ron:

Thank you for contacting me about funding for the Institute for Museum Services in the FY1996 Department of the Interior appropriations bill. I appreciate hearing from you.

You will be pleased to know that FY1996 funding for the IMS in the amount of \$21 million has been approved by both the Senate and the House.

The current climate in Congress is one of budget cutting and deficit reduction. In the House, especially, there are many proposals to reorganize agencies in addition to cutting their funding. There are some programs proposed for cuts or reorganization that serve worthwhile purposes. The mission of the IMS, for example, is an important one for Louisiana. Although many programs, I expect, will be reduced or eliminated as we work toward a balanced budget, I am hopeful that those programs that have done a good job and offer many benefits will survive.

Thank you again for your letter. On this and other issues, I hope you will continue to stay in touch with me.

Sincerely,



JOHN BREAUX
United States Senator

STATE OFFICES

One American Place, Suite 7030
Baton Rouge, LA 70875
(504) 382-1050

The Federal Building
705 Jefferson Street, Room 103
Lafayette, LA 70501
(337) 282-6871

Washington Square Annex Building
711 North 2nd Street, Room 102A
Monroe, LA 71291
(337) 325-3320

Paul Boggs Federal Building
501 Magazine Street, Suite 1005
New Orleans, LA 70130
(504) 589-2531

Central Louisiana
(318) 487-8445

JB/hal

Face Sheet

1. Applicant Museum
Aquarium of the Americas

2. Museum's Mailing Address
P.O. Box 4327

3. City
New Orleans,

4. State
L A

5. Zipcode
70178

6. Museum Director
L. Ronald Forman - President, CEO

7. Business Telephone of Museum Director
504 / 861-5119

8. Name of sponsoring institution/parent organization, if applicable (e.g., municipality, state, or university)
Audubon Institute

9. Governing control of museum 5
Select one of the following: 1. Federal 2. State 3. Municipal 4. County 5. Private Nonprofit 6. Other

10. Museum's discipline 01
Select one of the following:
01. Aquarium 02. Arboretum/
Botanical Garden 03. Art
04. Children's/Youth 05. General*
06. Historic House/Site
07. History 08. Natural History/
Anthropology 09. Nature Center
10. Planetarium
11. Science/Technology
12. Zoo
13. Specialized†
(specify discipline) _____

11. Is the museum college or university controlled? Yes No

12. Museum's estimated attendance for the calendar year prior to application. 1,342,184*

13. Total number of hours the museum was open to the public for the calendar year prior to application. 4,366**

14. Year the museum was first open and exhibiting to the general public. 1990

15. Number of full-time paid museum staff. 147 16. Number of part-time paid museum staff. 96

17. Number of full-time unpaid museum staff. - 18. Number of part-time unpaid museum staff. 371

19. Museum's non-Federal operating income for the most recently completed fiscal year [copy figure from bottom of Form A (page 3)] \$ 24,857,754 .00

20. Museum's non-Federal operating income for the *second* most recently completed fiscal year [copy figure from bottom of Form B (page 5 or page 7)] \$ 18,378,157 .00

21. Grant amount requested \$ 112,500 .00

* A museum with collections representing two or more disciplines (e.g., art and history) or a parent organization applying for two or more museums of different disciplines

Financial Information Checklist

Check the appropriate boxes below to let the reviewers know which financial statements or forms (if any) you have included with your application. If you are submitting audited financial statements, check box A. or B. to indicate whether or not that information is required by IMS.

- | | <i>Required</i> | <i>Optional</i> |
|--|---|--|
| <input checked="" type="checkbox"/> Audited Financial Statements | A.) <input checked="" type="checkbox"/> | or B.) <input checked="" type="checkbox"/> |
| <input checked="" type="checkbox"/> Form C (Valuing Non-Cash Contributions)— <i>Required in FY 1996 applications</i> | | |
| <input type="checkbox"/> Form D (Request for Waiver of Separate Audit Requirement) | | |
| <input type="checkbox"/> Request for Deferral of Audit Requirement | | |
| <input type="checkbox"/> Request for Extension to Submit Audit | | |
| <input type="checkbox"/> (None of the above) | | |

Form A Front

Name of Applicant Aquarium of the Americas

Read instructions in Part 3 before proceeding

Most recently completed fiscal year month/day 1/1 to month/day 12/31 1994

Revenue	Operating		Endowment		Capital		Total
	Restricted	Non-restricted	Restricted	Non-restricted	Restricted	Non-restricted	
<u>Earned Income</u>							
Admissions	-	\$7,206,062	See Notes		See Notes		\$7,206,062
Membership	-	633,343					633,343
Enrollment fees/Education Programs	-	42,902					42,902
Museum store (gross) store is leased	-	-					-
Food Service (gross) incl. catering	-	2,286,857					2,286,857
Publications, reproduction rights, royalties	-	-					-
Special events	-	3,916					3,916
Special exhibition fees	-	-					-
Investment income	-	-					-
Interest and Dividends	-	1,034,452					1,034,452
Rental incl. evening rentals	-	989,052					989,052
Auxiliary Activities							
Specify _____	-	-					-
_____	-	-					-
Miscellaneous/Other							
_____	-	6,710,697					6,710,697
_____	-	-					-
Total earned income	-	18,907,281					18,710,281
<u>Contributed Income</u>							
Federal Grants (including IMS)	178,500	-					178,500
Individual contributions	-	-					-
Foundation grants	12,356	-					12,356
Corporate grants	-	48,000					48,000
State support	-	-					-
Local support dedicated tax millage	-	5,119,155					5,119,155
Parent Organization support	-	-					-
Other non-Federal support							
_____	-	-					-
_____	-	-					-
Total contributed income	190,856	5,167,155					5,358,011
Total Earned and Contributed Income	190,856	24,074,436					24,265,292
Total Value of Non-Cash contributions		770,962					
Subtotal		24,845,398					
Total Federal grants	178,500	-					
Total Non-Federal Operating Income	12,356	24,845,398					

1995/1996 IMS General Operating Support

Application Form

3

Form A Back

Name of Applicant Aquarium of the Americas

Most recently completed fiscal year month/day 1/1 to month/day 12/31 199 4

Expenses	Operating		Endowment		Capital		Total
	Restricted	Non-restricted	Restricted	Non-restricted	Restricted	Non-restricted	
Salaries and Wages	-	\$3,818,913					\$3,818,913
Benefits	-	1,082,841					1,082,841
Rent/Mortgage	-	159,677					159,677
Maintenance: Utilities	-	639,934					639,934
Janitorial	-	60,037					60,037
Buildings/Grounds	-	415,669					415,669
Exhibitions	-	652,922					652,922
Insurance: Collections/Exhibition	-	-					-
Liability	-	208,997					208,997
Museum store	-	-					-
Food service	-	616,025					616,025
Contractual							
Specify <u>Legal & Accounting</u>	-	67,059					67,059
<u>Emergency Medical Services</u>	-	11,765					11,765
Professional Development	-	44,700					44,700
Travel	-	16,736					16,736
Printing and Publication	-	-					-
Telephone/Communication	-	83,454					83,454
Postage	-	10,436					10,436
Fundraising/development	-	-					-
Marketing, membership, sales	-	1,067,130					1,037,130
Supplies	-	32,761					32,761
Equipment	-	6,631					6,631
Other <u>Interest expense</u>	-	4,156,435					4,156,435
<u>Grant expenses</u>	190,856	-					190,856
<u>Other (see Notes)</u>	-	3,966,169					3,966,169
Subtotal expenses	190,856	17,118,290					17,309,146
Excess (deficiency) of revenue transfers	-	7,727,108					7,727,108
	-	(4,000,000)					(4,000,000)
	-	27,917,692					27,917,692
	-	\$31,644,800					\$31,644,800

Application Form

1995/1996 IMS General Operating Support

NOTES TO FINANCIAL STATEMENTS

FORM A:

- 1. Endowment Fund: While the Aquarium of the Americas is the beneficiary of several endowment funds, the Aquarium does not own or manage these funds. Such funds are managed by a related foundation.
- 2. Capital Fund: While certain capital funds are maintained in restricted accounts, the Aquarium does not maintain separate accounting funds.

The Aquarium uses an enterprise concept wherein all transactions and balances are accounted for in a single fund group.

Capital funds spent and capital funds added are presented in the Aquarium's audited financial statements on the statement of cash flows in the "investing" section.

Capital funds available to be spent are presented on the balance sheet in the restricted assets section.

3. Addendum to presentation of expenses — FORM A BACK:

Cash Flows not included above:

Principal paid on outstanding bonds	(\$1,475,000)
Reduction in payable to related organization	(\$4,800,000)
Payments for projects' design, construction and purchase of equipment	(\$8,590,000)

4. Other Expenses — breakdown:

Amortization of debt costs	\$ 164,407
Depreciation expense	1,957,197
Administrative	47,101
Project writedowns	<u>1,797,464</u>
	\$ 3,966,169

Form B Front

Name of Applicant Aquarium of the Americas

Read instructions in Part 3 before proceeding

Second most recently completed fiscal year month/day 1/1 to month/day 12/31 199 93

Revenue	Operating		Endowment		Capital		Total
	Restricted	Non-restricted	Restricted	Non-restricted	Restricted	Non-restricted	
<u>Earned Income</u>							
Admissions	-	\$8,216,642					\$8,216,642
Membership	-	784,596					784,596
Enrollment fees/Education Programs	-	41,972					41,972
Museum store (gross) store is leased	-	-					-
Food Service (gross) incl. catering	-	1,863,115					1,863,115
Publications, reproduction rights, royalties	-	-					-
Special events	-	10,347					10,347
Special exhibition fees	-	-					-
Investment income	-	-					-
Interest and Dividends	-	1,025,563					1,025,563
Rental incl. evening rentals	-	948,861					948,861
<u>Auxiliary Activities</u>							
Specity _____	-	-					-
_____	-	-					-
<u>Miscellaneous/Other</u>							
_____	-	262,322					262,322
_____	-	-					-
Total earned income	-	13,153,418					13,153,418
<u>Contributed Income</u>							
Federal Grants (including IMS)	90,450	-					-
Individual contributions	-	-					-
Foundation grants	-	-					-
Corporate grants	-	-					-
State support	-	167,472					167,472
Local support dedicated tax millage	-	5,057,267					5,057,267
Parent Organization support	-	-					-
Other non-Federal support	-	-					-
_____	-	-					-
_____	-	-					-
Total contributed income	90,450	5,224,739					5,315,189
Total Earned and Contributed Income	90,450	18,378,157					18,468,607
Total Value of Non-Cash contributions	-	-					-
Subtotal	90,450	18,378,157					
Total Federal grants	90,450	-					-
Total Non-Federal Operating Income	0	18,378,157					

1993/1996 IMS General Operating Support

Application Form

5

Form B Back

Name of Applicant Aquarium of the Americas
 Second most recently completed fiscal year month/day 1/1 to month/day 12/31 19993

Expenses	Operating		Endowment		Capital		Total
	Restricted	Non-restricted	Restricted	Non-restricted	Restricted	Non-restricted	
Salaries and Wages	-	\$3,965,412					\$3,965,412
Benefits	-	670,120					670,120
Rent/Mortgage	-	150,850					150,850
Maintenance: Utilities	-	844,922					844,922
Janitorial	-	49,015					49,015
Buildings/Grounds	-	262,186					262,186
Exhibitions	-	1,467,580					1,467,580
Insurance: Collections/Exhibition	-	-					-
Liability	-	221,750					221,750
Museum store	-	-					-
Food service	-	590,463					590,463
Contractual							
Specify <u>Legal & Accounting</u>	-	66,415					66,415
<u>Emergency Medical Services</u>	-	8,694					8,694
Professional Development	-	34,557					34,557
Travel	-	23,227					23,227
Printing and Publication	-	-					-
Telephone/Communication	-	90,895					90,895
Postage	-	2,497					2,497
Fundraising/development	-	-					-
Marketing, membership, sales	-	1,156,522					1,156,522
Supplies	-	70,562					70,562
Equipment	-	-					-
Other <u>Interest expense</u>	-	3,370,147					3,370,147
<u>Grant expenses</u>	90,450	-					90,450
<u>Other (See Notes)</u>	-	6,895,669					6,895,669
Subtotal expenses	90,450	19,941,480					20,031,930
Excess (deficiency) of revenue	-	(1,563,323)					(1,563,323)
Transfers	-	(900,000)					(900,000)
Fund balance, beginning of year	-	30,381,015					30,381,015
Fund balance, end of year	-	27,917,692					27,917,692

NOTES TO FINANCIAL STATEMENTS

FORM B:

1. Endowment Fund: While the Aquarium is the beneficiary of several endowment funds, the Aquarium does not own or manage these funds. Such funds are managed by a related foundation.

2. Capital Fund: While certain capital funds are maintained in restricted accounts, the Aquarium does not maintain separate accounting funds.

The Aquarium uses an enterprise concept wherein all transactions are accounted for in a single fund group.

Capital funds spent and capital funds added are presented in the Aquarium's audited financial statements on the statement of cash flows in the "investing" section.

Capital funds available to be spent are presented on the balance sheet in the restricted assets section.

3. Addendum to presentation of expenses — FORM B BACK:

Cash flows not included above:

Principal paid on outstanding bonds	(\$1,815,000)
Payments for projects' design, construction, and purchase of equipment	(\$3,831,951)

4. Other expenses — breakdown:

Amortization of debt costs	\$ 164,791
Depreciation expense	1,801,939
Administrative	428,939
Other-establish endowment	3,750,000
Project writedowns	<u>750,000</u>
	\$6,895,669



**Financial Statement Form C
Valuing Non-Cash Contributions**

Name of applicant Aquarium of the Americas

Items included on this form should be supported in narrative section IX, Support of the application. Read instructions on pages 3.7-3.9 and 4.14 before proceeding.

Contributed Services

Kind of Service (list by specific title; in parentheses, provide number of individuals contributing that service)	Means of Valuing	Value
Curatorial/Collections (research, care of objects, registration, exhibits)		
<u>Volunteers/Docents</u> ()	<u>8,742</u> hours x \$ <u>10.00</u> /hour	<u>\$ 87,420</u>
()	hours x \$ _____ /hour	_____
()	hours x \$ _____ /hour	_____
Educational/Interpretive (information services, docents, teachers, etc.)		
<u>Volunteers/Docents</u> ()	<u>49,542</u> hours x \$ <u>10.00</u> /hour	<u>\$490,542</u>
()	hours x \$ _____ /hour	_____
()	hours x \$ _____ /hour	_____
Administrative/Clerical/Maintenance (membership, office, routine maintenance, etc.)		
()	hours x \$ _____ /hour	_____
()	hours x \$ _____ /hour	_____
()	hours x \$ _____ /hour	_____
Professional (legal, accounting, fundraising, management, data processing, etc.) (Do not include the value of normal board service)		
()	hours x \$ _____ /hour	_____
()	hours x \$ _____ /hour	_____
()	hours x \$ _____ /hour	_____
Total Contributed Services		\$ 577,962

Contributed Materials

Major Items or Type of Materials (identify clearly)	Means of Valuing	Value
(Do not include the value of objects donated to the collection)		
<u>Contributed Public Service</u>		\$ _____
<u>Announcements</u>	<u>Air Time</u>	<u>\$ 68,000</u>
<u>Contributed Advertising</u>	<u>Air Time</u>	<u>\$ 100,000</u>
<u>Contributed Catering</u>	<u>Per Serving</u>	<u>\$ 25,000</u>
_____	_____	\$ _____
_____	_____	\$ _____
Total Contributed Materials		\$ 193,000

Contributed Rental Allowances

Type of Facility or Equipment (list by type)	Means of Valuing	Value
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
Total Contributed Rental Allowances		\$ _____

Total value non-cash contributions (services, materials, and rental allowances) **\$ 770,962***

* Enter this amount under "Total Value of Non-Cash Contributions" on Financial Statement Form A.

Statement of Purpose/Mission Statement

Read instructions on pages 2.6 and 4.1 before proceeding.

Provide the following information about the museum's statement of purpose/mission statement, which has been formally approved by the museum's governing authority. (This document must be approved for the general operations of the museum rather than for a single use or specific purpose).		
Audubon Invertebrates, Inc. Board Proceedings	Nov. 28, 1995	Board of the Audubon Institute, Inc.
Name of document in which statement appears	Date of approval	Approved by

What is the museum's statement of purpose/mission statement?

The Aquarium of the Americas is operated by the Audubon Institute, Inc., a not-for-profit corporation responsible for the management of a family of affiliated and mutually supportive facilities dedicated to nature including: Audubon Park, Audubon Zoological Garden, Woldenberg Riverfront Park, Entergy IMAX® Theatre, Freeport-McMoRan Audubon Species Survival Center, Audubon Center for Research of Endangered Species, Louisiana Nature Center, and the Audubon Wilderness Park. These facilities share the following mission:

▪ A Purpose ▪

Celebrating life through nature

▪ A Vision ▪

Creating a world-class family of museums and parks dedicated to nature

▪ A Mission ▪

Exhibiting the diversity of wildlife

Preserving native Louisiana habitat

Educating our diverse audience about the natural world

Fostering a balanced approach to *conservation* with a focus on wildlife

Enhancing the care and survival of wildlife through *research*

Providing opportunities for *recreation* in natural settings

Operating a *financially self-sufficient* collection of facilities

Weaving *entertainment* value throughout the visitor experience

The Aquarium of the Americas received accreditation by the Association of Zoos and Aquariums in 1993.

History

Provide a brief historical perspective of the museum as it relates to its current operations.

September 1990 — "AQUARIUM OF THE AMERICAS OPENS TO RECORD BREAKING CROWDS!"

September 1995 — "OVER 7 MILLION INDIVIDUALS HAVE ENJOYED THE WONDERS OF THE DEEP...."

The timeline for the Aquarium of the Americas finds its foundation in the successful renaissance of its sister facility — Audubon Zoological Garden. A new facility in 1990, the Aquarium of the Americas was the result of years of hard work by the Audubon Institute, Inc., a not-for-profit corporation. Formerly *Friends of the Zoo, Inc.*, this group was instrumental in the renovation of the Audubon Zoo, known not only for a turn-around in animal care, natural habitat exhibits, and innovative educational programs, but for the move from total dependency on local government funds to total self-sufficiency. The organization had the vision to see the value of a first-class zoo to the city (specifically to the city's education base) and to tourism (a major New Orleans' industry). Not content to rest on past accomplishments, the management of the Audubon Institute, in partial fulfillment of its goal to establish and manage a family of museums dedicated to the natural sciences, began (in 1985) the process of planning, seeking funding for, and building the **Aquarium of the Americas**.

The \$50 million projected cost of the Aquarium of the Americas and the surrounding Woldenberg Riverfront Park was broken down into \$33 million for the building, \$7 million for the Park, and \$10 million for an endowment. One of the first steps in the Aquarium's capital campaign came in 1986 when over 70% of the voters of New Orleans cast a "yes" vote (an astounding feat in a city that rarely votes for new taxes!) for a millage to service \$25 million in bonds. (Approximately \$5 million is collected annually from the tax millage.) Additional endorsement rolled in from the business community, which predicted that an aquarium's presence would boost hotel occupancy rates and tourist expenditures, enhancing rather than detracting from revenues for existing businesses; and most importantly, the project would spur commercial development in the downtown district. By opening day, more than \$19 million had been raised from the private sector.

A consortium of local architects, the Bienville Group, was formed for the specific purpose of designing the Aquarium, with original exhibitry design by Bios, Inc., of Seattle. During the months of construction and fund raising, John Hewitt (Sr. V.P. for Husbandry) came on board in 1987 to act as an advisor throughout the design process, working in collaboration with the exhibitry designers to avoid problems, to generate collection lists, and to assemble a staff of curators to test the elaborate filtration systems and tanks as the completion date neared. A veteran of the Steinhardt Aquarium, Hewitt also began to collect the approximately 15,000 necessary animals from specialized breeders and farmers, as well as aquariums across the country. Collection acquisition trips also took place. Hewitt's goal was to have the Aquarium fully stocked when it opened, so as not to disappoint the first-day visitors.

The Aquarium of the Americas opened Labor Day weekend, 1990, with a citywide celebration, international media coverage, and an opening weekend crowd of 38,860 which broke all records for aquariums everywhere. Its five years of operation have successfully provided the area with a much-needed venue for marine conservation, offering informal science education and research as well as providing a family destination for the city's tourist market. In realizing its goal to be an educational facility, the Aquarium continues not only to serve as a major resource for local school systems, but to educate the public-at-large as well. Open enrollment programs, many of which did not exist until the winter of 1992, exploded in 1993 and continue to grow in number, providing the opportunity for thousands of individuals to participate in activities. *Schooner Adventure*, *Birds, Biking, and Bayous*, *Incredible Invertebrates*, *Man, Oh, Manatee*, *Seafood Cooking Course*, and *Endangered Species Course* are but a few of the programs available to all ages (estimated annual impact: 5,000 individuals). Additionally, the Aquarium exhibitry has not remained static, but reflects an ever evolving effort to educate the public of the Aquarium's conservation mission. New interactive graphics and exhibits have been placed throughout the facility, with changing mini-exhibits reflecting on-going research efforts. The Education and Husbandry departments (working in conjunction with the Audubon Institute's Design & Exhibitry department) produced an outstanding new exhibit — SHARKS! — featuring more than 100 sharks and rays, including a dozen or more species never before displayed at the Aquarium of the Americas. The exhibit is enhanced by stage shows, innovative hands-on exhibits, and other educational programs designed to give the public a better appreciation of these notorious sea creatures.

Building on its success in achieving its original goals, the Aquarium of the Americas broke ground for Phase II in Spring of 1994. The expansion increased the overall size of the facility from 110,000 square feet to over 170,000 square feet. The Entergy IMAX® Theatre premiered in October 1995, and a Changing Exhibits Gallery is set to open in March 1996, providing an excellent complement to the visitor's overall Aquarium experience. *The Living Sea*, a co-production with MacGillivray Freeman Films, is the current feature. With an audience potential of over 500,000 for opening year, the new theater will significantly strengthen the Audubon Institute's established capability for self-sustaining its overall operations through earned income. More importantly, the expansion, including the Changing Exhibits Gallery, substantially enhances and diversifies the educational programs and the recreational value the Audubon Institute and the Aquarium of the Americas have to offer to the public.

Application Narrative

I. Audience

1. Who is the museum's audience? 2. What is the museum's schedule for public visitation and other activities? What are the levels of public participation in the services the museum provides?

Being a port city, New Orleans benefits from a great cultural diversity among its residents, as well as its visitors, who come from around the world to enjoy the unique architecture, cuisine, music, and numerous festival attractions the city has to offer. Because the metro population of 1.2 million is heavily outweighed by an annual tourist visitation of 9 million individuals, and because of the Aquarium's prime location in downtown New Orleans, visitors from outside the metropolitan area comprise the majority of Aquarium attendance. Of the 1.1 million Aquarium visitors in 1995, 80% were from outside a 100-mile radius. However, those 200,000 who were local visitors (within the 100-mile radius) comprise close to 20% of the metro area population. Visitors are mostly adults aged 25-49, approximately split between male and female. Since only 16% of the tourists visiting New Orleans are travelling as part of a family, adult attendance is two to three times that of children. However, local visitors are much more likely to make the Aquarium a family outing, bringing children.

The Aquarium is in easy walking distance of 19,000 hotel rooms in the Central Business District and the historic French Quarter. Convenient parking facilities and public transportation link it to the entire metropolitan area and the interstate highway system.

From Labor Day to Memorial Day, the facility is open 9:30 a.m. to 6:00 p.m., Sunday through Thursday; and 9:30 a.m. to 7:00 p.m. on Friday and Saturday. Higher tourist visitation and longer days in the summer months account for 9:30 a.m. to 7:00 p.m. hours, Sunday through Friday; with hours on Saturday from 9:30 a.m. to 9:00 p.m. The Aquarium is open 363 days each year, closing only on Christmas Day and Mardi Gras. Current admission fees are \$10.50 for adults; \$8.00 for senior citizens; and \$5.00 for children. Showtimes for Entergy IMAX Theatre are hourly from 10:00 a.m. to 8:00 p.m. daily. IMAX admission is \$6.50 for adults; \$4.50 for children; \$5.50 for senior citizens. Combination Aquarium/IMAX rates are available. Additional museum services and activities planned to reach our members, as well as other family and civic groups, require a separate admission fee.

The first four months of operation saw spectacular results, achieving an attendance of over 830,000 visitors — surpassing the attendance projected for the entire first year and breaking all previous U.S. aquarium attendance records. By 1993, headlines touted "FIVE MILLIONTH VISITOR ENTERS AQUARIUM OF THE AMERICAS — one month before the facility's third anniversary and three years before forecasters predicted!" All-time attendance from opening day to December 31, 1995, totaled 7,482,066. Projected attendance for 1996 is 1,150,000.

The Aquarium is accessible to people with disabilities — both visitors and staff. In fact, the philosophy of accessibility was an integral part of the design planning even before the first drawing was completed. The *Committee on Special Populations* met with project designers sixteen hours per month and held the first official "walk-through" when the building was but a skeleton. The facility is in total compliance with the Americans with Disabilities Act (ADA), and was featured in the American Association of Museums' publication, *The Accessible Museum*. In addition, a raille visitor's guide, audio tapes, and recorders are available at no additional charge, and wheelchairs are available for rent. To ensure that special audiences can experience the IMAX, a rear view closed-caption system for the hearing impaired is available upon request, and the last row of seating is removable to allow wheelchair access.

As construction neared completion in the summer of 1990, the wave of "aquarium fever" spread throughout the area. More than 28,000 families became *Friends of the Aquarium*, with 7,200 of those joining as Charter Members. There are approximately 20 members-only events held at the Aquarium throughout the year. These events provide a special behind-the-scenes, personal contact with the husbandry staff, and an opportunity for members to reinforce their "ownership" in the Aquarium. Member-exclusive educational offerings including children's weekend classes such as *Playful Penguins* or *Amazing Adaptations*; off-site trips or movie nights for family groups; and adult programs including *Suba* dive trips. Open enrollment education programs give both members and non-members a chance to participate. Examples of activities include: *Recyclable Arts & Crafts*, *Aquarium Photography*, and *Breakfast with Fishes*. Group programs targeted to specific community audiences such as Boy/Girl Scouts offer a "patch program" that incorporates multiple activities geared toward the natural sciences and culminates in a sleepover — *Sharks in the Dark*.

Special admission rates make the Aquarium's valuable educational experience available to financially disadvantaged inner-city school groups. During 1995, 78,618 students requested the special rate. Within the walls of the Aquarium, educational programming reaches a total of approximately 300,000 individual visitors yearly. Daily aquarium activities include eight *Whitney World of Water* stage productions; four Gulf of Mexico dive presentations; two octopus feedings accompanied by educational presentations; shark feedings; and "Gallery Chats" with Husbandry and/or Education staff members. Times for these events are scheduled to reach peak visitation from students during the week, as well as high tourist visitation on weekends and holidays. In addition, the Aquarium's outstanding volunteer naturalists are always on duty to answer visitors' questions.

I. Audience (continued)

Additionally, the Education Department sponsors orientation workshops at no charge for area teachers. Grade-appropriate activities for the classroom as well as for the Aquarium visit are offered to ensure a positive learning experience. In its efforts to enhance interest and achievement in science within the city, the education staff has a strong track record for developing programs that immerse children in stimulating natural environments that invite scientific inquiry and discovery. In August 1993, the Howard Hughes Medical Institute awarded funding to the Audubon Institute for the design and implementation of an innovative after-school science program for fifth graders from inner-city schools. This program, FUN-SCIENCE!, takes place at both the Aquarium and the Audubon Zoo, and serves approximately 75 students each year.

The Aquarium of the Americas' outreach vehicle, the AquaVan, travels to schools and public day camps/recreation centers in a seven-parish area, bringing the Aquarium to students who would not have the opportunity to visit the facility. Staffed by a specially trained marine educator and an assistant instructor or college intern, the AquaVan program is geared toward early childhood education (Grades pre-K through 6) and focuses on Chapter I schools serving financially disadvantaged, at-risk students. The AquaVan visits these schools four days of the week, then visits suburban and private schools on the remaining day. (1995 outreach total: 8,000+ individuals) On weekends, the AquaVan reaches tens of thousands of families by participating in regional public events with an environmental or educational theme, e.g., *Back to the Beach*; the *Martin Luther King, Jr. Birthday Parade*; *Earth Day*; *Celebrate the Gulf*; and the *Louisiana Swamp Festival* at the Audubon Zoo. While the AquaVan usually serves schools within one and one half hours' driving distance of the city, it also travels throughout southern Louisiana for three- to four-day periods.

Each year, the Aquarium Marketing/Special Events staff sponsors events designed to draw new audiences to the riverfront and the Aquarium venue. These are staged in Woldenberg Riverfront Park and/or the Aquarium's Entry Plaza and are open to the public without charge. Usually, these include children's activities and educational presentations about marine life and conservation. In 1995, the event calendar included presenting the *Zulu Festival*, an African-American event tied to the city's Mardi Gras activities; a Fourth of July fireworks display; a Christmas holiday promotion focusing on children and increasing awareness of the attached Entergy IMAX Theatre; and sponsorship of the Children's Village for the city-wide *French Quarter Festival*. For the Aquarium's 5th Birthday Celebration many activities were planned for local families, including free activities for children in the entrance plaza and Woldenberg Riverfront Park and discounted admission prices to the Aquarium.

Working closely with the scheduling needs of all other departments, the Marketing/Sales Department actively sells the facility to the hospitality industry as a tourist destination and convention event location. Passes are provided to concierges, travel agents, tour group operators, and other people who "influence" tourist choices. The Sales staff is responsible for organizing private events staged within the facilities, many of which are categorized as "parties" by the host organization; however, these events are carefully arranged to assure that visitors see exactly what the Aquarium has to offer. This is done by staging all events to flow through the various exhibits of the facility. Within the past year, 112 of these events were held, attracting approximately 50,000 individuals. Through activities specifically related to the tour and travel business (and with the advice of a tour and travel expert), the Aquarium is targeting in 1996 three under-represented audiences for aquariums in general: African-American tourists, gay/lesbian travellers, and senior citizens. (The Institute has its own "in-house" catering department that services these events, providing an additional source of revenue for its facilities.)

The Aquarium of the Americas serves as a focal point and catalyst for those individuals and groups supporting conservation and environmental issues, particularly those addressing the loss of wetlands through coastal erosion and the resultant loss of wildlife, food sources, and related industries. This is evident in the research partnerships undertaken by the Husbandry staff as well as in the activities of the Volunteer Department.

The Aquarium's attendance is appropriate to its audience and its activities because it provides something of interest to every population segment, from the casual visitor to the most informed marine specialist. Attempts in designing exhibits have been successful and experiences diverse enough to capture all population segments, with graphics, interactives, and a wide diversity of exhibitry. (Attendance numbers listed below include general admission ticket sales totals and after-hour events sponsored by Membership or sold by the Sales Department.)

1994	<u>260,517</u>	<u>332,009</u>	<u>340,398</u>	<u>209,322</u>	
	Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.	
1995	<u>228,061</u>	<u>292,583</u>	<u>306,911</u>	<u>214,629</u>	<u>2,184,430</u>
	Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.	Total for '94 & '95 (for FY 96 applicants)

II. Collections

1. What are the museum's collections? 2. What is the significance of the collections to the museum's communities and constituents?

The Aquarium of the Americas highlights the aquatic treasures of the Western Hemisphere through re-creations of North and South American saltwater and freshwater habitats. These exhibit environments provide the visitor an authentic, up-close experience with the animals. Fifty-four aquatic displays showcase the Aquarium's diverse collection of freshwater fish, marine fish and invertebrates, birds, reptiles, terrestrial and aquatic plants, and amphibians. The animal inventory includes 459 species: 121 freshwater fish; 192 marine fish; 97 invertebrates; 9 reptiles; 17 amphibians; and 24 birds. There are a total of 3,977 specimens: 2,100 freshwater fish; 1,134 marine fish; 500 invertebrates; 25 reptiles; 150 amphibians; and 68 birds. Four reptile species are listed as endangered or threatened: the Kemp's ridley turtle, loggerhead turtle, green turtle, and hawksbill turtle. At any one time, approximately 5% of the collection is used for education tactiles, with a total of 20% being used in shows, presentations, and narrations. Approximately 99% of all animals are on display; with 1% off display for breeding or for health purposes.

The Husbandry Department Resource Library, with 300 books, 22 video tapes, and 27 artifacts, is upgraded and maintained by the Husbandry staff. The library is used by volunteers and staff from the Aquarium's sister facilities.

Securing the collection to be exhibited was a monumental task which took years of planning and preparation. In early 1989, a 16,000 sq. ft. warehouse suitable for use as a quarantine and "pre-opening" holding facility was used, with senior husbandry staff designing, fabricating, and installing more than 100 holding vessels ranging in size from forty gallons to 50,000 gallons. Six separate life support systems were developed, complete with particulate filters, wet/dry biological filters, protein skimmers, supplemental aerators, and heating and chilling units. "This Side Up," a 40 ft. Boston Whaler and a high-tech 1,000 gallon fish transport unit, were instrumental in the collecting process. Pre-opening acquisition trips included expeditions to Florida, Texas, and Delaware, and hundreds of shorter trips to Venice, Louisiana, and other locations on the Louisiana coast. Expeditions of this type are critical to the operation of a major aquarium as over 85% of the fish on display in the Aquarium of the Americas, (and virtually 100% of the larger fish, sharks and rays) came from collection trips.

In building the Aquarium of the Americas' collection, the staff sought to assemble educational displays that would create a greater public awareness of, and appreciation for, our fragile living resources while demonstrating the importance and the need for intelligent management of these same resources, both now and in the future. Maintaining the collection is a continual process requiring trading with other aquariums and working with commercial breeders, as well as acquisition trips. The new *Changing Exhibits Gallery*, opening in March 1996, will require collection trips not only for the first exhibit, but also for the future.

Captive breeding programs are also a key to the supply of exhibition animals. To date, the husbandry team has successfully bred seahorses, catsharks, clown fish, African penguins, freshwater stingrays, and dart poison frogs. In fulfillment of its conservation mission, the Husbandry Department constantly maintains a network of aquatic enclosures and life-support systems to sustain the reproduction cycles of an array of animals, from dart poison frogs to all sharks. The development of an off-site warehouse has allowed significant expansion of the breeding programs and has provided quarantine and holding space for larger animals as well. As the Aquarium's population of large exhibit sharks matures, the warehouse will allow a long-term breeding plan for these sharks to be implemented. The breeding programs will also expand as new species are raised in preparation for display in the *Changing Exhibits Gallery* in the future. Additionally, the warehouse will continue to provide support for research projects undertaken by the husbandry staff.

Woldenberg Riverfront Park, the "created" green space surrounding the Aquarium of the Americas, is an exemplary urban park providing a much needed recreational spot for the immediate neighborhood, and the city as a whole. In the past, the area served as an active port and was lined with derelict concrete wharves and the concrete foundations that had supported warehouses and shed structures. Therefore, the design strategy was to create a park on lightweight soil on top of the foundations of the past. Now, densely planted groves of native and introduced trees, as well as shrubs, outline a large, semi-elliptical lawn. With a twenty-foot-wide brick and blue-stone promenade lining the water's edge, a performance pavilion, and a riverboat landing as added amenities, the Park affords vast vistas for viewing the maritime activity of the Mississippi River or just relaxing.

Upholding a city tradition of art for public enjoyment, Woldenberg Riverfront Park and the Aquarium's entryway contain several outstanding sculptures by local artists, many of whom have international reputations in the art world. "Ocean Song," a stainless steel kinetic work by John Scott, and Ida Kohlmeyer's "Aquatic Colonnade" — 20 brightly painted abstract metal pieces sitting atop concrete columns — are but two of the four major pieces placed there.

II. Collections (continued)

An additional piece by Keith Sonnier, funded in part by the Arts Council of New Orleans' *One Percent for Art* program, is an electrifying neon marker at the streetcar stop located at one of the Park's entrances. The Aquarium's interior is the venue for a collection of two dozen paintings, prints, drawings, pottery pieces, and bas-relief sculptures that portray Louisiana's cultural heritage or interpretations of aquatic life. At the time of construction, the Aquarium's budget of \$400,000 for art constituted the largest public art venture ever undertaken in the state of Louisiana.

III. Exhibitions

1. What is the museum's exhibition philosophy? 2. What are the museum's exhibition? 3. How are the exhibitions developed and evaluated? 4. What are the museum's interpretation techniques?

The Aquarium of the Americas is, first and foremost, an educational facility. By presenting its visitors with a view of aquatic life that many have never seen in its natural setting, the Aquarium of the Americas hopes to make the public aware of the beauty and complexity of the underwater world and create an understanding that will result in an attitude of increased respect for this delicate ecosystem. The exhibit path guides Aquarium visitors through five distinct groupings on two floor levels: 1) the Freeport-McMoRan Caribbean Reef, 2) the Burrus Amazon Rainforest, the Living In Water Gallery, 4) the LL&E Mississippi River Delta, and 5) the Gulf of Mexico exhibit.

The adventure begins in the Freeport-McMoRan Caribbean Reef, an exhibit that features an acrylic tunnel, seven feet below the water's surface, which allows visitors to walk through the 132,000-gallon aquatic habitat and be surrounded by schools of rays, jack fish, angelfish, sea turtles, sturgeon fish and eels. Smaller exhibits in this area showcase live Caribbean corals, seahorses, and jawfish in enclosures of varying sizes and shapes. The Burrus Amazon Rainforest is a two-tiered exhibit lushly planted with exotic foliage, including flowering orchids which are replaced when blooming is over so that flowering specimens are always on exhibit. In the aquatic enclosures, visitors view rare freshwater stingrays as well as colorful dart-poison frogs. Free-flying and perched rainforest birds add dashes of color and authentic sound to the visitor experience. Exiting the Rainforest exhibit, the Aquarium journey stops off for a visit to a colony of black-footed penguins. Their naturalistic habitat is made up of nest boxes recessed into rock work, a "each," and 4,000 gallons of saltwater.

The second-floor Living In Water Gallery has no geographic theme, but explores the unique adaptive traits that have evolved in aquatic creatures. Short video presentations and educational graphics investigate streamlining of form; at conservation; respiration; vision; and uses of mechanisms for generating light, sound, and defense. In the summer of 1995, a new exhibit of Pacific coral featuring soft and stony corals and other invertebrates (mushroom polyps, gorgonian coral, hammer coral, and giant clams) was added to this area.

The tour continues to wind its way through the facility, stopping briefly for a video presentation on preserving disappearing wetlands. This serves as a natural introduction to the LL&E Mississippi River Delta exhibit where species such as white (leucistic) alligator, prehistoric paddlefish, and longnose gar fish are among the Louisiana native species displayed. Artifacts of life along the Mississippi include an artificial pier and a Cajun "fishing camp" (cabin) with underwater displays of endangered lake sturgeon and more. The exhibit is heavily planted and is accented by a large window overlooking the magnificent Mississippi River, which flows a few yards outside the Aquarium's door.

At the Aquarium of the Americas, exhibition components redefine the urban experience by creating a unique harmony of place and purpose between natural and man-made environments. This is made apparent in the Gulf of Mexico exhibit, where ominous aquatic species prowl the shadows of a one-quarter-scale oil rig, illustrating the colorful and complex ecosystem of a man-made reef. Large sand tiger sharks, tarpons, a 12-foot sawfish, groupers, redfish, and sea turtles, along with the schedule of educational presentations, make this one of our most popular exhibits. In addition to explaining the interaction between nature and the technology of the Gulf's offshore petroleum industry, graphics within the area further inform the visitor of the seafood industry that prospers in the Gulf's waters.

Within the past five years, changes have been incorporated into Aquarium exhibits and additions have been made to educational offerings in an effort to provide the very best in exciting scientific adventures for the visitor, to stress the conservation mission, or to present results of research undertaken by the Aquarium's Husbandry staff. For example, *Jewels of the Amazon*, a new display in the Burrus Tropical Rainforest, showcases lesser known but fascinating species such as dart poison frogs, walking toads, bumblebee dart frog, and an intriguing bird-eating spider. Two species of brightly-colored dart poison frogs, discovered in Costa Rica by Ian Hiler, the Aquarium's Senior Curator of Fresh Water Exhibits, are high points of the exhibit.

The Aquarium added to the visitor experience with the opening of SHARKSI — a series of new and modified exhibits designed to introduce the public to the diverse and widely misunderstood world of sharks. There are approximately 30 "shark stops" located throughout the facility. Educational graphics, artifacts, and interactive exhibits focusing on shark conservation, the plight of the species, and shark myths are also in place. A five-foot-long inflatable model of a great white shark hangs adjacent to an *untouchable* life-sized (28') model of a whale shark. (Staff observation notes that SHARKSI graphics have extremely wide readership and visitors show increased interaction with others in their group when viewing this area.) A 15,000 gallon habitat displaying tropical sharks provides yet another venue for a greatly expanded schedule of dive presentations.

III. Exhibitions (continued)

Located just a few steps away from *Tropical Sharks*, the *Whitney World of Water* stage presents eight 15- to 20-minute shows daily, using entertaining formats to educate over 125,000 visitors each year. Covering the times when Aquarium attendance is heaviest, the stage offers a dramatic setting for a variety of interpretive presentations which focus on global environmental concerns.

Historically, aquarium exhibitry designs have been driven by the architecture, or often designed as "art museums" with tanks "hanging" on the wall — an artifact to see, not touch. The Design and Exhibitry staff, as well as out-of-house evaluators have been constantly (since opening day) evaluating the visitor and the staff Aquarium experience. The original exhibit graphics and interpretation panels were designed by BIOS, Inc., of Seattle, working with a seasoned writer for OCEANS magazine and delivering the tone of the "friendly naturalist" to appeal to both adults and children. But the results of exit surveys indicated that the public tired of reading complex explanations and grew weary midway through the Aquarium visiting experience. The Design and Exhibitry staff, with survey results in hand, addressed responses such as: "I've seen it once! Why should I come back?", and "It (the ambience) was cold...sterile...will it ever change?", as well as "It was great...I want more!" And "more" is what they are getting — only better each time they visit.

Currently, the architectural ambience is being warmed through new lighting, the traffic flow is changing, seating is shifting, music is becoming "friendlier", and more interaction with staff and volunteers is taking place so that the visitor will have peaks and valleys in every aspect of the Aquarium experience — sights, sounds, and learning. Continuing to explore exactly what draws people into an exhibit, and how they learn once they are there, the staff made dramatic changes in the original design concept. The *Shark Touch Pool* is a prime example. It was at this point in the journey through the Aquarium that the public literally fell asleep! In order to wake them up again, bright lights, bubble machines, and cartoon-like fish were added to announce the area. Interactive graphics were aimed at the child, and the area was made ADA-friendly with more people-to-people interaction. Additionally, lighting and music added to a more theatrical space — the public reaction has been overwhelming. Visitors are now wide-awake and reading graphics again; interacting with the volunteers more; sharing more with their children; and, in the end, becoming more aware of the conservation message that is so much a part of the Audubon Institute's and the Aquarium of the Americas' shared mission.

To interpret the collection and exhibits, the Aquarium corps of 371 outstanding volunteer *Naturalists* are appointed to various duties throughout the facility. Sharing the common purpose of "celebrating life through nature," *Naturalists* staff the *Touchpool*, *AquaCarts*, or bio-fact stations or assist the Education Department in delivering a varied schedule of programs. It is the *Naturalists'* goal to not only present knowledge of how to identify a particular fish, but to share an anecdote in such a way that visitors will take the information home, remember it, pass it on to others, and act as responsible stewards of the world around them. As mentioned previously, a Braille visitor's guide, audio tapes, and recorders, as well as Spanish language visitor guides are available to assure that the Aquarium's diverse audience is fully served. Translations to other foreign languages are currently underway.

On the horizon is the opening of an 11,000 sq. ft. Changing Exhibits Gallery, located in Phase II of the Aquarium of the Americas. The entrance is positioned between the Living in Water Gallery and the LL&E Mississippi River Delta exhibit so that the gallery and its exhibitry become part of the total Aquarium journey. This flexible space will allow the Audubon Institute to address emerging environmental and conservation issues by featuring a continually rotating schedule of new exhibitions from around the country, as well as in-house presentations. The first exhibit (opening March 1996) will be *Mating Games — The Reproductive Pentathlon*. Although the original exhibition was created by the Monterey Bay Aquarium, the Aquarium of the Americas' interpretation will include changes in title, graphics, and exhibit elements to enhance the appeal for its family visitors while also maintaining an appeal to tourists. These changes are the result of front-end evaluation conducted by Jeff Heywood of *People, Places & Design Research*.

IV. Management and Care

A. Collections

1. What are the museum's policies and practices for the responsible management of collections? 2. How are the collections used? 3. What are the museum's practices for the care and conservation of collections? 4. What is the extent, purpose and use of research by staff, visitors and scholars?

The Aquarium's acquisition policies are in accordance with the provisions of the *Association of Zoos and Aquariums'* Code of Professional Ethics. Our acquisitions and de-acquisitions are determined by the Audubon Institute/Aquarium of the Americas' Mission Statement and the husbandry needs of the facility. We document all acquisitions and de-acquisitions to our collections, make regular animal inventories of aquatic exhibits, maintain detailed records of mortalities and pathology results, keep detailed feeding records for individually recognizable animals, and keep extensive water quality records for all aquatic exhibits. Records for the husbandry collection are kept in fireproof cabinets in the Husbandry office, with a water quality records on file in the laboratory.

Collections are used to achieve four objectives: education, conservation, research, and recreation. As stated, approximately 99% of all animals are on display; 1% may be held off display for breeding or for health purposes.

The Education Department uses approximately 5% of the collection for educational "hands-on" presentations, and a total of 20% of the collection is used in shows, presentations, and narrations to educate as we entertain. For example, there are currently 12 nurse shark pups in use for the Touchpool. Volunteer *Naturalists* staff this educational area where the visitors (young and old) delight in "petting" a shark. This is a perfect opportunity for the *Naturalist* to bust a few more bubbles on the shark myth and to encourage visitors to be on the lookout for the many different sharks displayed throughout the facility. Sea cucumber, urchins, and star fish, as well as horseshoe and hermit crabs are used for the *AquaCart* stationed in the Living in Water Gallery. As a result of this exchange, visitors soon learn that how invertebrates "make a living." Future educational use of the collection will include the installation of two ill-down stations within the Caribbean and Mississippi exhibits to tie bio-facts such as mermaid's purses or preserved ferfish (now available in the Touchpool) more closely to their "point of origin."

The Husbandry Department staff (26 full-time employees) administer the care and conservation of the animal collection under the direction of the Senior Vice-President/Director of Aquarium Husbandry. A veterinarian (20 hours a week) makes rounds, consults with aquarists and curatorial staff, and responds to emergency calls. The husbandry staff is responsible for all aspects of animal care, exhibit maintenance, animal acquisition, and record-keeping. Husbandry department personnel monitor animal health 365 days a year and are present whenever the Aquarium is open for regularly scheduled visiting hours or for after-hour events scheduled by the education, membership, or sales departments.

New animals are quarantined and examined, and lab screening tests appropriate for the species are utilized. The collection's avian species' records are catalogued and permanently maintained through utilization of the International Species Inventory System (ISIS). A well equipped lab and trained water quality technicians allow for intensive tests to be performed on a daily basis and provide prompt corrective response if water chemistry parameters other than normal.

As with all land-locked aquariums, or those not located on pristine saltwater shorelines, the Aquarium of the Americas knows that water is the most crucial ingredient in the complex physical and mechanical workings of the facility. The task of producing the *right* water is undertaken by the husbandry staff in order to overcome the liabilities of the New Orleans water supply (drawn mostly from the Mississippi River after it has run thousands of miles southward, picking up debris, wastes, and pollutants). Additionally, the city's Water Board adds numerous chemicals which drastically alter the water's composition and pH. The result is an alkaline pH, large quantities of bromine, ammonia, manganese, and aluminum in the normal tap water.

Three times a year, staff synthetically re-creates the primordial soup of natural seawater. Two 100,000 gallon storage vaults lay beneath the Aquarium and hold saltwater for all cold and warm water creatures. This mix is later diluted as needed for brackish low-salt environments, as well as high salinity conditions. Making water for freshwater is a simpler process, involves filtering, ozonating, and treating the water with Amquel. The husbandry staff prepares a new batch of fresh water each week in another 30,000 gallon underground vault equipped with a similar pumping and distribution system. To simulate the Central American habitats of the dart poison frogs on display, rainwater is collected and doctored with peat. The 500-gallon AquaVan is also a heavy user of prepared water, although it now has its own recycling system.

In 1995, a new exhibit of Pacific coral was added to the Aquarium visitor experience. The display features soft stony corals and other invertebrates — mushroom polyps, elegance coral, hammer coral and giant clams — and is one of the most challenging displays to maintain because of the careful attention to temperature, water currents, and lighting required. The exhibit loses anywhere from 50 to 80 gallons of water a week just to evaporation; therefore, the salinity goes up and the exhibit must be topped off with fresh or sterile water to balance it out and keep the salinity at a constant level.

IV. Management and Care (continued)

Conservation objectives are met through captive breeding of selected species. In 1992, (under permits from state and federal agencies), Aquarium staff assumed the administration and coordination of the Louisiana Sea Turtle Salvage and Stranding Network from the Louisiana Universities Marine Consortium. The Aquarium serves as a conduit for stranding information, and the staff has rehabilitated and released back into the ocean eight specimens of three species of sea turtles. An additional two turtles are currently undergoing rehabilitation. This past summer, the curator responsible for the project spent one week at Rancho Nuevo in Mexico observing and assisting in Kemp's Ridley sea turtle conservation efforts undertaken there. Results of all sea turtle research will be incorporated into the visitor experience when a new exhibit (currently in the planning stage) opens featuring juvenile sea turtles, interactive graphics with vital statistics for each turtle, interactive video monitors showcasing behind-the-scenes rescuers and researchers at work, a real TED (Turtle Excluder Device), and a small stage for educational presentations. Graphics will further present both sides of the controversial sea turtle conservation issue. A call-to-action station, staffed by *Naturalists*, will provide literature so that the Aquarium visitor can find ways to become more actively involved in this project.

The Aquarium of the Americas promotes research that: 1) supports the mission of the Aquarium; 2) addresses basic problems in the management and propagation of wild animals in captivity; 3) encourages collaboration between institutions; and 4) facilitates educational opportunities through the association of students, visiting scientists and Aquarium staff.

The off-site warehouse maintained by the Aquarium provides space for captive breeding, research, and development on new exhibit species, while offering opportunities for visiting scientists. Breeding success is evident in the shark collection where Arabian bamboo sharks were born this past Fall in the only U.S. breeding program for this species. Additionally, a colony of spotted moro rays keeps multiplying! The Aquarium of the Americas is one of only two U.S. aquariums successfully breeding this freshwater species, and the only aquarium currently successfully breeding Henlei stingrays.

Research projects have included video monitoring of red snapper for observation on post-tagging behavior with the Louisiana State University Department of Zoology, and tag retention studies of red snapper with the National Marine Fisheries Service. The Husbandry staff's input into a long-term population dynamics assessment of the previously undisturbed waters of Crooked Island, Bahamas, (in collaboration with the Virginia Institute of Marine Science) with hopes that final results will produce a sound, conservation-based resource management policy for the Bahamian government. Colleges, universities, and federal agencies use the Aquarium as a teaching lab for animal behavior studies, and fish identification classes. The Aquarium recently made a proposal to Walker Cay resort in the Bahamas for a cooperative long-term shark tagging study.

For the past four years, the Husbandry Department has joined with the University of Wisconsin at Stevens Point to work with four to six student interns for three to four weeks per year. The interns receive college credit and each one has been individually funded. The Aquarium receives many inquiries for internships and, if funding can be secured, hopes to expand this worthwhile program in the coming years. Ideally, the program would fund up to eight students for an eight to ten week internship each year, and would focus on serving students majoring in a biological discipline who want to gain hands-on experience in the specialized and expanding field of aquarium husbandry.

V. Education

1. What is the museum's education philosophy?
2. What are the museum's educational programs?
3. How are educational programs developed and evaluated?

Education is an intrinsic part of the Audubon Institute's mission, and through educational programs at the Aquarium of the Americas and its sister facilities, the Audubon Zoological Garden and the Louisiana Nature Center, the Institute is one of the most visible agencies for environmental education and conservation awareness in the area — *the largest classroom in town!* Education programs at the Aquarium of the Americas reach thousands of individuals each year in an attempt to instill a sense of wonder and curiosity about underwater environments and inhabitants, so that participants will want to continue learning more on their own. The philosophy is to: 1) combine pedagogical, cognitive and emotive techniques; 2) deliver messages through innovative, thematic, story-oriented processes; 3) incorporate scientific process, participation, relevance, sensory input, theater, emotion, humor and fun; 4) focus attention, widen perception, augment retention; and 5) provide inspiration and motivation to elicit concern and action. The Education mission is to disseminate scientific information in ways that result in enhanced knowledge, understanding, curiosity and involvement, with a view towards informed stewardship and conservation of our natural world. Programs target three distinct audiences: the general visiting public, Aquarium membership, and school students and their teachers, enhancing informal science programs in area schools.

The Education Department (10 full-time and five part-time employees) is dedicated to informing visitors about the "world of water" through a variety of entertaining, yet educationally sound, programs. In 1995, public programs were expanded from 17 daily presentations to a maximum of 40 per day! As previously stated, the *Whitney World of Water* stage presents eight shows a day, using non-traditional and "show-biz" formats to educate. Shows include live animal presentations, a magic show about the wetlands, a quiz show about animal survival, a "dating game" about sharks, and puppets discussing the rainforests.

Stationed throughout the facility, *AquaCarts* — mobile touching stations — allow the visitor to actually feel and examine unusual aquatic animals. These totally ADA accessible units allow the Education staff or *Naturalists* to bring the education message to locations where interpretation is needed, or wherever an animal needs a "voice." The *Living In Water AquaCart* is on display with a variety of salt water invertebrates including Bahama sea stars, pencil urchins, and horseshoe and hermit crabs. A second cart in the LL&E *Mississippi River Delta* exhibit is covered in cajun-style wood shingling and contains a juvenile American alligator or turtles common to the Louisiana wetlands. An additional side unit will feature pull-out aquatic enclosures holding other non-touchable wetlands animals such as crawfish, mud puppies, and fish. Each unit contains life support mechanisms to keep a variety of animals throughout their time of display. Summer 1995 saw new "growth" in the *Amazon Rainforest* with the installation of a new touch station — a replica of a kapok tree. Not only does this provide a locale for perched macaws and animal demonstrations, it also renders extra exhibit space (within a 60-gallon aquarium) for showcasing the latest additions to the *Amazon Rainforest's* animal population. Education staff or *Naturalists* are available to give visitors an opportunity to learn first-hand about boa constrictors, iguanas or the Henlei freshwater stingrays recently born at the facility.

These educationally entertaining or "edutaining" displays specifically target the casual visitor (those who come to the Aquarium for a fun outing and learn about animals along the way) and are available to over one million visitors annually. By integrating small animals into dynamic presentations, the Aquarium is able to send the strong conservation message that the health of the world's ecosystems, filled with wondrous but delicate life forms, depends upon us. Ultimately, the Aquarium hopes to further the cause of good stewardship and conservation of our aquatic natural resources by providing the public with the educational background needed to make informed choices.

Seven days a week, the Husbandry Dive staff and the Education Department staff team up to make four 20-minute public shows daily in the 400,000 gallon *Gulf of Mexico Exhibit*. This presentation has an "in-water" diver/presenter with two-way communication to a "dry side" education presenter and Aquarium visitors and focuses on de-bunking popularly held myths about sharks and shark attacks. Using state-of-the-art multi-media equipment, including a remote sequencing device that controls narrator and diver audio/visual components, presentations in the *Gulf of Mexico Exhibit* begin with a dramatic bubble curtain, theater lighting, and music. A two-minute video explores shark misconceptions and the fear individuals have of these animals. At the conflict/pivot point of the presentation, divers bust the "bubble"/myths and provide correct information as well as answer visitor questions.

Husbandry Dive staff and volunteer divers also make up to five informal presentations per day in the 130,000 gallon *Freeport-McMoran Caribbean Reef* exhibit, using a similar two-way communication with visitors and focusing on the adaptations of the animals as well as the intricate interdependence of animals in the reef. Husbandry staff, including senior staff, are scheduled for 15-20 minute informal "Gallery Chats" to visitors three times a day, seven days a week. These informal narrations about the exhibits occur throughout the facility, providing interesting anecdotes about the exhibit animals through staff interacts with the audience. Feeding time for the penguins presents yet another excellent opportunity for husbandry staff (through audio equipment) to provide captive care information and the natural history of the animals. A similar interaction takes place during feeding time at the *Gulf* exhibit using

V. Education (continued)

Volunteer Department staff members.

Member-exclusive programs offer the opportunity for involvement in a wide assortment of fun-filled educational activities. Weekend classes such as *Playful Penguins* or *Amazing Adaptations* target the younger generation while other opportunities, behind-the-scenes tours and movie nights, exist for the entire family. Off-site trips to Bayou Sauvage Wildlife Refuge or Last Island are also available. Open enrollment programs provide the opportunity for the public at large to participate in many activities — *Family Fish Printing*, *Home Aquarium Course*, *Myths of the Sea*, *River Rendezvous*, and *Sea Shells by the Sea Shore* are but a few of the programs available to individuals of all ages. Estimated annual impact: 5,000 individuals.

Full day or half day teacher workshops broaden understanding of the natural sciences for Louisiana teachers, as well as for the Aquarium's *Naturalists*. Seminars such as *Project WILD*, *WILD Louisiana*, *For SEA*, *Living in Water*, and *Life at the Top* (focusing on the Aquarium's shark exhibit) provide information, curricula, and activities to support and enhance classroom presentations and the *Naturalists'* message to the visiting public. These workshops reach an estimated 1,000 teachers per year and are available to our 371 volunteers. To aid teachers in using the Aquarium as an educational resource, orientation programs are offered to instructors prior to visiting the facility with their students. Over 75,000 inner-city school students visit the Aquarium on an annual basis and greatly benefit from the numerous curriculum enhancing opportunities.

Working in collaboration with educators throughout the city, Audubon Institute staff (Education Department directors from all our public facilities) was instrumental in the preparation of the application to the National Science Foundation to improve mathematical and scientific literacy among New Orleans students through the *Urban Systemic Initiative* funding. As a result of this effort, the New Orleans Public Schools system received \$15 million (over a five-year period) to address the areas of student achievement, teaching practices, school and district culture, policy and governance, and partnerships. The Aquarium, Zoo, and Nature Center Education Department staffs will continue to participate in the program through *New Orleans Informal Science Education (NOISE)*, a by-product of the grant program that joins together museums and other facilities in the area that provide informal sciences resources to the community. This partnership, made up of the Aquarium, the Audubon Zoo, Louisiana Nature Center, City Park Botanical Garden, New Orleans Children's Museum, Bayou Sauvage Wildlife Refuge, and the U.S. Park Service, currently offers teacher-in-service seminars to provide spiral curriculum plans supporting grade level activities. The next cadre of 25 teachers met at the Audubon Zoo with NOISE staff in Fall '95 to learn of the valuable resources (staff, galleries, exhibits, live animal presentations, etc.) available to them and their students. This program will definitely reach elementary students, and it is the hope of staff members that a program targeting high school level students can be put into action shortly, as this age level is the hardest to reach because of the student's rotating schedules and the compartmentalization of the curriculum. NOISE's goal is to greatly enrich the standard science curriculum currently in place in the New Orleans classroom. 44 teachers will tour all NOISE facilities in the Spring and Summer months.

As previously stated, the AquaVan is a mobile life support vehicle that transports live aquatic animals to public schools and not-for-profit summer camps. It targets pre-kindergarten through sixth grade children in the eight parish areas surrounding the Aquarium. Students or campers participate in role playing, discussions, games, and arts and crafts that teach about marine life during 30 minute classroom presentations or 40 minute assembly programs. Further fulfilling the Aquarium's outreach mission, the AquaVan also makes appearances at community and conservation oriented festivals such as *EarthFest*, *Save the Lake*, *Celebrate the Gulf*, and *Jeff Fest*. Live animals of various species of fishes, invertebrates, birds, and reptiles are available as learning tools, with the assistance of staff and *Naturalists* to address the audiences' questions. This outreach program will be underwritten by Texaco USA in 1996 — a sponsorship that will allow the Aquarium to visit up to 160 under-served schools in the region.

The Entergy IMAX Theatre substantially enhances and diversifies the educational opportunities for the Aquarium visitor. The IMAX technology allows the visitor to be fully immersed in the natural habitat of species in a way that can never be duplicated within the confines of an aquarium building. By offering such a synaesthetic experience to not only our local audience, but to a plethora of tourists as well, the ever-changing venue and the selection of IMAX films available allow the Aquarium of the Americas to provide educational as well as recreational activities as never before.

Using the latest in IMAX technology, the current presentation, *The Living Sea*, was co-produced by the Audubon Institute. Forty-two minutes in length, the film is designed to beautifully combine the awesome power and portance of the ocean with our human efforts to understand it. The theater seats 354 with elevated, "front-row" wing. The entire last row has seats that can be removed at a moment's notice for wheelchair accessible spaces, and many seats offer a rear view closed-caption system for the hearing impaired. Currently, *The Living Sea* is shown daily, 7:00 p.m. on-the-hour, from 10:00 a.m. to 8 p.m.; and admission is comparable with local movie theater prices. It should be noted that the Audubon Institute has also co-produced a second film — *Into the Deep*, due to premiere in March 1996. This new film will have a 3D format.

VI. Physical Facilities/Safety and Security

1. How does the museum use its physical resources in providing museum services to the general public and specialized audiences? 2. What practices and schedules does the museum follow to ensure the proper care and maintenance of its physical plant? 3. How does the museum ensure the safety of its staff, visitors, facilities and collections? 4. How secure is the museum?

The Aquarium of the Americas and Woldenberg Riverfront Park occupy a total of 16 acres on the Mississippi riverfront. The five-block linear site is bounded by the Mississippi River to the East and a 10-ft. high concrete flood wall and railroad right-of-way to the West. The facility includes: 65,720 sq. ft. for Exhibit/ Education; 70,160 sq. ft. for Service/Support; 9,686 sq. ft. for Office/Administration; 5,882 sq. ft. for retail; 6,654 sq. ft. for cafe and dining area; and 11,112 sq. ft. for the recently completed Entergy IMAX Theatre, for a total of 169,214 square feet.

The Aquarium's exhibits are arranged along a natural, flowing circulation path, with lighting focused to enhance the unique ambience of each exhibit. There are deliberate views to the outside world either for orientation purposes or for meaningful incorporation into the exhibit space (e.g. the Mississippi overlook window in the Mississippi River Delta). Seating is available, including bleachers in the Gulf of Mexico Exhibit, to allow visitors to enjoy dive presentations or simply appreciate the aquatic ambience. The Aquarium and Woldenberg Riverfront Park are both fully accessible to physically challenged persons due in part to pre-construction involvement of the *Committee for Special Populations*.

Opportunities to view and learn about the water filtration/life support systems which sustain the aquatic life are available via large windows into the "back-of-house". Also within view is the service area of the 400,000-gallon Gulf of Mexico Exhibit, providing a look into the daily routine of diving and husbandry staff. The multi-purpose classroom has a separate entrance from the main visitor entrance, as well as direct accessibility to exhibit spaces. Other support spaces include the Food Prep Room used for preparing daily diets for the fish, and the Laboratory for water quality and animal health testing. Both areas are available for visitation with prior arrangements or through educational and professional training seminars offered by the Husbandry and/or Education departments.

A large conference room, complete with its window into the shark-filled Gulf of Mexico Exhibit, highlights the administrative area. The conference room is equipped with audio/visual equipment and is used in-house for Audubon Commission and Audubon Institute board meetings, Capital Campaign prospect luncheons, and staff meetings. It is also available for rent for business meetings and social gatherings. Administrative offices are separate from, but are in close proximity to, visitor spaces for easy accessibility in times of need or emergency.

To ensure the proper care and maintenance of the facility, the Aquarium staff began to formulate an operations master plan during the final phases of construction. Professional and skilled personnel members were hired to assist in overseeing the completion of construction and, fueled with the technical knowledge of the facility's distinctive architectural, mechanical, electrical, and structural systems, were retained and given the charge of heading the management, operations, and maintenance functions of the physical plant. Of these individuals, there are two trained architects (one is the Sr. V.P. for Operations and Construction) and one special projects coordinator who rotate the daily responsibility of acting as *Operations Manager*. In order to assure that the facility run smoothly, Aquarium policy calls for an *Operations Manager* (with the authority to render decisions as necessary) be on-duty during all hours the building is open to the public. The Operations Department, reporting to the Sr. V.P. for Construction and Operations, has a full staff consisting of one in-house architect, one special projects coordinator, nine operating engineers, six electricians, seven maintenance persons, 20 housekeepers, four horticulturists, four groundskeepers, 20 security guards and four administrative assistants.

Engineers are present in the building 24 hours a day, constantly making rounds on mechanical and life support equipment, and performing preventive maintenance work on a regularly scheduled basis. They carefully document all existing conditions and all adjustments made to equipment in order to maintain the appropriate conditions for life support; heating, ventilating and air conditioning (HVAC); and plumbing systems. A log is kept for recording purposes and for communicating information to the different shifts. Engineers monitor and adjust mechanical systems either manually or electronically through a computer whose pneumatic controls are run to each piece of equipment. A weekly test is performed on the emergency generator which will supply power to most life support systems and all equipment necessary to maintain safety. Both engineers and electricians monitor the building's fire alarm system by way of a single control panel. Equipment to be maintained is located "back of house," allowing work to be performed with the least amount of disruption to the visiting audience.

Electricians are on duty approximately 14 hours a day and on-call the remaining 10 hours per day. The six-person staff, whose supervisor is also an automation specialist, monitors and maintains electrical equipment and also upgrades the facility electronically where feasible and practical. They have installed audio/visual systems in exhibits for educational purposes, security systems where needed to provide a "24-hour watch", telephone and computer systems in new office spaces, and a public-address system throughout the entire facility.

VI. Physical Facilities/Safety and Security (continued)

The Maintenance Department, a seven-person team of skilled carpenters, masons, painters and laborers, maintains and repairs the physical building exterior, fenestration, hardware, interior partitions, flooring, furniture, exterior brick paving, and Woldenberg Riverfront Park amenities. They are responsible for projects such as office renovations, the construction of brick walkways and giftshop kiosks, as well as exhibit "furniture" construction. Whenever feasible, these types of projects are done in-house — designed, built, and evaluated by staff planners and architects. Recently, a survey of individuals leaving the Gulf of Mexico Exhibit concluded that more seating was needed for a longer stay at the exhibit — a set of bleachers (maximum seating utilizing minimal space) was designed by Sr. VP/Director of Construction and Operations (an architect with 19 years of experience) and built by the Maintenance Department.

Housekeeping tasks are performed during an 18-hour day (6 a.m. to midnight) by the Facility Services Department. The Horticultural Department and Environmental Services are charged with the upkeep of the Aquarium's Entry Plaza and Woldenberg Riverfront Park. They also maintain the plantings in the Aquarium's Cazon and Mississippi River exhibits — many of which are endangered, acquired through the U.S. Dept. of the Interior/Fish and Wildlife Service and held or grown in the Conservatory on Audubon Park grounds. The staff schedules planting times so that Aquarium exhibits and Woldenberg Park are always shown to full advantage. Whenever possible, all work to be done in public spaces is completed before or after operational hours. All schedules for maintenance and repair are reviewed and updated regularly by the Operations department, with additional needs being accommodated through written work orders from other departments (Husbandry and Exhibitory).

The Security staff maintains a 24-hour presence on the Aquarium site with a "base station" manned at all times. Building checks are constant and include inspections of fire and safety equipment. Journals are kept and reports are made to appropriate persons in order to keep the facility problem-free. All potential problems, alarms, and possible breaches of security are reported immediately to a Security supervisor and the Operations Manager on-call, and eliminated as quickly as possible. The Security supervisor, Operations Manager, and all department supervisors are supplied with pagers for quick response when they are off-site or off-duty. Security and other personnel are equipped with two-way radios for ease of communication and with golf carts to make rounds throughout the 12-acre park site. Although closed to all traffic at night, Woldenberg Riverfront Park is patrolled the full 24 hours per day. Strategically placed lighting illuminates all entry and exit points of the Aquarium building, as well as all exterior access areas. Telephones are located throughout the building and park for the convenience and safety of visitors and staff. Security posts to parking areas are available to staff by request after dark. Security for normal operation and for special events in the Aquarium or Park is often supplemented by New Orleans Police Department officers. In areas where cash is handled or held, an electronic security system is in service.

Interior spaces are fitted with smoke and fire alarms, and where required, heat detectors. The New Orleans Fire and Police departments make annual visits to re-familiarize themselves with the building layout and advise on safety and security measures. Currently, the entire fire alarm system is being upgraded to include a smoke detector in every enclosed space; and an identification system for exit stairs, exit access, and fire department connections was implemented as follow-up to an annual visit.

The Aquarium staff is trained in emergency evacuation procedures and directs and/or assists visitors in exiting the building when an alarm sounds, and while engineers and electricians investigate the cause of the alarm. Staff also assists visitors with re-entry after the alarm is cleared. All alarms are acknowledged and responded to as if they are real. A recent alarm, thankfully false, caused an emergency evacuation — upon re-entry, visitors complimented and thanked the staff for the quick response, the care, and the professionalism with which they were treated.

Written procedures (attached) are in effect for fire alarms, bomb threats, hurricane preparedness, floods, and other extreme weather conditions. These procedures are reviewed periodically and tested practically when possible.

Prior to the beginning of each hurricane season, preparedness procedures are reviewed and the emergency equipment supply is inventoried and filled as needed. Over the past five years seasonal hurricane threats have provided the staff with several practical tests. After each practical test or experience of an emergency situation, a follow-up critique meeting is held with department heads and pertinent personnel. In this way, procedures are constantly being improved.

A "First Responder" program has been implemented for the general first-aid needs of visitors and employees. Currently, nine staff members are trained in basic first-aid techniques and certified in CPR. They are on a rotating schedule to cover all general public visiting hours as well as after-hour special events. Emergency Medical Technicians are employed for the increased visitor attendance on weekends or for special events. Future plans are for all Security personnel to be trained, which will allow basic first-aid to be available on a 24-hour basis.

Husbandry security is in place for the only venomous animals in the collection — venomous fishes. The venoms of these fishes differ significantly from venoms of their terrestrial counterparts in that they are inherently heat-labile. Thus, antivenoms and other critical therapeutic intervention are usually unnecessary. Treatment for injury by a venomous fish consists of immersing the affected area in very hot water for approximately 30 minutes.

VII. Staff

1. What are the qualifications, responsibilities and professional activities of the museum's permanent professional staff? 2. What opportunities does the museum provide for staff development and to what extent has the museum's staff participated? 3. What personnel policies and practices does the museum follow? 4. How does the museum select, recruit, train and use supplementary staff?

Major administrative functions are centralized within the Audubon Institute, Inc. Brief overviews of their qualifications and responsibilities are attached in *Supplemental Information*. Individuals directly responsible for the daily operations of the Aquarium of the Americas are as follows:

Exec. V.P./COO: B.S. Economics, Tulane; 20 years experience; AZA; American Museum Assoc.; Oversees Planning, Construction, Operations, Husbandry, Research, Design and Exhibitory, and Visitor and Volunteer Services.

Sr. VP/ Operations and Construction/Aquarium of the Americas: B. Architecture, Univ. of Southwestern Louisiana; Assoc. Degree Architectural Engineering Technology, Delgado Community College. 19 yrs. experience in local architectural/construction industry; guest lecturer/industry conferences, including ADA conferences. Responsible for Construction, Maintenance, Security, Horticulture, Grounds, and Purchasing for Aquarium and Entergy IMAX Theatre.

Sr. V.P./Director of Husbandry: B.S. Zoology, San Diego State Univ.; Post-Graduate studies: marine biology/zoology/ichthyology; Over 20 yrs. experience as aquarium curator and consultant; formerly with the Steinhart Aquarium; AZA, Am. Academy of Underwater Sciences. Numerous publications cover his study of sharks and his work with public aquariums. Directs all aspects of operations of the husbandry-related elements.

V.P./Design & Exhibitory: B.A. Communications, Loyola Univ.; 17 yrs. experience in exhibitry design. Responsible for all Photography, Audio Visuals, Graphics and Fabrication at all Audubon Institute facilities.

Sr. Curator Salt Water Exhibitory/Dive Officer: B.A. Zoology, Univ. Hawaii. Formerly Aquarist-Aquarium Scientist/Marine Mammal Coordinator and Acting Curator of Live Exhibits for Waikiki Aquarium; AZA, Am. Elasmobranch Society. Responsible for overseeing maintenance of all saltwater exhibits and directing activities of saltwater and dive staff.

Sr. Curator/Freshwater Exhibitory/Life Support Systems: B.S./Biology, Calif. St. Univ.; During 12 yr. career, designed and oversaw building and renovation of aquatic exhibits and life support systems. Responsible for freshwater fish, reptiles, amphibians, invertebrates, and aquatic and terrestrial plants.

Curator of Collecting Operations: B.S. Biology, Southwest Missouri St. Univ.; M.S., Fisheries, Oregon St. Univ.; Am. Academy of Underwater Sciences sanctioned diver. Formerly Sr. Aquarist-Hatfield Marine Science Center Public Aquarium. Responsible for acquisition, field operations, necropsies and disease diagnosis. Also certified scuba diver.

Curator of Birds: Michigan St. Univ. & Tulane Univ.; AZA; 12 yrs. experience as zookeeper - Audubon Zoological Garden before coming to Aquarium of the Americas. Formerly Sr. Aviculturist.

Operations and Architectural Coordinator: B. Architecture, Tulane Univ.; Am. Institute of Architects, Vieux Carre Commission, Advisory Committee of Special Populations/New Orleans Museum of Art. Manages the design of modifications to and maintenance of Aquarium exhibits, mechanical systems, giftshop and support spaces. Also administers the contracting and design of Phase II of the Aquarium.

Volunteer Coordinator: B.A. Political Science, Westminster College; Nat. Assoc. of Interpreters, So. Marine Educators Assoc., Project Management Institute. Previous experience in international marketing and corporate start-ups. Responsible for recruiting, training and retaining volunteers. Active as a zone coordinator for the State of Louisiana Beach Sweep Program and a site-director for the Center for Marine Conservation's Marine Debris Monitoring Program. (Brief resumes attached in *Supplemental Information*)

The Audubon Institute's personnel policies and procedures are delivered to all employees at the time of hire. This employee handbook was developed by an employee committee and validated by Human Resources with advice from legal staff to ensure compliance with federal and state guidelines. As a responsibility of the VP/Human Resources, the handbook is updated as needed based upon industry trends and changes in statutes. Every new employee participates in an eight-hour orientation supervised by the Director of Training. Additional customized training is offered to support the specialized needs of various departments, and ranges from IMAX to butterflies to enhance new exhibit or facility openings. For Visitor Services and Concessions staff, emphasis is placed on customer relations, problem solving, and improved performance. Improved performance is encouraged through performance appraisals and a merit pay plan based upon performance ratings. The performance evaluation process was developed by an employee committee comprised of a diverse group of staff from line level employees to managers and supervisors and validated by Human Resources. In 1995 over 150 employees, from all Audubon Institute facilities, attended 10 management seminars centered on improving performance, increasing revenue, and understanding management theory and practical application. Through the courtesy of Host Marriott Corporation, the company that runs the gift shop at the Aquarium, all Aquarium staff members have been invited to a TQM seminar.

VII. Staff (continued)

In-house training programs, managed by the Sr. VP/Husbandry and Curatorial staff, keep staff informed of current trends in animal management. External programs such as coordination of the Stranded Sea Turtle Network and collection trips provide educational comparisons of captive versus natural environment habitat. Professional and scientific periodicals are available in the Aquarium's library. Guest lectures, scheduled throughout 1995 benefitted staff and volunteers with such topics as the Alaskan Tongas National Rainforest, Environmental Choices, and Coral Populations in the Flower Garden Marine Sanctuary. Discounts were given to those employees interested in joining *Friends of the Aquarium* or *Friends of the Zoo* members for canoe excursions to Bayou Sauvage Wildlife Refuge and barrier island conservation awareness trips.

All staff members are offered the opportunity to pursue college degrees and up to one year of leave is available for this purpose (this prevents a valued employee from losing accrued benefits). Currently there are 35 individuals throughout all Audubon Institute facilities) attending local colleges. Management and Senior Staff are encouraged to present papers at conferences of the American Zoos and Aquariums Association, American Elasmobranch Society, American Management Association, American Society for Training and Development, American Association of Museums, Meeting Planners International, Bird Preservation Trust, and other appropriate organizations, national and international. The current Aquarium Volunteer Department Coordinator and Assistant Coordinator participated in the University of Colorado's Volunteer Management Program, as has every past coordinator.

Supplemental staff, the corps of volunteer *Naturalists*, are recruited through referrals from seasoned volunteers, participation in volunteer fairs, and through public advertising. Individuals, who express a genuine commitment to the goals of the program and who are willing to back up these goals with a measurable commitment, begin eight weeks of training that covers everything from the history of the Audubon Institute to fish physiology — from interpretation to fish identification. Upon graduating, a *Naturalist* is continually provided educational updates at weekly pre-shift meetings and bi-monthly gatherings where guest speakers cover aquatic related topics. All *Naturalists* are invited to attend educational programs offered by any associated Audubon Institute facility. Upon completion of six months active service as a *Naturalist* interacting with the public, individuals are eligible to work with the Husbandry and Education departments. In 1995, *Naturalists* contributed 58,284 hours to the operation of the Aquarium. (It should be noted that the commitment of the *Naturalists* extends beyond the actual walls of the Aquarium where over 100 volunteers have been active participants with Aquarium staff in such programs as Louisiana's Adopt-a-Beach Program, the Sea Turtle Banding and Salvage Network, as well as volunteering additional hours to the New Orleans Children's Adolescent Hospital and assisting the Marketing Department with Aquarium promotional activities.) After the conclusion of a successful 1994 pilot program for Junior Volunteers, the first "official" program was conducted in 1995 graduating 20 on the program. Apprentice *Naturalists* interpret exhibits by assisting adult *Naturalists* in demonstrations and presentations throughout the facility. After proving themselves capable, teen-age volunteers often substitute for adult volunteers when one is absent or predisposed with VIP tours.

The Husbandry staff recruits volunteer exhibit divers from the *Naturalist* corps after applicants have met will defined criteria for attendance and longevity in that program. Volunteer exhibit dive staff candidates take written exams to test their knowledge of marine life, Aquarium procedures, and safe SCUBA practices. They are required to pass a basic water skills test as well as an in-water SCUBA skills test, and show proof of the required number of open water dives, all in accordance with *American Academy of Underwater Scientists* standards. Almost one half of our 55 volunteer divers have been active since before the Aquarium opened in 1990. Volunteer exhibit divers make daily presentations to our visitors in the Caribbean Reef exhibit, assist paid staff with in-water exhibit maintenance on a regularly scheduled basis, and provide valuable assistance on research expeditions. The Volunteer Coordinator for the Aquarium is himself a Volunteer Diver, setting a great example for commitment.

The Husbandry Department also recruits and trains in a less formal manner volunteer *Naturalists* to assist in caring for the live animal collection. Animal care volunteers are also recruited from the *Naturalists* corps with selection criteria based on attendance and longevity. These volunteers are given 8-12 hours of training by husbandry staff and are "apprenticed" for a period of time to an aquarist for hands-on training. Animal care volunteer assist paid staff with routine exhibit maintenance, preparation and delivery of diets to the animal collection, and on special projects the need arises.

VIII. Governance and Management/Financial Management

1. What is the museum's governing authority? 2. What is the museum's management structure? 3. What is the museum's financial condition? 4. What are the museum's procedures for budgetary development and control? (Note: Attach your one page organizational chart as page 34)

The Aquarium of the Americas is owned by the City of New Orleans and the Audubon Commission. Under contract to the Audubon Commission, the not-for-profit organization, Audubon Institute, Inc., operates the Aquarium and its eight sister facilities.

The Audubon Commission (AC), a 24-member board appointed to six-year terms by the Mayor of New Orleans, is the highest governing body for all nine facilities. Members representing a broad cross-section of the community, meet quarterly and have decision-making authority over all capital projects in excess of \$5,000. In 1988, the City Council authorized the Audubon Commission to enter into a five-year contract with the Audubon Institute, Inc. to manage the Audubon Park and Audubon Zoological Garden on a day-to-day basis and to develop additional family-oriented science focused facilities. This contract has been extended for one year, every year, keeping a five-year contract current. Since the time of the agreement, the Audubon Institute, Inc., has developed seven facilities including the Aquarium of the Americas. Additionally, the Louisiana Nature Center came under this management umbrella in September 1994.

The 32-member Board of the Audubon Institute, Inc. is elected by membership organizations, *Friends of the Zoo*, and *Friends of the Aquarium*, and the Louisiana Nature Center members, to serve four-year terms. (Two consecutive terms for a total of eight years are allowed.) Required to meet at least six times a year, the Board, representing a diverse cross-section of the community, averages ten meetings annually.

The Audubon Institute board functions with an Executive Committee and is responsible for the hiring of the President/CEO. Yearly joint board and senior staff retreats have a dual purpose: to evaluate and update a five-year plan; and to provide time for general "brainstorming" for more creative and efficient ways to accomplish the organization's goals. Both the AC and the AI boards are responsible for setting policy for the organization, and supervising the President/CEO in his duty to carry out said policy; monitoring operations and financial positions; and actively participating in fund raising efforts. Board members are involved in long-range planning and fund raising as advisors, and participate as active members of the Audubon 2000 Campaign.

The President/CEO of the Audubon Institute, Inc., works under a five-year contract and reports directly to the Institute board. He supervises all staff through two Executive Vice Presidents: Executive VP/COO and Executive VP/CAO. Senior staff is made up of four Sr. VPs for Operations and Planning/Audubon Park and Audubon Zoological Garden; Construction and Operations/Aquarium of the Americas and Woldenberg Riverfront Park; Aquarium Husbandry; and Audubon Center for Research of Endangered Species; and nine VPs for Zoo Husbandry, Design and Exhibitory, Visitor and Volunteer Services, Environmental Policy, Finance, Development, Human Resources, Marketing, and Educational Programming. This group meets biweekly, scheduling additional meetings as needed. Senior staff, all department heads, and key personnel meet with the executive staff monthly. These meetings, are designed to be educational as well as informational; are planned by staff committees with agenda input from the CEO's office; and include a detailed presentation by a particular department highlighting current activities, future plans, and work with other departments. Retreats are held semi-annually, off-site, for executive and senior staff.

At the Aquarium of the Americas, the Sr. VP/Construction and Operations is responsible for construction; maintenance; security; grounds; horticulture; and purchasing for Phase I and Phase II, including the newly-opened Entergy IMAX Theatre and the soon-to-open Changing Exhibits Gallery. The IMAX Director, a professional with eight years of theater management to his credit, supervises three projectionists and reports to the Sr. V.P./Construction and Operations. The Sr. VP/Aquarium Husbandry is responsible for the care of the Aquarium of the Americas' collections and the supervision of the Curatorial Staff and Aquarists, as well as the research they undertake. The VP/Design and Exhibitory has been instrumental not only in directing the visual impact of the Aquarium's graphics from conception, but for the on-going exhibit philosophy and, in coordination with the Husbandry and Education Departments, the educational impact of the exhibits and programs upon the visiting public. This management structure provides the opportunity for the Sr. VP/Husbandry to perform at the highest level, doing what he does best (directing the care and conservation of the animal collection) without the burden of day-to-day operational procedures that are best handled by the Sr. VP/Construction and Operations and overseen by the Executive VP/COO.

The VP/Finance, a CPA with extensive experience as a financial manager with a larger not-for-profit organization, reports to the Executive VP/CAO and supervises a staff of 11. He was hired based in part on the recommendation of the external auditors and because of his proven track record in budgeting, financial reporting, and cash management. He meets with executive management on a monthly basis to discuss the financial situation with data presented at Senior Staff meetings so that all VPs are well informed. As necessary, forecasts are prepared to frame expected year end results from current and expected operations. Finance meetings are held as needed to handle budgeting and auditing issues and results. The current level of oversight is evaluated as appropriate since accurate, timely information is being distributed and acted upon in an appropriate manner.

VIII. Governance and Management/Financial Management (continued)

The Aquarium's finances are subjected to annual audit by a national public accounting firm. The auditing firm gives its opinion as to the fairness of financial statement presentation and prepares a management letter which includes points relative to improving internal controls. These reports are presented to the Finance Committee of the Board. The auditors also work with the VP/Finance to plan for implementation of any changes in accounting principles.

The Aquarium uses a budgeting process which begins in August of the preceding year and culminates with the adoption of the budget by the Audubon Institute, Inc., Board of Directors in November or December of the preceding year. All operating, financing, and capital activities are included in the process. The process is managed by the Institute's VP/Finance who establishes an agenda and attends all meetings. Initial meetings are held with executive management — the President, COO, and CAO. Current trends and planned changes in operations are folded into assumptions for the upcoming year. The agenda, a listing of major assumptions, and budget worksheets are distributed to all VPs and key department managers. Worksheets include historical budget and actual information and are prepared at the account level for each functional department. Each department receives a listing of its authorized personnel complement with salary by position. Departments draft their budgets and submit these to the VP/Finance. The VP/Finance reviews each budget and meets with each responsible VP. Changes are made based on these meetings. A draft of the budget, by functional department, is prepared in the same format as monthly finances are reported. The VP/Finance meets again with executive management, and further revisions are suggested and investigated. The budget is revised to its final format and presented to the Finance Committee of the Board, who are briefed on major assumptions and are offered opportunities to ask questions. Once adopted by the Finance Committee, the Budget is presented to the entire Board of Directors for approval. Upon adoption, the budget is put into the financial accounting system and distributed to responsible managers for use in continued planning of departmental operations.

Financial oversight responsibilities rest with the Board of Directors/Audubon Institute. Financial results compared to budget are presented to the Board at each meeting. Deviations from budget are discussed. Executive management carefully monitors results and adjusts spending patterns as necessary to ensure that results remain in overall balance. A daily report is prepared by the Finance Department which summarizes visitation counts and venue for the preceding day, month to date, and year to date, with each period compared to the comparable day from the preceding year. This report is used to monitor overall results since visitation is the key indicator.

The Aquarium has a track record of solid earnings during the last few years. Earnings from operating and recurring non-operating items for the years ending December 31, 1994, and December 31, 1993, (adjusted to exclude facility depreciation and other non-recurring capital cash flows), were approximately \$2.6 million and \$2.5 million respectively. The 1995 results are expected to approximate those recorded in 1994. The facility has maintained an earnings to debt service coverage ratio on its revenue bonds of approximately 2.5 to 1, when the requirement was 1.75. The 1993 and 1994 financial statements reflect 1993 recognition and 1994 payment of an endowment obligation to the Audubon Institute, Inc. These funds are invested by a separate foundation and benefit the Aquarium through endowment income which is budgeted at \$240,000 for 1996. These statements also reflect a non-operating revenue item titled "Dock Board Settlement". This item, combined with the item entitled "Project Write down", reflects management's decision to accept the Dock Board's settlement offer and discontinue development of an insectarium project on the New Orleans riverfront. The funds from settlement were used to pay the endowment obligation.

The Aquarium's positive cash flow is dedicated first to recouping the operating deficits at the Audubon Botanical Garden and the Freeport-McMoran Audubon Species Survival Center. The 1994 financial statements reflect a \$4,000,000 transfer of fund balance to the Zoo and Survival Center to cover operating deficits. Overall, the Aquarium is one of several facilities which operate collectively as a single financial entity. The collective financial condition on December 31, 1994, including unrestricted investments of \$700,000 held by the fund raising organization, indicated a debt ratio of approximately 1.0 to 1.0.

The Aquarium's financial condition is expected to improve in 1996 with the recent completion of the Entergy IMAX Theater and the soon-to-open Changing Exhibits Gallery. The cash flow statement for 1994 reflects an investment in projects of approximately \$8.6 million. This amount relates primarily to construction of Phase II of the Aquarium of the Americas, which was completed in late 1995 at a total project cost of \$25,000,000. Budgeted revenues for 1996 reflect an expectation that earnings will improve pursuant to operation of the IMAX Theatre and a renewed interest in the Aquarium stemming from the opening of the new gallery.

Rating

Revenues

1989	N/A	\$201,000	\$1,550,000	\$1,534,000	\$2,470,000	\$2,568,000	\$2,823,000 est.
		1990	1991	1992	1993	1994	1995

IX. Support

1. What is the community's non-cash support of museum operations? 2. How does the museum acquire non-Federal financial support?

The public/private partnership that successfully revitalized the Audubon Park and Zoological Garden in the 1970s and 1980s was the fund-raising model for building the Aquarium of the Americas. As previously stated, \$25 million in bonds were issued on the 1986 voter-approved tax millage in support of the Aquarium. The bond issue included line items for maintenance, marketing and a portion of start-up costs, insuring that all operational expenses would be covered during the critical first three years. A key element of the millage campaign was Audubon Institute's promise to raise \$15 million from the private sector to complete construction funding. By Opening Day 1990, over \$19 million in private funds had been committed.

Headed by a committee of 26 business and civic leaders, the Aquarium Capital Campaign was launched in May '87 with a weekend meeting of top executives of the major oil companies (petroleum is the most visible industry in the state). U.S. Senators and Representatives from Louisiana turned out *en masse* to voice their support of the project. Recognizing the Aquarium as a vehicle for economic growth and environmental education, eight major oil companies agreed that oil and water DO mix, and pledged over \$4.5 million in gifts ranging from \$250,000 to \$625,000. Over the next two years, the committee hosted presentations, conducted site tours, and solicited additional local corporations and private foundations. By April '89, \$15 million had been raised — more than a year ahead of the original schedule. Among the gifts was a \$5 million commitment from the local Woldenberg Foundation to name the Aquarium's surrounding park — Woldenberg Riverfront Park; the gift allocated \$2 million to park construction and \$3 million to park endowment. The remaining \$10 million in capital funds came from only 42 gifts. Fund raising costs for the Aquarium's capital campaign were five percent.

Community enthusiasm for the Aquarium was harnessed through the *Pave the Way* campaign. Promoting a sense of ownership and community pride, *Pave the Way* enabled all levels of the community to write their names in the Aquarium's history by purchasing personalized bricks in the Aquarium's entry plaza. Priced at \$50 for individuals and \$100 for businesses or organizations, the bricks were a tremendous success: nearly 30,000 were sold in two and a half years, with inscriptions ranging from entire family trees to marriage proposals to patriotic messages from newly naturalized citizens as well as names of children, grandchildren, pets, and businesses. Gross revenues totalled \$1.47 million, nearly doubling the original fund-raising goal of \$750,000. A sophisticated promotional strategy spurred the campaign's success. New Orleans' daily newspaper, the *Times-Picayune*, sponsored over \$100,000 in print advertising; and local McDonald's restaurants, K&B Drugstores, and Hibernia National Bank branches displayed counter cards with order forms. Direct mail, public service announcements, and print ads in other publications rounded out promotional efforts.

The entire community was encouraged to support the Aquarium through membership. Kicked off in February 1990, the initial membership drive used a 600,000 piece direct mail drop and three large newspaper ads targeting general and charter members, whose patron-level support offered additional benefits such as a unique hand-crafted pin and special social activities. First year membership numbers far exceeded expectations, with 7,200 Charter memberships (the original projection had been 2,500) and 28,000 general memberships. Many general members were visitors from around the U.S. and the world taking advantage of the "Express Member Entrance" benefit, avoiding the long waits that occurred throughout the first year of operations.

The Audubon Institute Development Department, a centralized department responsible for raising funds for all Institute facilities, manages Aquarium fund raising and membership. A staff of 14, reporting to the Vice President for Development, is segmented into functional areas including membership, leadership and planned gifts, special gifts and events, annual fund, and conservation and environmental funding. Specific Aquarium goals are set for membership, for annual programs, and for capital projects within the Development Department's overall goals.

Currently, Development's primary focus is the *Audubon 2000* campaign, a five-year comprehensive effort to raise \$124 million (\$95 million in capital and \$29 million in endowment) for all Audubon Institute facilities. Launched in August 1993, the campaign strives to fulfill the Institute's vision of creating a family of world-class museums and parks dedicated to nature. To date, over \$118.5 million has been raised from public and private sources. Personal solicitations by volunteers and staff have raised \$38,466,699; other funds have come from a 1992 bond issue on the Aquarium millage, the State of Louisiana, City of New Orleans, the Dock Board, and U.S. Fish and Wildlife Service (an appropriation restricted to construction of a new research facility). Aquarium projects represent \$25 million of *Audubon 2000*'s total goal and have produced the campaign's two top naming opportunities: the Freeport-McMoran Wing, with a \$5 million commitment from the local mineral concern, and the Entergy IMAX Theatre, a \$2.5 million gift.

Audubon 2000 includes a significant endowment goal because the Audubon Institute recognizes the importance of having a sustainable source of operating funds. A new supporting organization, the *Audubon Institute Foundation*, held its first meeting last year to set policy for managing and disbursing endowed funds. This group's mission is to increase the Institute's endowment from \$10 million to nearly \$30 million by the year 2000. Since planned gifts will be

IX. Support (continued)

Instrumental in building the endowment, the Institute has created a pooled income fund and runs a bequest awareness program. The Development Department will hire a full-time, professionally trained Director of Leadership and Planned Gifts in late 1996. The RosaMary Foundation's Gulf Coast Education Endowment supports gulf-coast conservation-oriented programs at the Aquarium; the Aquarium also benefits from an Audubon Institute Education Programs endowment established by a local bank.

After several years of stabilization, Aquarium membership revenue, households, and attendance increased dramatically in 1995 in response to a more aggressive membership marketing strategy. Aquarium membership, which is primarily a New Orleans metropolitan area program, faces several challenges: locals represent only 20% of all Aquarium visitors, many locals visit only once a year or less because they feel they will not experience anything new, and the local population overall is decreasing. To overcome these challenges, the *Audubon Institute Quarterly*, (Copy Attached) the colorful member magazine, was revamped as a major marketing tool. While the magazine promotes all facilities, the majority of covers and stories in 1995 featured the Aquarium's exciting new exhibits, unique education programs and incredible IMAX presentations. The quarterly newsletter, *Audubon Institute Members*, also focused on getting members to the Aquarium through puzzles, calendars, and quizzes. The inaugural *May is Membership Month* offered incentives such as coupons, recognition stickers, and prizes to members who visited the Aquarium or other Audubon Institute facilities. Over 3,000 individuals attended two member appreciation theme nights that were planned in cooperation with the Aquarium's education department.

The most effective strategic change was implementation of a multi-facility membership package. In the past, Aquarium memberships had been sold separately from Audubon Zoo memberships. Now, members can join one, two or all three Audubon Institute public facilities — one card is issued for all three facilities, and renewals are sent for the package rather than for each facility. Current members raved about this change, and over 60% of all new members sought the three-facility membership. The new package, promoted through direct mail drops and renewal notices, provides an opportunity to discuss Aquarium projects, reinforcing the perception that there is always something new to see and do. These changes produced a 25.02% increase in membership revenue (from \$633,343 to \$791,825), a 14.01% increase in membership attendance (from 57,414 to 65,459), and a 11.85% increase in the number of Aquarium memberships (from 15,429 to 17,257).

General admission at the Aquarium accounts for 29% of total revenue, therefore the Marketing Department is actively working to assure an increased attendance trend at the Aquarium while aggressively targeting tourists as well as locals to meet projected attendance at the Entergy IMAX Theatre and the Changing Exhibits Gallery. By cross-selling the Aquarium and IMAX experience, Marketing hopes to encourage repeat visitation. Additional cross-selling of the Aquarium and its sister facilities, Audubon Zoo and the Louisiana Nature Center, will also boost attendance figures. Targeting children aged 6 to 14 was successful this past summer with the inauguration of the GLUB CLUB! For a \$5.00 membership fee, each child received a membership card, collector POGS, an Aquarium fun fact sheet, a chance to win one of 20 family sleepovers in the Aquarium, and a half-price coupon for a return visit. This program will be repeated in the summer of 1996.

Marketing will continue with or will develop new promotional partners in the media or tourist industry, as well as continue to identify new community events that create positive community exposure and high visibility for the Aquarium while bringing visitors to the riverfront area. Marketing will work with the Membership Department to ensure appropriate communication to *Friends of the Aquarium* for all upcoming programs and events; the Development Department to ensure donors receive appropriate public recognition; and the Education Department to ensure exposure to regional education decision makers particularly around the launching of new films and exhibits. Additionally, hospitality industry leaders will be targeted through developing strong relationships with concierges, participation in the *French Quarter Festival*, appreciation days for cabbies, encouraging sales of pre-purchased tickets, and active involvement in the *Greater New Orleans Tourist and Convention Commission* and the *New Orleans Tourism Marketing Corporation*.

The Aquarium's main source of non-cash support is its volunteer *Naturalists*. Trained to answer questions about every exhibit and species represented in the facility, these dedicated volunteers are on the exhibit floor seven days a week from opening until closing; they contributed 68,284 hours of service in 1995 alone. In addition, *Naturalists* interpret Aquarium exhibits to guests at after-hours functions. They maximize the capabilities of the Education and Bandry Departments, often continuing the work of paid staff; without *Naturalists*, these departments would reduce or eliminate many of their public programs. Over and above their work at the Aquarium, *Naturalists* assist the local public TV station with its fund-raising telethon, provide an annual holiday celebration for the New Orleans Children's Respite Hospital, and participate in Beach Sweep and the Sea Turtle Stranding and Rehabilitation project.

Occasionally, the Aquarium solicits in-kind services of veterinarians, as well as computer equipment and services.

X. Long-Range Plan

1. What is the museum's long-range plan? 2. How does the museum develop, implement and update the long-range plan?

To facilitate its mission and that of the Audubon Institute, long-range plans for the Aquarium of the Americas' Operations include supporting the activities of the Husbandry, Education, and Design and Exhibitory Departments through the maintenance and proper care of the overall facility, as well as expanding Woldenberg Riverfront Park.

The Audubon Institute's over-all desire to cultivate awareness and appreciation of life and to help conserve and enrich our natural and man-made world is supported by the master plan for the Aquarium of the Americas. As is evidenced by the attendance record, the Aquarium continues to realize its purpose of providing the community and visitors with a world-class marine facility dedicated to the conservation of aquatic life through educational and recreational programs offered on a daily basis. While all existing live exhibit displays are continually evaluated and upgraded by the husbandry staff, new exhibits are always in the making. The Husbandry, Education, and Design and Exhibitory Departments continually join forces to create new exhibitry and interactive programs for the enjoyment of our audience. Senior Administrative and Operations staff join with members of this team on regularly scheduled walk-throughs with every aspect of the visitor experience reviewed. This results in a "to-do" list for changes that include everything from minor repair to major exhibitry re-interpretation. Additional in-house review, visitor exit surveys (both formal and informal), evaluation from a teacher advisory group, and formative evaluation from outside consultants are all taken under consideration as necessary.

With the successful public response of Phase I of the Aquarium of the Americas, the Audubon Institute broke ground on Phase II in Spring 1994. Plans for the expansion were focused not only on offering a more in-depth educational experience for its visitors through interaction and entertainment, but also on serving the community by providing increased economic impact. The expansion has substantially increased the overall size from 110,000 sq. ft. to approximately 170,000 sq. ft., and is providing important enhancements to both the exhibitions and programming currently offered. Expanded guest services and administrative facilities are also included. With a cost of \$25 million for the Entergy IMAX Theatre and the Changing Exhibits Gallery, the construction phase generated approximately 600 new jobs; permanent impact is 1,400 primary and secondary jobs. Both of these new amenities have the capability of adapting to various educational/conservation themes as appropriate to address the needs of our ever-changing world environment.

With the opening date set and exhibitry installation underway, the 11,000-square-foot Changing Exhibits Gallery anxiously awaits its audience. Under the direction of Design and Exhibitory, Husbandry, and Education Departments, the multi-sensory presentations will carry the Aquarium's mission to the citizens of the Greater New Orleans area and beyond. The "edutainment" venue will focus on live aquatic life and present conservation information which complements IMAX themes. For the first few years, the gallery will showcase traveling exhibitions (6,000 sq. ft. or larger) that present aquatic-based themes. In the future, the Aquarium will spotlight themes of either aquatic and/or biological phenomena. State-of-the-art electrical/lighting and climate control systems are in place allowing for flexibility, and exhibit walls and "furniture" are designed and built to specification to meet the requirements of the myriad selection of traveling exhibits available. The facility will meet the ADA guidelines for adequate access to exhibits and interactive components. Changing exhibits will require husbandry collection trips not only surrounding the opening of the facility, but also throughout the life of the gallery.

The premiere exhibition, *Mating Games - The Reproductive Pentathlon*, is on lease from the Monterey Bay Aquarium in California. The exhibit features varied and amazing ways in which aquatic animals reproduce. Interpretive demonstrations for school-age children will complement every exhibit. The second exhibition will be *Deadly Beauties* - spotlighting aquatic animals that use marine toxins to capture prey or defend themselves in the coral reef. Although this exhibit originated at the Monterey Bay Aquarium, the Aquarium of the Americas has a licensing agreement from Monterey to use only the title and editorial research, therefore, it will be our first self-produced exhibit. In 1998, the Aquarium will debut an 8,000 sq. ft. presentation focusing on the importance of the wetlands as related to the seafood industry; the protection wetlands provide for many animals; and conservation issues that influence our lives. Encouraging collaborations among sister institutions and national organizations to create innovative travelling exhibitions, the Changing Exhibits Gallery will ensure that members and frequent visitors can always expect new and fascinating encounters at the Aquarium of the Americas.

A new mini-exhibit, to be located near the Gulf of Mexico Exhibit, is planned for a May 1996 debut. Displaying five species of adult and juvenile jelly fish, the exhibit will have an interactive "laboratory" (staffed by Education volunteers) which will encourage visitors to learn more about the "disgusting looking bags of mucus." A sea turtle exhibit, expected to open in 1997, will highlight the plight of these endangered and threatened species and the Aquarium's efforts in sea turtle conservation. Live components of this exhibit will be hatchlings (obtained from captive breeding programs and eventually released) and turtle artifacts such as painted shells, tortoise shell combs, etc. - all obtained as loans from federal agency confiscations.

Aquarium staff is interested in presenting these temporary exhibitions for a variety of reasons: they provide

X. Long-Range Plan (continued)

with attractions to satisfy local repeat visitors and attract new or occasional visitors; call attention to activities, events, and programs which sustain a strong community and tourist public relations value; and supplement existing exhibits and collections with new educational opportunities and information on current conservation issues. The decision-making process for choosing exhibition topics is based on themes and exhibits that fulfill the overall Audubon Institute purpose — *to celebrate life through nature*.

The Aquarium Education Department eagerly awaits the opportunity to expand upon the one-to-one learning experiences it provides for the public. Within the overall expanded facility, the staff anticipates activities that would be directed to the very young visitor and expand upon tactile exploration for the child. Within the successful collaboration with NOISE, the Education staff is planning for the expansion of the curriculum package that would tie all NOISE facilities together. A "travel packet" would require that participating students visit all NOISE facilities within a set period of time (one school year). Another educational program meriting attention for the future is the expansion from 10 to 16 summer-interns from the New Orleans Math and Science School. This program has met with great success in the past two years and is undertaken in collaboration with Husbandry. Additionally, the Education staff would welcome the opportunity to expand upon the number of student teachers as well as the number of local colleges represented in the current collaboration with these institutions.

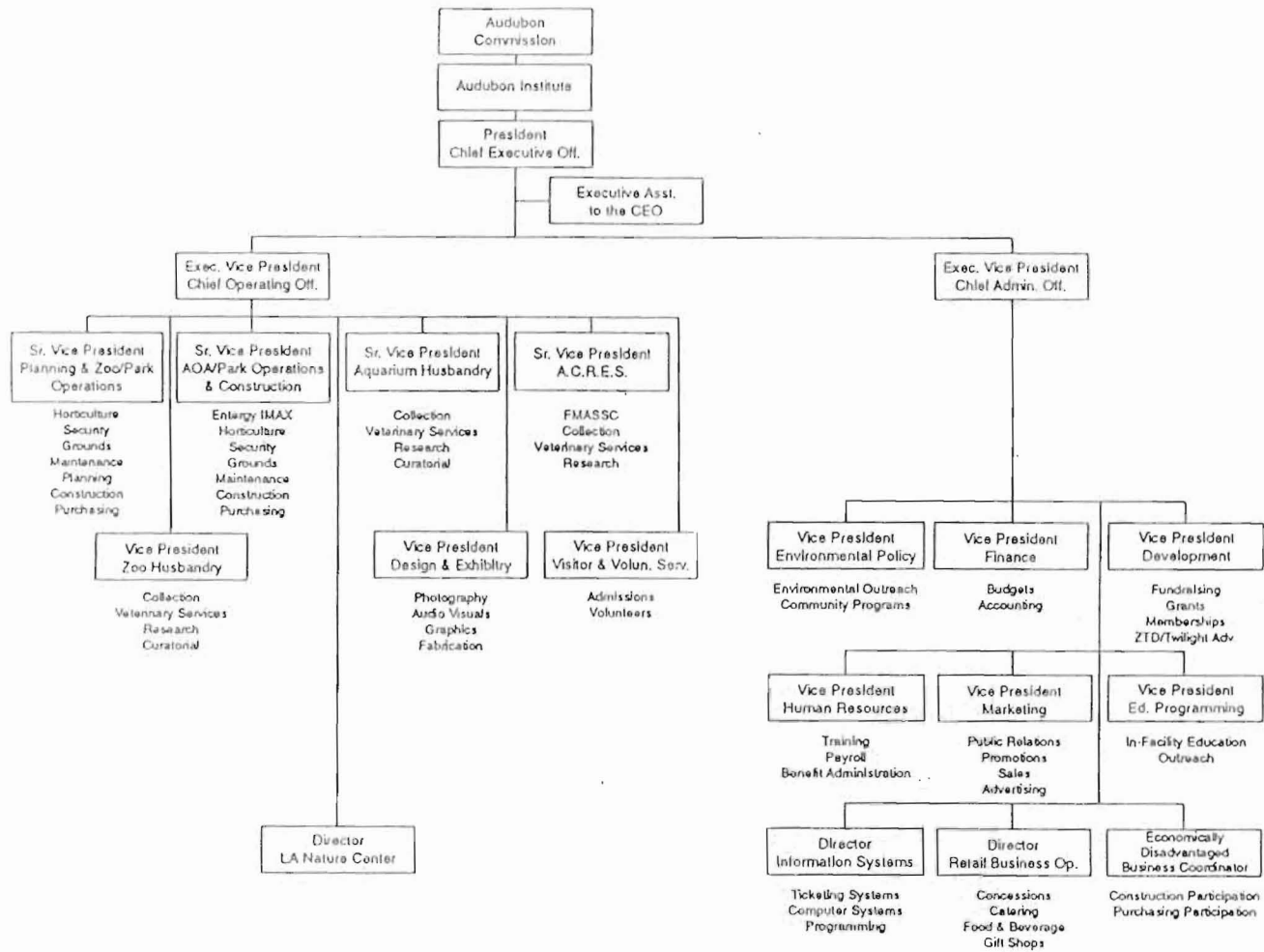
The Aquarium has an annual paid advertising budget of \$800,000 which will be used, as previously discussed, to develop campaigns to effectively meet the goals of the Marketing Department. In 1995 the department's two major advertising campaigns achieved a 63% - 79% reach within the local market. To reinforce the impact of the Entergy AX Theatre and the Changing Exhibits Gallery, plans for 1996 include stabilizing Aquarium attendance, increasing attendance by 2% over the previous year, meeting projected attendance at both the Aquarium and the Entergy IMAX Theatre, launching four new exhibits and/or films to locals and tourists, and increasing frequency of local attendance. In addition to the use of paid advertising, the marketing team plans to organize additional events and promotions throughout the coming year. Several strategies have been developed to help achieve the goals listed above. Plans have been made to increase the budget for the tourist market by directing much of the advertising dollars in that direction. By arranging media partnerships for various programs the advertising dollars can be leveraged to obtain approximately 50% more in coverage than is actually purchased. Increased public relations and promotional partnerships for top-drive markets and air-travel source markets is also planned to accomplish the projected increase in attendance. Emphasis will be placed on communicating that fun, unique, and involving activities at the Aquarium will make the most of the tourists' trips to New Orleans.

Simultaneous with the opening of the Changing Exhibits Gallery, the Entergy IMAX Theatre will launch *Into Deep*, a 3D film experience. The Marketing Department will have in place for these two new venues an integrated multi-media advertising, public relations, promotional event campaign targeting locals (Aquarium members, individuals, students/teachers, family groups and seniors); the hospitality and tourism industry influencers; educators; and the media. The campaign will emphasize *fun* and *excitement* for all ages; dispelling the "been there done that" attitude of locals, as well as informing the tourist that the Aquarium of the Americas merits a visit because of the unique combination of aquarium, IMAX theater, and changing exhibits. We will continue to build on the renewed interest — proving that there is always something new at the Aquarium — and in turn, guarantee projected attendance. Finally, the success of the marketing plans will be evaluated by ongoing research to determine if goals are being met and if the Aquarium of the Americas has met audience needs.

Ongoing re-evaluation and updating of a master plan by staff and governing boards makes progress a certainty. Long-range plans are evaluated with the mission statement as a guide — Is our ability to contribute to environmental education, pursue conservation of endangered species, conduct research, contribute to the growth of the community, and increase attendance enhanced by the plan? Only designs and decisions that meet these criteria are worthy of pursuit.

3. How will GOS funds, if awarded this year, be used to further the museum's purpose?

The Aquarium of the Americas' sister facility, Audubon Zoological Garden, has received two Conservation Support Grants and (since 1982) eight GOS Grants that have greatly increased the productivity of the staff. The last grant was received in 1995. If funds are awarded to the Aquarium of the Americas in the 1996 IMS GOS cycle, they will be dedicated to the new Changing Exhibits Gallery and dispersed to the Husbandry, Design and Exhibits, and Education departments for their respective needs in the planning and production of new exhibits. The funds will cover costs for Husbandry staff accommodations and fuel for Aquarium vehicles (a 22 ft. Boston Whaler and a high-tech 10 gallon fish transport unit) for collection trips, as well as the development of cultures, raising of food sources, and research to care for new exhibit animals. (i.e. sea snakes) Funds will be used to hire a full-time Exhibit Designer and now use outside consultants on a project-to-project basis. Also, IMS funds will allow for the purchase of needed materials and supplies for the new aquatic enclosures within the Changing Exhibits Gallery; a theater lighting system to add greater flexibility to the existing lighting system, and a Macintosh video/cd rom production system for creating and using the interactive educational components needed for each and every new changing exhibit.



Materials sent by IMS only.

Grant Processing Information Sheet

A. Eligibility Requirements

All IMS General Operating Support applicants must answer the following questions.

1. Is the museum organized as a public or private nonprofit institution that exists on a permanent basis for essentially educational or aesthetic purposes? Yes No
2. Does the museum care for, and own or use tangible objects, whether animate or inanimate? Yes No
3. Are these objects exhibited to the public on a regular basis through facilities the museum owns or operates? Yes No
4. Is the museum open and exhibiting to the public at least 120 days a year? Yes No
5. Has the museum been open and providing museum services to the general public for two full years prior to the grant application deadline? Yes No
6. Does the museum have at least one full-time paid or unpaid staff member or the equivalent, whose primary duty is the care, acquisition or exhibition to the public of objects owned or used by the museum? Yes No

B. Prior IMS Grants

Has your museum ever received an IMS

- | | | |
|---|---|--|
| General Operating Support grant? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Conservation Project Support grant? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Special Project Support* grant? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| Museum Assessment Program (I, II or III) grant? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| Conservation Assessment Program grant? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

C. Costs Requiring IMS Approval

If you wish to use GOS funds for public information services, publications or major equipment purchases (see page 1.5 for more details), those items and their costs must be listed below. We will review the list and contact you if necessary. If you do not hear from us, you may assume that your list has been approved.

Item	Estimated cost
<u>Theater Lighting System</u>	<u>\$ 15,000</u>
<u>Mac Intosh video/cd rom production system</u>	<u>\$ 11,000 to 12,000</u>
<u>_____</u>	<u>\$ _____</u>
<u>_____</u>	<u>\$ _____</u>

*Special Project Support grants are no longer available from IMS.

Materials seen by IMS only

Assurances

All grant recipients must comply with the statutes outlined below.

All applicants must provide a signed certification (page 40) before a grant can be made.

The Applicant HEREBY AGREES that it will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.); Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794); the Age Discrimination Act of 1975 (42 U.S.C. Section 6101 et seq.); and where applicable, Section 106 of the National Historic Preservation Act of 1966 as amended (16 U.S.C. 470); Executive Order 11593; and the Archeological and Historic Preservation Act of 1966 (16 U.S.C. 469a-1 et seq.); Title IX of the Education Amendments of 1972 (20 U.S.C. 1681-1683); and all regulations of the Institute of Museum Services issued pursuant to these statutes. FURTHERMORE, the applicant HEREBY CERTIFIES that it meets all requirements regarding Federal debt status and Federal debarment and suspension and that it will provide a drug-free workplace in compliance with the Drug-Free Workplace Act of 1988.

This assurance shall obligate the Applicant for the period during which the Federal financial assistance is extended.

This assurance is given in connection with any and all financial assistance from the Institute of Museum Services after the date this form is signed. This includes payments after such date for financial assistance approved before such date. The Applicant recognizes and agrees that any such assistance will be extended in reliance on the representations and agreements made in this assurance, and that the United States shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the Applicant, its successors, transferees, and assignees, and on the Authorizing Official whose signature appears below.

Assurances Explanation

Title VI of the Civil Rights Act of 1964 provides that no persons in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity receiving Federal financial assistance. Section 504 of the Rehabilitation Act of 1973 provides for nondiscrimination on the basis of handicap in Federally-assisted programs. Section 6101 of the Age Discrimination Act of 1975 provides for nondiscrimination in Federally-assisted programs on the basis of age. Subject to certain exceptions, Title IX of the Education Amendments of 1972 prohibits the exclusion of persons on the basis of sex from any education program or activity receiving Federal financial assistance.

Federal Debt Status

The applicant certifies to the best of his or her knowledge and belief that he or she is not delinquent in the repayment of any Federal debt.

Debarment and Suspension

The applicant certifies to the best of his or her knowledge and belief that he or she: (a) is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency; (b) has not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against him or her for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) transaction or contract under a public transaction; violation of Federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property; (c) is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, state, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and (d) has not within a three-year period preceding this application had one or more public transactions (Federal, state, or local) terminated for cause or default.

Drug-Free Workplace Act of 1988

- (a) The grantee certifies that, as a condition of the grant, he or she will not engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance in conducting any activity with the grant.
- (b) If convicted of a criminal drug offense resulting from a violation occurring during the conduct of any grant activity, he or she will report the conviction, in writing, within ten calendar days of the conviction, to the grant officer or other designee, unless the Federal agency designates a central point for the receipt of such notices. When notice is made to such a central point, it shall include the identification number(s) of each affected grant.


For further information on the certifications, contact IMS at: 1100 Pennsylvania Avenue, NW, Washington, DC 20506.

Certification of Authorizing Official (any museum's authorizing official should sign the following certification after all other parts of the application form have been completed)

I have examined this application and hereby certify that:

- 1) the information provided is true and correct; and
- 2) all requirements for a complete 1995/1996 General Operating Support application have been fulfilled.

Should receive a grant, I will comply with all requirements of the IMS Regulations (45 CFR Part 1160), all statutes outlined on Application Form page 39, and all other applicable Federal statutes and regulations.

 February 10, 1996

Signature of Authorizing Official _____ Date _____

President and CEO _____

Name and Title of Authorizing Official _____

*IMS Regulations are available upon request.

APPENDIX III

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Audubon Institute
PROSPECT RESEARCH REQUEST

Date: _____

Prepared by: _____

Specific Prospect:

Name: _____

Address (if available): _____

Phone: _____

Type of Information Requested: _____

Needed by: _____

Find Potential Prospects:

Type of Giving (capital, operating, program, etc.): _____

Gift Range: \$ _____ to \$ _____

Type of Donor(s): _____ Corporate _____ Individual

_____ Foundation _____ Other, specify: _____

General Geographic Location: _____

Other info. to assist in search: _____

Needed by: _____

CONFIDENTIAL

Audubon Institute
FOUNDATION CONTACT SHEET

Date: _____ Prepared by: _____

Is this contact a: _____ Potential Prospect _____ Active Prospect

Foundation Name: _____

Contact Name/Title: _____ Corp. Affiliation?: _____

Address: _____

Phone: _____ FAX: _____

General Description/Mission.: _____

What is the focus of the Giving Program? _____

Giving Limitations: _____ general _____ operating _____ capital _____ program

Geographic Limitations: _____

Application procedures: _____

Has this Foundation given to AI before? _____ Yes _____ No

If yes, when, how much, and for what purpose? _____

Giving Capacity: _____ Average past gifts: \$ _____

Other organizations it supports: _____

Have we received an Annual Report? _____ Yes _____ No

Board of Trustees: _____

Have Board members been cross referenced with AI files? _____ Yes _____ No

If yes, what are the connections? _____

Are there any AI Friends, Staff, etc., that can assist with solicitation?

If so, list: _____

Other Information: *attach to this form, include contact notes with dates & times, recommend best approach, follow up notes, status of solicitation.....Is further research required.*

CONFIDENTIAL

**Audubon Institute
CORPORATE CONTACT SHEET**

Date: _____ Prepared by: _____

Is this contact a: _____ Potential Prospect _____ Prospect

Corporation Name: _____

Contact Name/Title: _____

Address: _____

Phone: _____ FAX: _____

General Description of Corp.: _____

Does this Corporation have a Giving Program: _____ Yes _____ No

If yes, what is the focus of the program? _____

Proposal Requirements: _____ letter _____ full written proposal _____ call

Information needed for proposal: _____

Has this Corp. given to AI before? _____ Yes _____ No

If yes, when, how much, and for what purpose? _____

Giving Capacity: Average past gifts: \$ _____

Previous year giving total: \$ _____

Annual Net Income: \$ _____

Other Info: \$ _____

Have we received an Annual Report? _____ Yes _____ No

Board of Directors: _____

Have Board members been cross referenced with AI files? _____ Yes _____ No

If yes, what are the connections? _____

Are there any AI Friends, Staff, etc., that can assist with solicitation?
If so, list: _____

Other Information: *attach to this form, include contact notes with dates & times, recommend best approach, follow up notes, status of solicitation.....Is further research required.*

CONFIDENTIAL

Audubon Institute
INDIVIDUAL CONTACT SHEET

Date: _____ Prepared by: _____

Is this contact a: _____ Potential Prospect _____ Active Prospect

Name: _____

Home Address: _____

Home Phone: _____

Corp. Affiliation/Position.: _____

Work Address: _____

Work Phone: _____ Work FAX: _____

Spouse _____ Yes _____ No

If yes, Name: _____

Children: _____ Yes _____ No

If yes, list names & ages: _____

Has this Individual given to AI before? _____ Yes _____ No

If yes, when, how much, and for what purpose? _____

Other AI association: _____ member _____ volunteer _____ Board (past or present)

_____ ZTD _____ other, explain _____

Giving history with other organizations (who & amount): _____

Other Affiliations (clubs, boards, foundations, etc.): _____

Giving Capacity: _____ Average past gifts: \$ _____

Any other gift or financial info: _____

Other Information: *attach to this form, include contact notes with dates & times, recommend best approach, follow up notes, status of solicitation.....Is further research required.*

AUDUBON INSTITUTE
Development Department

RESEARCH CHECKLIST

Suspect/Prospect Name _____
 Type of Prospect _____
 (Corporate, Foundation, Individual)
 Campaign Potential _____
 (Major Gifts, Annual Fund, Planned Giving, etc.)

MASTER FILES		
Checked	Date	Source
		Fundmaster
		Individual File
		Corporate File
		Foundation File
		Related Files

MEMBERSHIP FILE		
Checked	Date	Source
		Zoo Membership
		Aquarium Membership
		Adopt an Animal Program
		Friends of Audubon Park
		Wildcat Club in Town
		Annual Giving

DATABASE FILES		
Checked	Date	Source
		Dialog

CD-ROM		
Checked	Date	Source
		Moody's
		Biography/Genealogy List
		Select Phone

PUBLIC RECORDS		
Checked	Date	Source
		Probate
		Court Records

BIOGRAPHICAL REFERENCES		
Checked	Date	Source
		Who's Who Index
		Who's Who in the South/S. West
		Who's Who of American Women
		Martindale Hubbell
		Louisiana Legal Directory
		Who Was Who in America
		Story of Louisiana
		Social Register

NEWSPAPERS		
Checked	Date	Source
		Times - P. Bayou Index
		Times - P. Bayou Clipping File
		New Orleans City Business
		New York Times
		Wall Street Journal
		Gambit
		Tribune

PERIODICALS		
Checked	Date	Source
		Business Week
		Chronicle of Philanthropy
		Forbes
		Fortune
		Foundations News
		New Orleans Magazine
		Gil and Gas Journal
		Philanthropic Digest
		Philanthropic Trends Digest
		Town and Country

ALUMNI MAGAZINES		
Checked	Date	Source
		Tulane
		Loyola
		LSU
		Midwest Newman
		Country Day
		Louise S. Mc Gahie
		Jesuit
		Tulane Medical School
		Tulane Law School
		LSU Medical School
		LSU Dental School
		UNO

REAL ESTATE		
Checked	Date	Source
		N.O. Real Estate Data
		B.R. Real Estate Data
		St. Tammany Data

DIRECTORIES		
Checked	Date	Source
		Telephone Book
		City Directories
		Church Directories
		Junior League
		NOLTC
		Club Directories

FINANCIAL		
Checked	Date	Source
		Forbes 400
		People, Property & Prospects
		Who's Wealthy in America (Tall)
		S&P Corporations
		S&P Directors/Executives
		D&B Million Dollar Directory
		Dunpratt Report
		Rat. Book of Corp. Mgmt.

FOUNDATION REFERENCES		
Checked	Date	Source
		Fdn'n. Dir. Associates (FIS 99)
		Foundations Annual Reports
		Foundation Directory
		Foundation 1000
		Foundation Grants Index
		Foundation Giving Watch
		Tall Foundation Reporter
		Guide to US Foundations
		990's for Louisiana
		Amer. Registry of Grant Support
		America's Newest Foundations

CORPORATE GIVING INFO.		
Checked	Date	Source
		Tall Corp. Giving Directory
		Natl. Directory of Corp. Giving
		CASE Matching Gift Details
		Corporate Giving Watch

CORPORATE AFFILIATIONS		
Checked	Date	Source
		Public Companies
		Private Companies
		International Companies
		Executives and Directors

APPENDIX IV

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3. Kids Zoo-to-Do Financial Analysis 1989 - 1995.....	138
4. Graphs: Kids Zoo-to-Do Financial Analysis	139

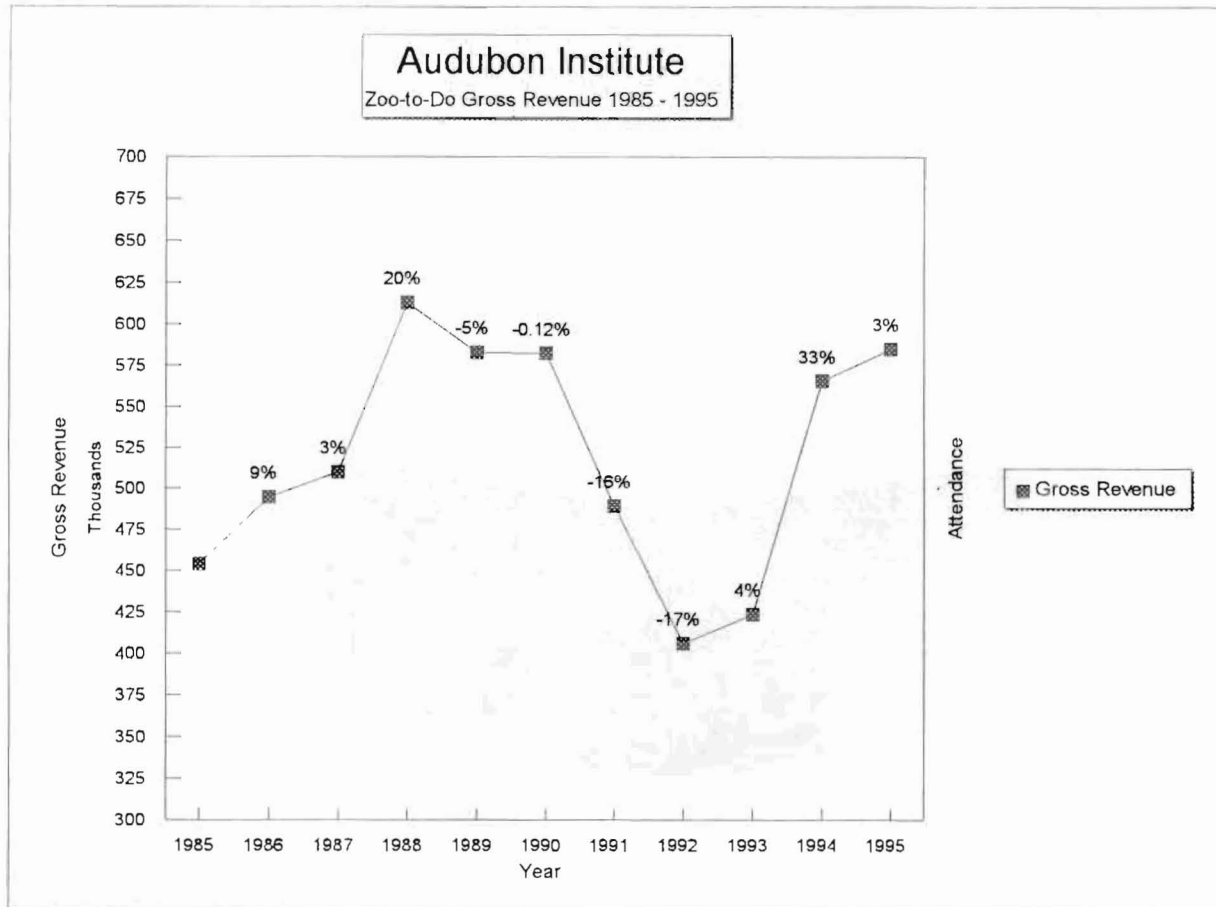
AUDUBON INSTITUTE
 ZOO-TO-DO FINANCIAL OVERVIEW
 Report Date: May-96

CATEGORY		1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	TOTAL
	Special Sponsorship				25,000						100,000	100,000	225,000
Patrons:	\$10,000		30,000	30,000	50,000	40,000	60,000	60,000	56,650	50,000	47,000	46,000	469,650
	\$3,000	30,000	21,000	33,000	42,000	51,000	60,000	45,000	36,000	33,000	39,000	36,000	426,000
	\$1,500	49,500	48,000	42,000	52,500	60,000	57,000	55,500	45,400	46,500	55,500	45,000	556,900
	\$1,000	20,000	19,000	15,000	22,000	17,000	19,000	17,000	10,000	14,000	21,000	16,000	190,000
	\$500	48,000	49,500	41,250	46,625	45,500	40,500	20,000	22,235	38,750	33,500	38,500	424,360
	\$350	60,025	32,275	32,900	30,800	38,150	35,350	15,050	14,000	16,100	22,050	16,625	313,325
Ticket Sales:	Regular	244,300	293,750	257,875	282,500	280,395	265,795	229,950	181,470	190,620	197,775	168,075	2,592,505
	Staff	2,150	1,275	3,775	6,125	6,350	8,275	7,500	9,870	11,040	11,460	12,870	80,690
	Young Friend											13,770	13,770
Donations:	Cash Donations	N/A	N/A	1,300	1,075	1,060	470	N/A	3,170	1,255	599	1,655	10,584
	Oddball									4,450	9,590	19,005	33,045
	Misc.									1,500	1,200		2,700
	Raffle	N/A	N/A	52,992	54,000	42,942	35,300	39,300	27,267	17,841	26,047	36,722	332,411
	Auction											32,927	32,927
TOTAL		453,975	494,800	510,092	612,625	582,397	581,690	489,300	406,062	423,556	565,021	584,349	5,703,867
% Increase(Decrease) from previous year			9%	3%	20%	-5%	-0.12%	-16%	-17%	4%	33%	3%	
Regular Ticket Price		100	125	125	125	135	135	135	135	135	135	135	
Staff Ticket Price		50	25	25	25	25	25	25	30	30	30	30	
Young Friend Ticket Price												85	
Attendance:(ticket sales)	Regular	2,443	2,350	2,063	2,260	2,077	1,969	1,703	1,344	1,412	1,465	1,245	20,331
	Staff	43	51	151	245	254	331	300	329	368	382	429	2,883
	Young Friend											162	162
TOTAL		2,486	2,401	2,214	2,505	2,331	2,300	2,003	1,673	1,780	1,847	1,836	23,376

Significant Variances:

- '85 to '86: Gain of 3 \$10,000 level patrons; increase in Regular ticket price; loss of 79 \$350 level patrons; loss of 3 \$3,000 level patrons.
- '86 to '87: Introduction of the Raffle generating 10% of total revenues; loss of 12% in Regular ticket sales; loss of 17 \$500 level patrons.
- '87 to '88: Gain of a Special Sponsorship of \$25,000; increase in all levels of patron support except the \$350 level; gain of 5% in Regular and Staff ticket sales.
- '88 to '89: Loss of a Special Sponsorship; 8% increase in Regular ticket prices.
- '89 to '90: 50% gain in \$10,000 level patrons generating 3% of total revenue; loss of 10 \$500 level patrons; 5.21% loss in Regular ticket sales.
- '90 to '91: Gain in Raffle proceeds of 11.33%; 13.49% loss in Regular ticket sales; losses in all patron levels, except the \$10,000 level which remained constant.
- '91 to '92: Losses in all patron levels, except the \$500 level; 21.08% loss in Regular ticket sales; increase in Staff ticket sales revenue due to price increase.
- '92 to '93: Recovery of 33 \$500 level patrons; gain of additional revenue in the Oddball category.
- '93 to '94: Gain of a Special Sponsorship of \$100,000; small upward movement in Regular ticket sales.
- '94 to '95: 15% loss in Regular ticket sales; Addition of Young Friend ticket sales which may have pulled some sales from the higher priced Regular ticket category; introduction of the Auction generated an additional 5.63% in total revenue.

See graphs for General Trends.

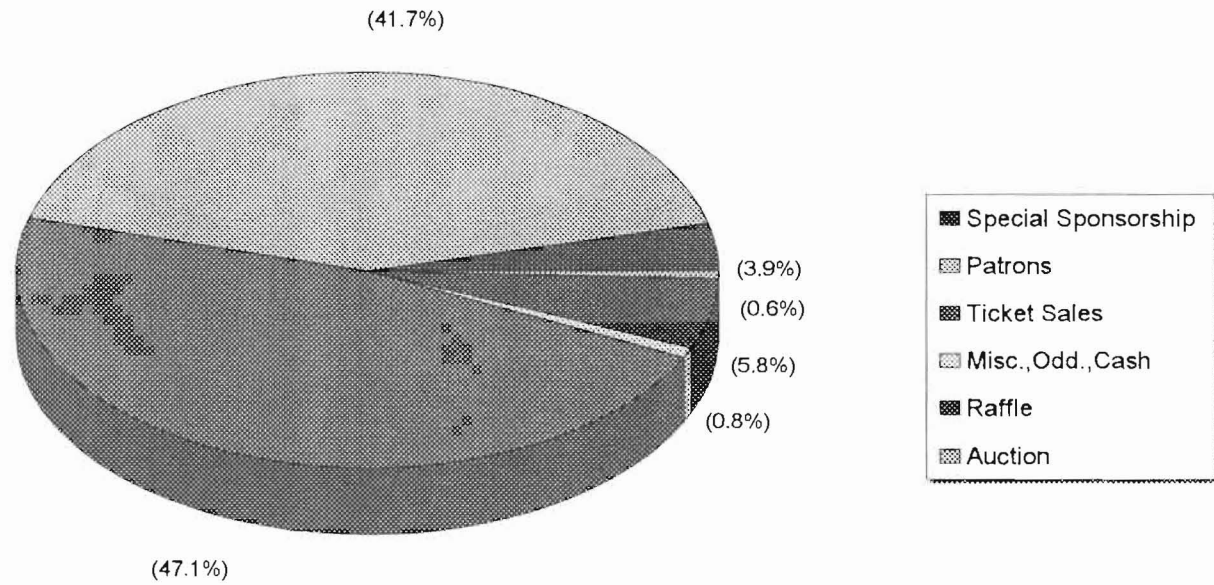


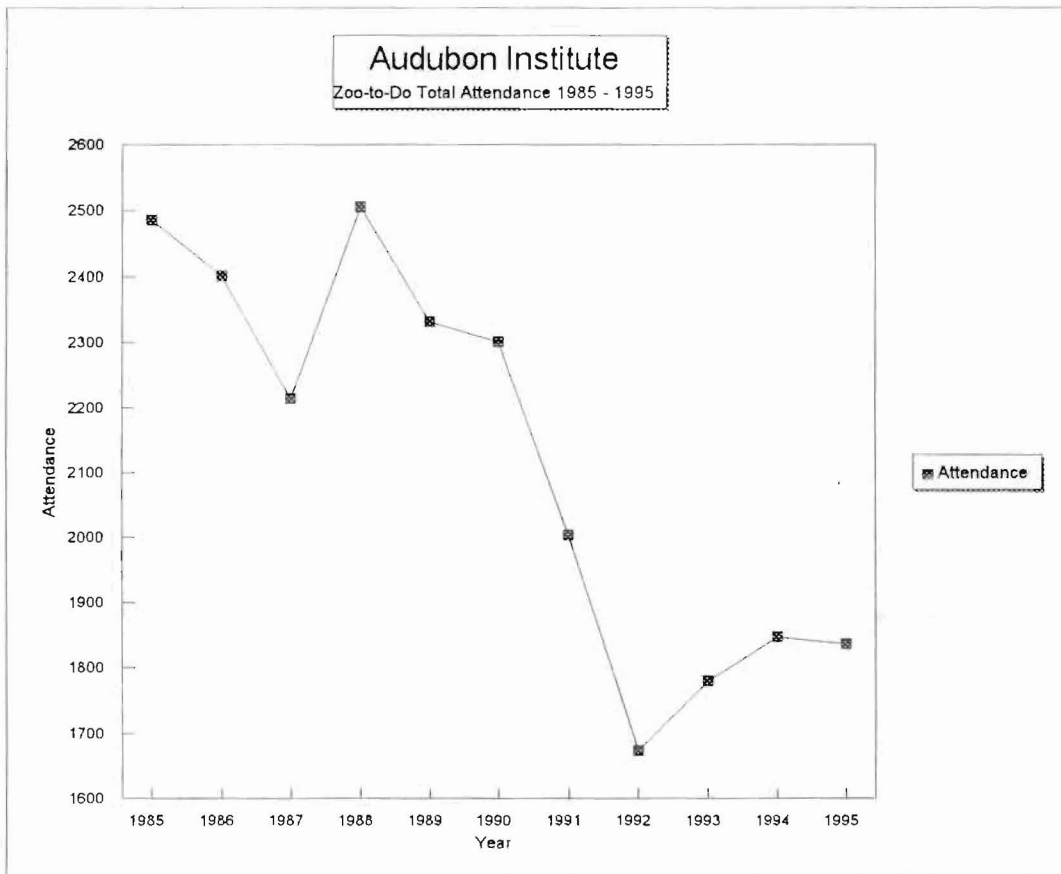
General Trends:

There has been a slight upward trend in total revenue over the 10 years, 1985 - 1995. However, from 1988 through 1993 there was a sharp decline year to year. Recovery over 1994 and 1995 has brought the revenue level back to a 29% increase over 1985.

Audubon Institute

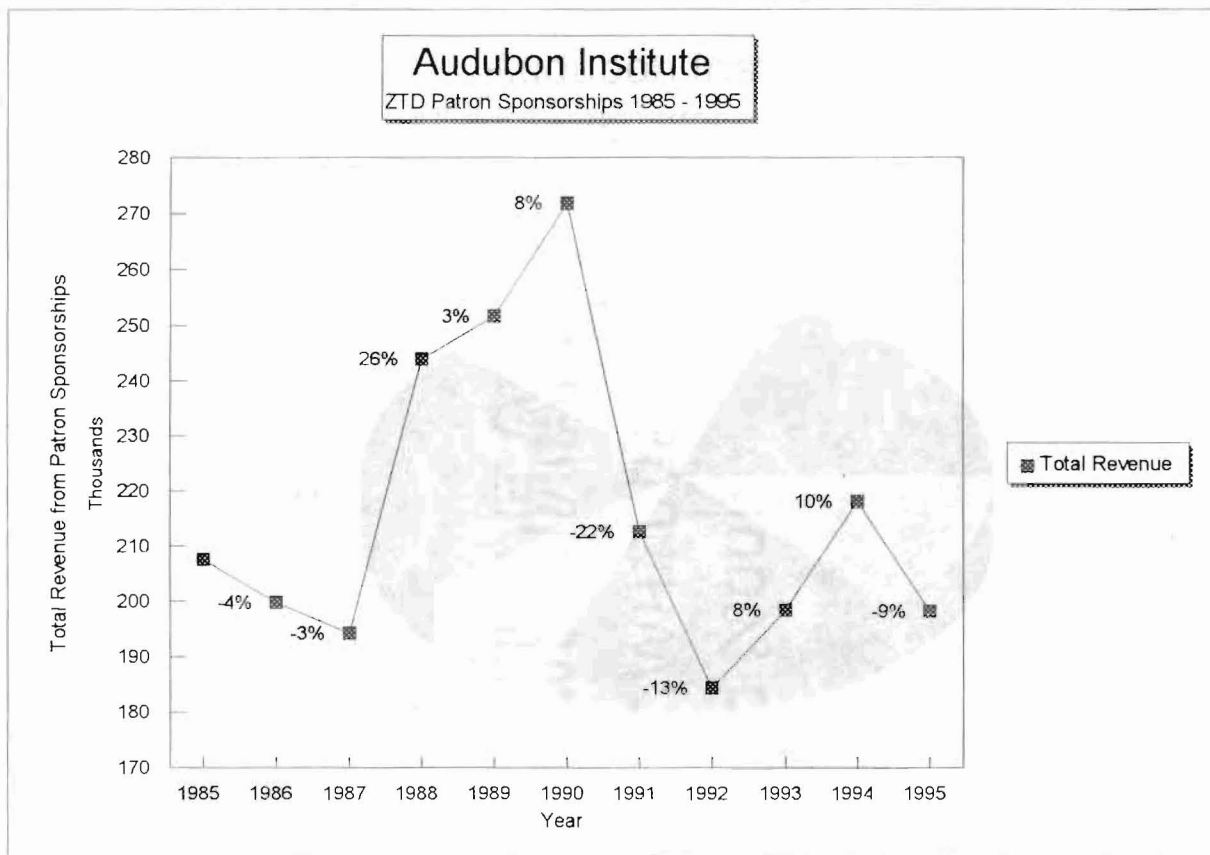
ZTD Revenue by Major Category: 1985-1995





General Trends:

Since its inception Zoo-to-Do's attendance (# of tickets sold) has made a generally steady decline. The figures peaked in 1988 with attendance of 2,505. In 1992 the numbers began to move upward again, but seem to have leveled off in 1995. The reason total revenues have had a generally upward trend while attendance has dropped off is the additional revenue from sponsors, patrons, events (Raffle and Auction), and a slight increase in ticket prices.

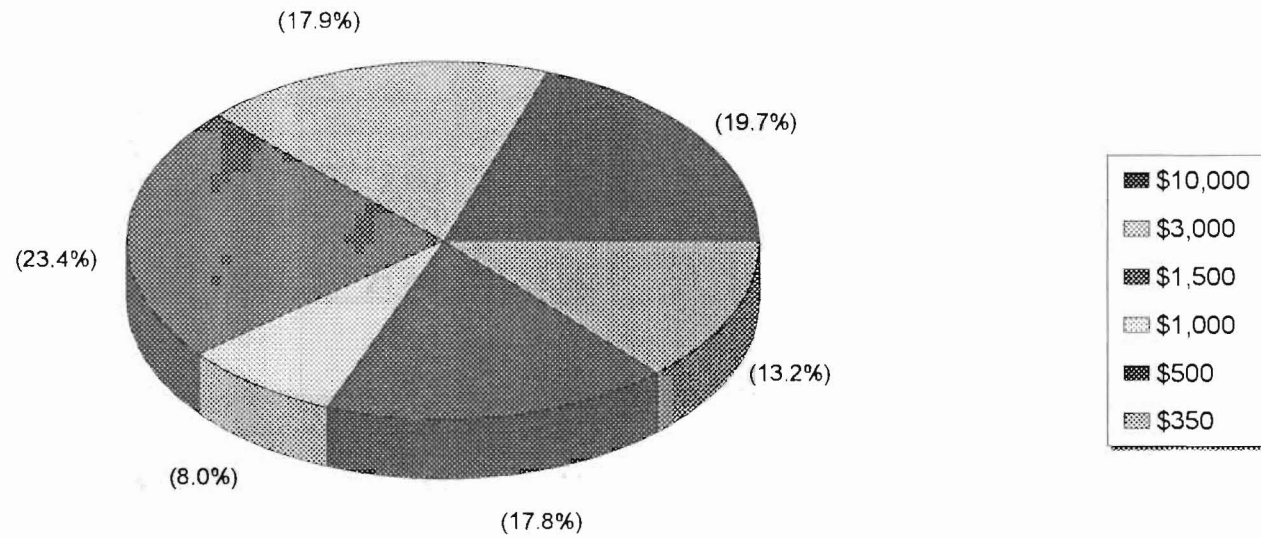


General Trends:

Comparing patron levels of 1985 with 1995 there is very little variance. However, during the 10 years in between the level of patron giving has fluctuated from a peak in 1990 of \$272,000 to a low of \$184,000 in 1992. For the 10 years analyzed the mix of patron giving has been close to equally divided among the 6 patron levels.

Audubon Institute

Revenue from Patron Sponsorship by Category: 1985-1995



**AUDUBON INSTITUTE
KIDS ZOO-TO-DO FINANCIAL OVERVIEW**
Report Date: **May-95**

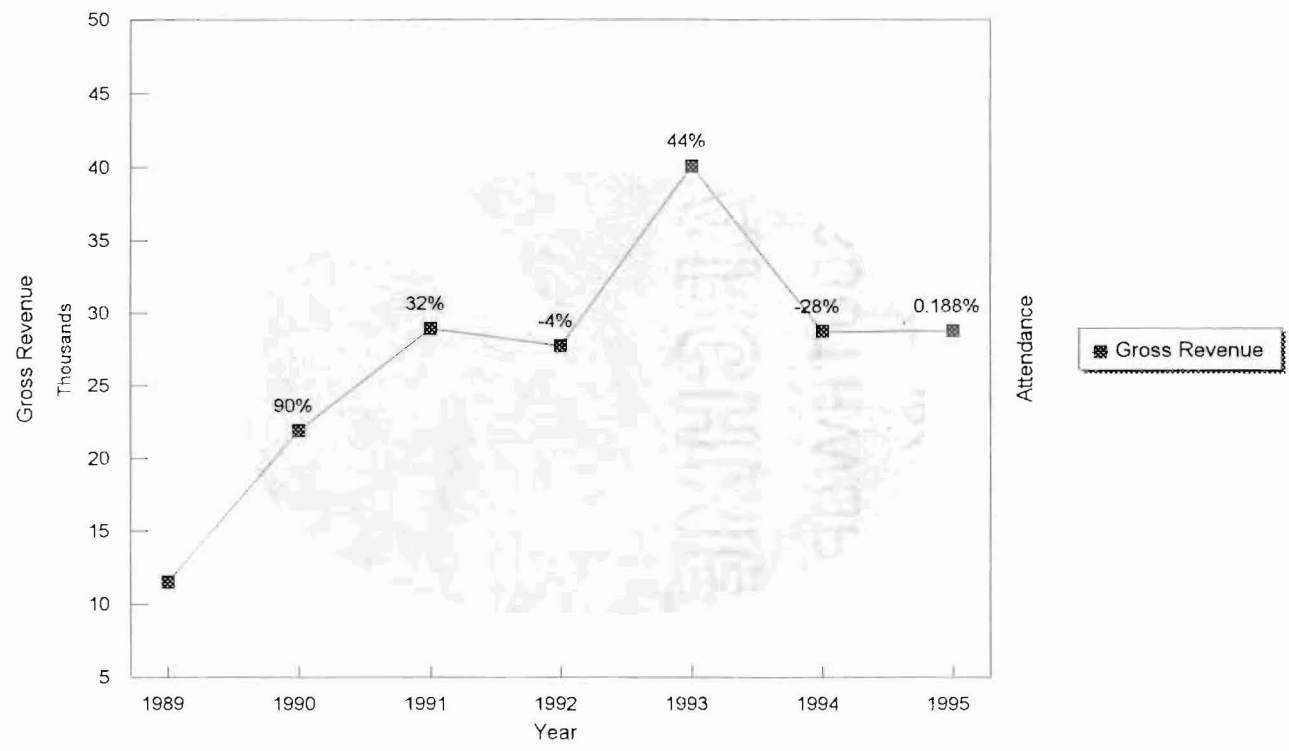
CATEGORY		1989	1990	1991	1992	1993	1994	1995	TOTAL
Patrons:	Fertility Institute			5,190		10,000			15,190
	\$1,000					2,000			2,000
	\$500				1,500	3,500	1,000	500	6,500
	\$250					2,812	2,025	2,000	6,837
	\$100				3,400	6,468	8,178	9,525	27,571
Ticket Sales:	Non-member		2,916	1,695	2,790	1,530	2,610	1,395	12,936
	Member	11,490	18,970	22,068	20,041	13,756	14,906	14,448	115,679
Donations:	Misc.							905	905
TOTAL		11,490	21,886	28,953	27,731	40,066	28,719	28,773	187,618
% Increase(Decrease) from previous year			90%	32%	-4%	44%	-28%	0.188%	
Non-Member Ticket Price			12	15	15	15	15	15	
Member Ticket Price		10	10	12	12	12	12	12	
Attendance:	Non-Members		243	113	186	102	174	93	911
	Members	1,149	1,897	1,839	1,670	1,146	1,242	1,204	10,148
TOTAL		1,149	2,140	1,952	1,856	1,248	1,416	1,297	11,059

Significant Variances:

- '92 to '93: 31% decrease in Members' ticket sales.
- '93 to '94: Loss of 5 \$500 level patrons.
- '94 to '95: 47% decrease in Non-Member ticket sales.

See graphs for General Trends.

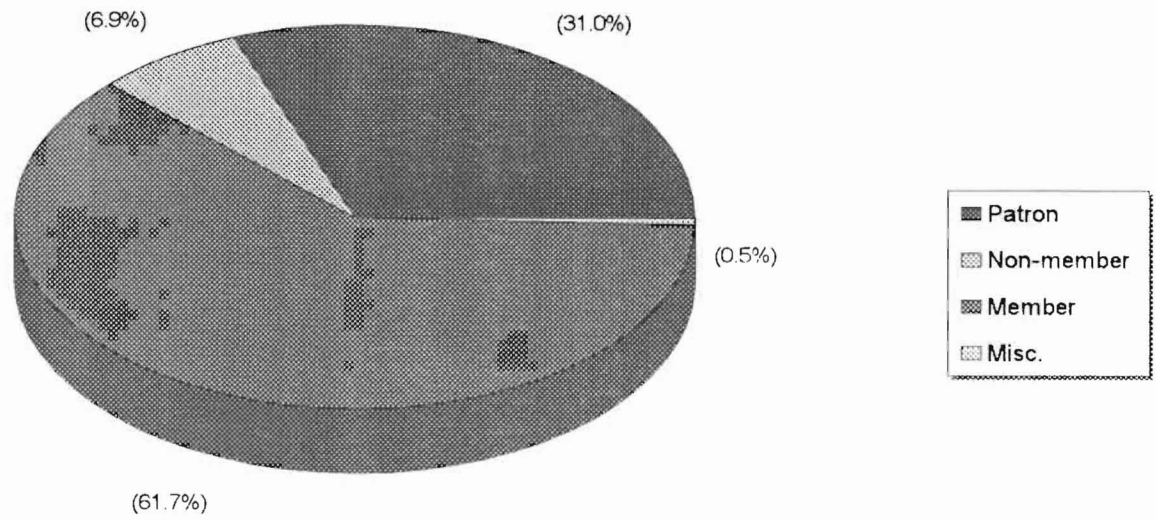
Audubon Institute
Kids Zoo-to-Do Gross Revenue 1989 - 1995

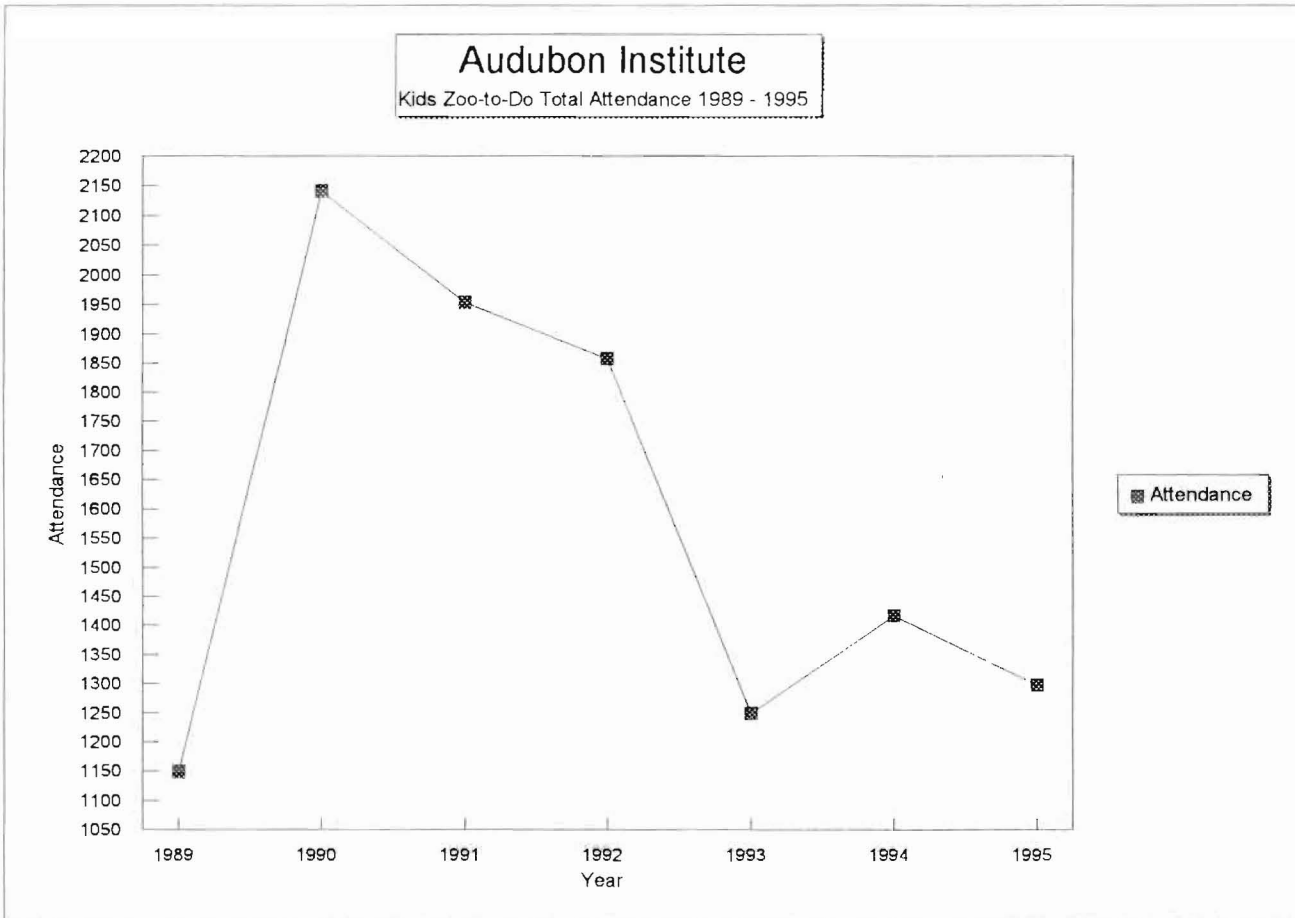


General Trends:

There has been a generally upward trend over the past 7 years. Total revenue peaked in 1993, decreased in 1994, and leveled off in 1995. Overall 150% increase from 1989 to 1995.

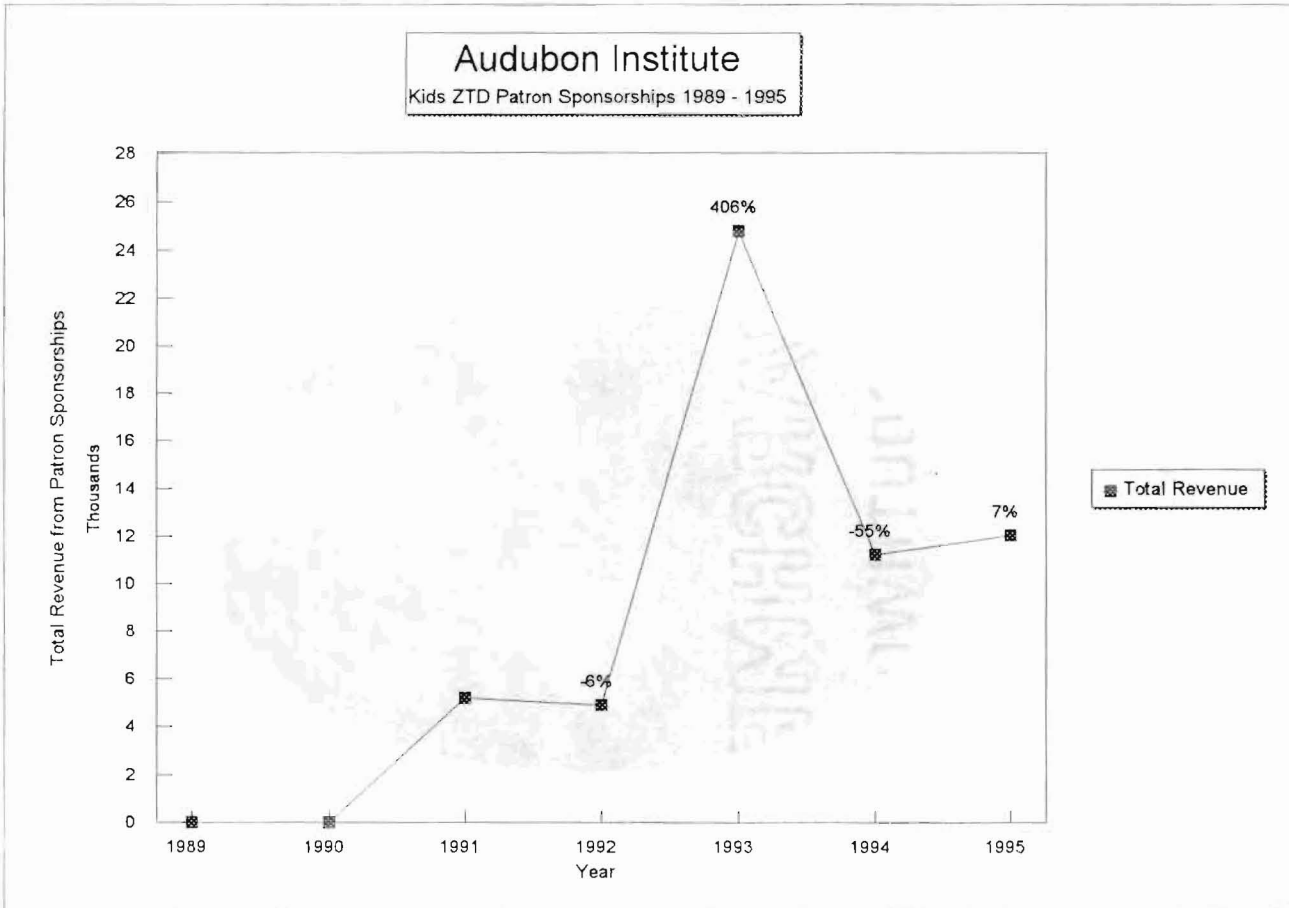
Audubon Institute
Kids ZTD Revenue by Major Category: 1989-1995





General Trends:

There has been a very slight upward trend in attendance (# of tickets sold) over the past 7 years. A sharp rise in 1990 was offset by light to sharp declines over next 3 years. The last 2 years have seen a leveling off, with a 13% overall increase between 1989 and 1995.

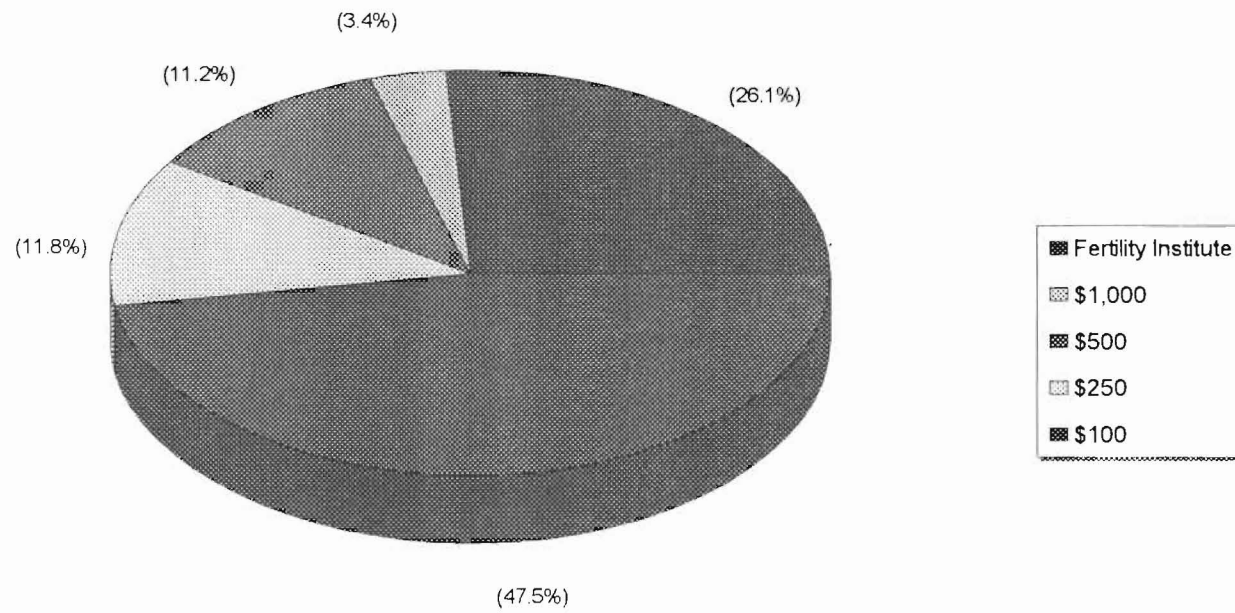


General Trends:

There has been a steady overall increase in patrons of 145% from 1992 to 1995 (no patrons in 1989-1991). The level peaked in 1993, dropped 55% and leveled off in 1995. Over the 7 years of Kids ZTD most patron revenue came from the \$100 level, 47.5% (see Pie Chart).

Audubon Institute

Kids ZTD Revenue from Patron Sponsorship by Category: 1989-1995



APPENDIX V

1. Intern's letter presenting results of Twilight Adventure analysis.....	145
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3. Twilight Adventure Projections for 1996 Sponsorships.....	149
4. Graphic Analysis of Louisiana Nature Center school group tours	152

THE AUDUBON INSTITUTE

P.O. Box 4327 • New Orleans, LA 70178 • 504-861-2537

May 29, 1996

TO: Laurie Conkerton
Shelley Devlin

FROM: Margaret Davidson

RE: Twilight Adventure Sponsor Projections 1996

Attached is the analysis of revenues and expenses for Twilight Adventure from 1993 - 1995. Using these figures and the plans to add school group tours to the 1996 sponsorship benefits, I have calculated that Twilight Adventure will need additional sponsors in order to maintain the 1995 net income level. If we provide the bus transportation for the school groups Twilight Adventure will need an additional \$6,770 in sponsorship revenue. Without providing the bus transportation an additional \$3,780 in sponsorship revenue will be needed.

I have also included a detailed worksheet, sorted by giving level, on the 1995 sponsors. In order to improve tracking of and reference to sponsors I recommend maintaining a similar worksheet for 1996 and forward. This could also be done for other events, such as Zoo-To-Do. Easier and more efficient reference to data from past events will greatly enhance decisions made in planning future events.

In conjunction with the Twilight Adventure revenue/cost study I also prepared worksheets which analyze the 1995 school group tour attendance at the Nature Center. I have included 3 different analyses:

1. By type of school
2. By month
3. By parish/state

I hope this information will be helpful in projecting future attendance, and in guiding the plans for group tours that are sponsored by Twilight Adventure donors.

Please let me know if you have any questions regarding any of this information. I have enjoyed and appreciated the opportunity to work with you these last few months. Thank you!

Margaret

"CELEBRATING LIFE THROUGH NATURE"

**The Audubon Institute
Twilight Adventure
Revenues & Expenses 1993 - 1995**

	1993	1994	% Change	1995	% Change
Revenues:					
*Sponsors (1995 only)				60,850	
*Donations				7,425	
Ticket Sales & Misc.	153,350	145,450	-5.15%	34,944	-34.14%
Auction	8,538	11,769	37.84%	6,156	-47.69%
Retail	391	449	14.83%	0	-100.00%
TOTAL REVENUE	162,279	157,668	-2.84%	109,375	-30.63%
Expenses:	24,093	16,686	-30.74%	10,515	-36.98%
Net Income:	\$138,186	\$140,982	2.02%	\$98,860	-29.88%
Cost per \$ raised	\$0.15	\$0.11	-28.72%	\$0.10	-9.16%

* Income from Sponsors and Donations is included with Ticket Sales income for 1993 and 1994.

Twilight Adventure
Sponsors

1995	Benefactor \$500 - \$999	Sponsor \$1,000 - \$1,999	Pelican \$2,000 - \$4,999	Wings \$5,000 - \$9,999	Wild Wings \$10,000 & up	Other Donations	TOTAL
Nicholson, Tom	500						500
Bories, Mrs. Alan V.	500						500
Folgers Coffee(Robt. White)	500						500
Frischhertz, James J.	500						500
Gardner, Rick	500						500
Mintz, Mitchell & Christie	500						500
Kerr-Mcgee Corp.(Matt Watson)	500						500
Laitrim Corp. (JM Lapeyre, Jr.)	500						500
Liberty Bank (Alden McDonald)	500						500
Marrero Land & Improvement Assoc. (Buckner Barkley, Jr.)	500						500
Methodist Health System (Fred Young)	500						500
Phillips, Mr. & Mrs. Nathaniel P., Jr.	500						500
Schafer, Kernion & Pamela	500						500
Simmons, Mr. & Mrs. Richard	500						500
Textron Marine (John Kelly)	500						500
Tidewater (Wlm. C. O'Malley)	500						500
Waste Mgmt of LA (Steve Villavago)	500						500
Orleans Materials (John J. Housey, Jr.)	500						500
Jefferson Cox Cable (Steve Sawyer)	500						500
Villere, Mr. & Mrs. St. Denis	500						500
Sloss, Mr. Lynes	500						500
Randolph, Taylor	500						500
Pascal Grp/Gootee Construction (Cullota)	500						500
Bollinger Shipyards (Donald Bollinger)	500						500
Air Products & Chemicals (Patricia Mullen)	500						500
Fenner French Fnd. (Dr.&Mrs. R. French)	500						500
KPMG Peat Marwick (Deke Carbo)	500						500
Moffatt, Donald	500						500
Nestle	500						500
Boh Bros Construction (Robt Boh)		1,250					1,250
Entergy (Gary Sibert)		1,500					1,500
Eskew Filson Architects		1,000					1,000
Lockheed Martin (Thomas Branigan)		1,500					1,500
McDermott Interna'tl (Don Washington)		1,000					1,000
Crescent Bank & Trust (Solomons)		1,000					1,000
South Central Bell (Elton King)		1,600					1,600
Stewart Enterprises (Roy Perrin)		1,000					1,000
Sanford, Mr. & Mrs. Mahlon		1,000					1,000

Twilight Adventure
Sponsors

1995	Benefactor \$500 - \$999	Sponsor \$1,000 - \$1,999	Pelican \$2,000 - \$4,999	Wings \$5,000 - \$9,999	Wild Wings \$10,000 & up	Other Donations	TOTAL
Tullis, Mr. & Mrs. Eli		1,000					1,000
Arthur Anderson (Toby Sumnerous)		1,000					1,000
Pellerin, Curtis		1,000					1,000
Winn Dixie (RJ Brocato)		1,500					1,500
Khachaturian, Jon		1,000					1,000
Fowler, Clive			2,000				2,000
Chevron Companies (Julia Fremin)			2,000				2,000
Exxon Co., (Roger Koerner)			2,000				2,000
FNBC (Lynn B. Wipperling)			4,000				4,000
International Shipholding (Ferguson)			2,500				2,500
LL&E (Elizabeth G. Hoag)			2,000				2,000
Wink, Inc.			2,500				2,500
Shell Offshore (Billy R. Vehnekamp)				5,000			5,000
Mobil Oil (Don Michaels)				7,500			7,500
Cortney Co. (Hans Jonassen)						100	100
Lapeyre, Mr. & Mrs. J. M., Jr.						100	100
Lewis, Mr. & Mrs. Harvey J.						100	100
Rapier, Kathryn E.						25	25
Seago Investments (Michael Seago)						100	100
Steeg, Mr. & Mrs. Moise, Jr.						100	100
Barnes, Dr. & Mrs. George						100	100
Burkenroad Foundation (Bobby Bories)						1,000	1,000
Erik Johnson Family Foundation						2,500	2,500
Adler, Coleman						200	200
Culver, Mrs. John M.						100	100
Taylor, Mrs. Pat						250	250
Hever Foundation						250	250
First Amer. Title Ins., Co. (John Casbon)						250	250
Norman, Mrs. P. R.						50	50
Duncan, Kitty & Brooke						50	50
J. Aron Charitable Fndtn (Peter Aron)						1,000	1,000
Usdin, Steven & Melanie						100	100
Coan, Patrick & Susan						50	50
Charles, Keller						1,000	1,000
TOTALS	\$15,000	\$16,350	\$17,000	\$12,500	\$0	\$7,425	\$68,275
Total Sponsors					60,850		
Total Donations						7,425	
Grand Total							68,275

The Audubon Institute
Twilight Adventure
Revenues & Expenses 1993 - 1995
Projection for 1996 **

	1993	1994	% Change	1995	% Change	Projected 1996	% Change	Increase in Sponsors to keep Net Income Same
Revenues:								\$6,770
*Sponsors (1995 only)				60,850		60,850	0.00%	60,850
*Donations				7,425		7,425	0.00%	7,425
Ticket Sales & Misc.	153,350	145,450	-5.15%	34,944	-29.03%	34,944	0.00%	34,944
Auction	8,538	11,769	37.84%	6,156	-47.69%	6,156	0.00%	6,156
Retail	391	449	14.83%	0	-100.00%	0	0.00%	0
TOTAL REVENUE	162,279	157,668	-2.84%	109,375	-30.63%	109,375	0.00%	116,145
Expenses:	24,093	16,686	-30.74%	10,515	-36.98%	10,515	0.00%	10,515
Outreach Programs						2,400	100.00%	2,400
**Class Sponsorships						4,370	100.00%	4,370
TOTAL EXPENSES	24,093	16,686		10,515		17,285	64.38%	17,285
Net Income:	\$138,186	\$140,982	2.02%	\$98,860	-29.88%	\$92,090		\$98,860
Cost per \$ raised	\$0.15	\$0.11	-28.72%	\$0.10	-9.16%	\$0.16	64.38%	\$0.15

* Income from Sponsors is included with Ticket Sales income for 1993 & 1994.

** Includes expenses for bus transportation for public school class sponsorships.

**The Audubon Institute
Twilight Adventure
Revenues & Expenses 1993 - 1995
Projection for 1996 ****

	1993	1994	% Change	1995	% Change	Projected 1996	% Change	Increase in Sponsors to keep Net Income Same
Revenues:								\$3,780
*Sponsors (1995 only)				60,850		60,850	0.00%	60,850
*Donations				7,425		7,425	0.00%	7,425
Ticket Sales & Misc.	153,350	145,450	-5.15%	34,944	-29.03%	34,944	0.00%	34,944
Auction	8,538	11,769	37.84%	6,156	-47.69%	6,156	0.00%	6,156
Retail	391	449	14.83%	0	-100.00%	0	0.00%	0
TOTAL REVENUE	162,279	157,668	-2.84%	109,375	-30.63%	109,375	0.00%	113,155
Expenses:	24,093	16,686	-30.74%	10,515	-36.98%	10,515	0.00%	10,515
Outreach Programs						2,400	100.00%	2,400
**Class Sponsorships						1,380	100.00%	1,380
TOTAL EXPENSES	24,093	16,686		10,515		14,295	35.95%	14,295
Net Income:	\$138,186	\$140,982	2.02%	\$98,860	-29.88%	\$95,080		\$98,860
Cost per \$ raised	\$0.15	\$0.11	-28.72%	\$0.10	-9.16%	\$0.13	35.95%	\$0.13

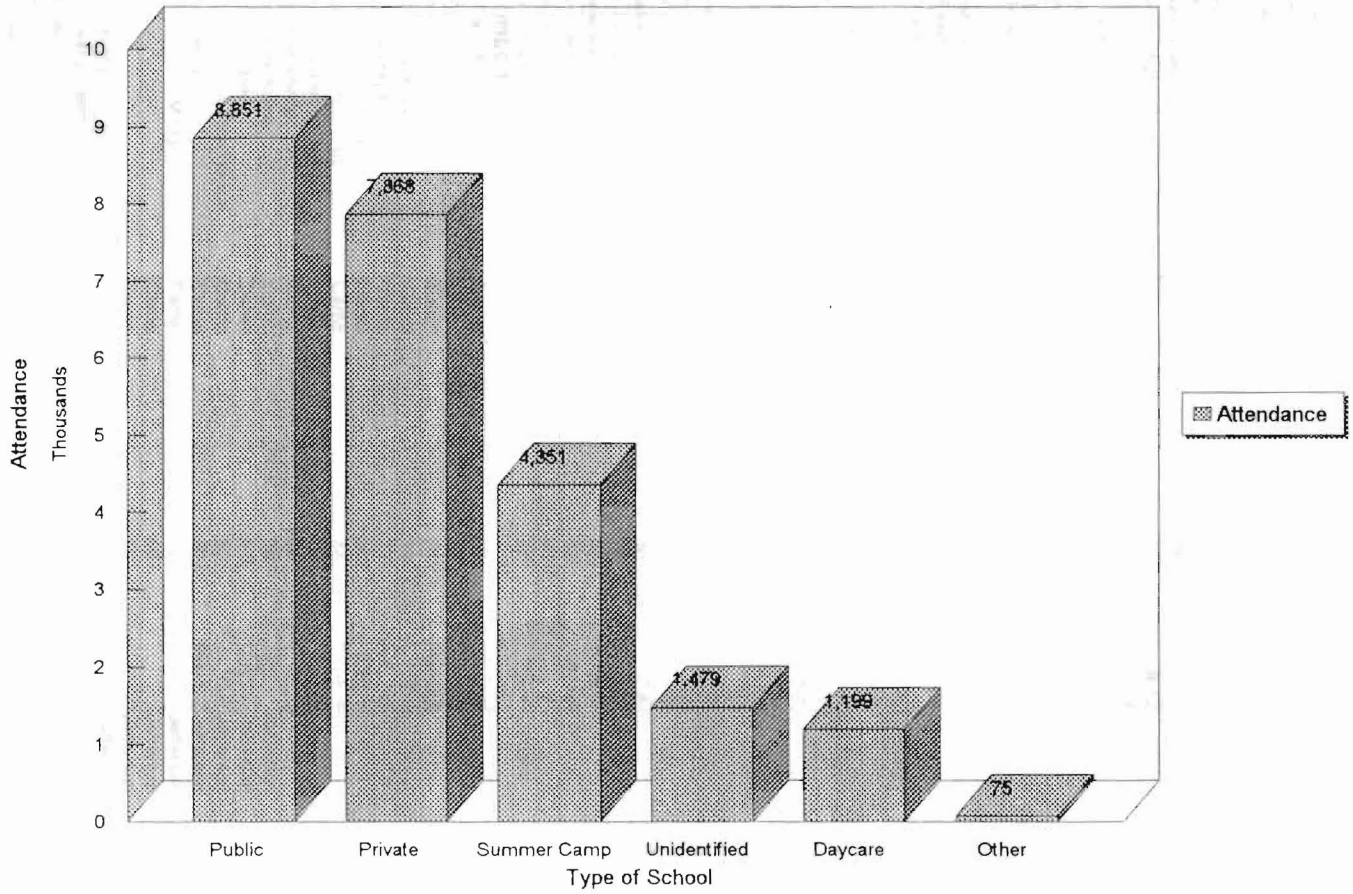
* Income from Sponsors is included with Ticket Sales income for 1993 & 1994.

** Excludes expenses for bus transportation for public school class sponsorships.

Estimate of Costs of Additional Perks with 1996 Sponsorships:

With bus transportation						
	Outreach Program	Class Sponsor	Cost of 1 Outreach	Cost of 1 Class	# sold Estimate	Total Cost
Emeritus	1		80.00		30	2,400.00
Honor Roll		1		190.00	14	2,660.00
Principal's Honor Roll		2		190.00	7	1,330.00
Headmaster's List		4		190.00	2	380.00
Phi Beta Kappa		8		190.00	0	0.00
Total	1	15			53	6,770.00
W/out bus transportation						
	Outreach Program	Class Sponsor	Cost of 1 Outreach	Cost of 1 Class	# sold Estimate	Total Cost
Emeritus	1		80.00		30	2,400.00
Honor Roll		1		60.00	14	840.00
Principal's Honor Roll		2		60.00	7	420.00
Headmaster's List		4		60.00	2	120.00
Phi Beta Kappa		8		60.00	0	0.00
Total	1	15			53	3,780

Louisiana Nature Center
School Group Tours 1995



AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours
Attendance by School Type
1996

1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
16-Jan	Oak Preschool		15	Pre-K		
16-Jan	Westbank Headstart		66	Pre-K		
06-Feb	Happy Start		17	Pre-K-K		
13-Feb	Connie Green		10	Pre-K		
27-Feb	Chata Ima		46	Pre-K		
27-Feb	Buchanan		55	5		
06-Mar	Dove Park		15	3-4		
06-Mar	Bay Middle		60	4		
13-Mar	Leinkauf		44	5		
20-Mar	Filliman		62	6		
20-Mar	Mablewood Middle		35	6		
27-Mar	Bay Senior High		33	9-12		
17-Apr	Sandhill Elementary		45	3-4		
17-Apr	Connie Green		10	Pre-K		
24-Apr	Nollwood		66	6		
01-May	Semmes		90	6		
01-May	Bowling Green		25	4		
01-May	Chata Ima		48	K		
15-May	Bates		47	8		
12-Jun	J. Bennet Johnston		38	1-5		
19-Jun	Harry Reed		25	9-12		
26-Jun	Childrens Salvation		35			
10-Jul	CEEP		22	5		
10-Jul	Winning Circle		35	K-8		
17-Jul	Chi Eta Phi Society		25	2-9		
17-Jul	Best of Friends		30	1-6		
09-Oct	Connie Green		10	Pre-K		
16-Oct	Chef Homeschoolers		44	4-12		
30-Oct	Cedarlake		30	9-10		
06-Nov	Freeport-Haley		40	6		
06-Nov	Millerwall		50	3		
13-Nov	West Elementary		50	5-6		
13-Nov	Schoeffner		65	5		
20-Nov	Cedarlake		30	4		
27-Nov	Bonnie Ecole		25	2		
27-Nov	Law Headstart		55	Pre-K		
04-Dec	Connie Green		10	Pre-K		
04-Dec	Cedarlake		44	3		
27-Nov	Kingsly House		27	Pre-K	Orleans	
TOTAL - UNIDENTIFIED TYPE						1,479
05-Jun	Camp Care-A-Lot	Camp	55	6-8		
03-Jul	Cub Scout Pack A	Camp	22	2-5		
10-Jul	Wedgewood Elementary	Camp	43	Pre-K-5		
10-Jul	Cub Scout Pack 393	Camp	38	1-5		
17-Jul	Children's College	Camp	22	K		
24-Jul	Majestic Oak Academy	Camp	20	6-11		
24-Jul	Crossgates Athletics Club	Camp	44	K-8		
31-Jul	Cedarwood Summer Camp	Camp	66	K-2		
07-Aug	Aldersgate Methodist	Camp	55	7-12		
05-Jun	St. Clement of Rome	Camp	50		Jefferson	
05-Jun	Archbishop Blenk	Camp	5-7		Jefferson	
05-Jun	Our Lady of Divine Providence	Camp	50		Jefferson	
12-Jun	Faith Academy	Camp	25	Pre-K-2	Jefferson	
12-Jun	St. Lawrence the Martyr	Camp	50		Jefferson	
12-Jun	St. Ann	Camp	50		Jefferson	
12-Jun	St. Benilde	Camp	50		Jefferson	
19-Jun	Harahan Summer Camp	Camp	50	K-5	Jefferson	
19-Jun	Bayou Savage Camp	Camp	60	4-6	Jefferson	
19-Jun	St. Benilde	Camp	50		Jefferson	
26-Jun	St. Ann	Camp	50		Jefferson	
26-Jun	St. Benilde	Camp	50		Jefferson	
26-Jun	Williams Blvd. Summer Camp	Camp	22	1-6	Jefferson	
26-Jun	St. Lawrence the Martyr	Camp	50		Jefferson	
03-Jul	LA Cooperative Extension Service	Camp	43	4-6	Jefferson	
03-Jul	St. Clement of Rome	Camp	50		Jefferson	
03-Jul	Our Lady of Divine Providence	Camp	50		Jefferson	

AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours
Attendance by School Type
1996

1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
10-Jul	Nunez Kiddy College	Camp	15		2-5 Jefferson	
17-Jul	Naval Support	Camp	70		1-7 Jefferson	
17-Jul	Kiddie College Learning Center	Camp	44		Pre-K-4 Jefferson	
17-Jul	St. Matthew the Apostle	Camp	75		7-12 Jefferson	
17-Jul	St. Matthew the Apostle	Camp	75		3-6 Jefferson	
17-Jul	Kidsport	Camp	110		K-8 Jefferson	
31-Jul	Metairie YMCA	Camp	44		6-7 Jefferson	
12-Jun	Stennis Space Camp	Camp	40		3-5 Mississippi	
12-Jun	Jackson State University	Camp	42		9-12 Mississippi	
19-Jun	Stennis Space Camp	Camp	40		3-5 Mississippi	
26-Jun	NASA	Camp	40		Mississippi	
24-Jul	Stennis Child Development Center	Camp	38		1-6 Mississippi	
05-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
05-Jun	St. Raphael	Camp	50		Orleans	
05-Jun	St. Margaret	Camp	50		Orleans	
05-Jun	St. Rita	Camp	50		Orleans	
05-Jun	St. Andrew	Camp	50		Orleans	
12-Jun	Southern University	Camp	35	Teens	Orleans	
12-Jun	St. Rita	Camp	50		Orleans	
12-Jun	Jesuit Summer Camp	Camp	66		Pre-K-6 Orleans	
12-Jun	Lake Castle North	Camp	55		Pre-K-6 Orleans	
12-Jun	St. Dominic Day Camp	Camp	45		1-2 Orleans	
12-Jun	Lake Castle Girls Camp	Camp	72		Pre-K-K Orleans	
12-Jun	Southern University	Camp	35		6-8 Orleans	
12-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
19-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
19-Jun	St. Andrew	Camp	50		Orleans	
19-Jun	St. Pius	Camp	50		Orleans	
19-Jun	St. Margaret	Camp	50		Orleans	
19-Jun	Zoo Camp	Camp	25	6	Orleans	
19-Jun	St. Dominic Day Camp	Camp	45	1-3	Orleans	
19-Jun	St. Rita	Camp	50		Orleans	
19-Jun	Southern University	Camp	35	Teens	Orleans	
19-Jun	Southern University	Camp	35	3-5	Orleans	
19-Jun	Xavier University	Camp	46	6-7	Orleans	
26-Jun	LNC Summer Camp	Camp	25		Orleans	
26-Jun	St. Clavier	Camp	66	3-4	Orleans	
26-Jun	Zoo Camp	Camp	25	6	Orleans	
03-Jul	St. Pius	Camp	50		Orleans	
03-Jul	Franklin Ave. Baptist Church	Camp	40	1-8	Orleans	
03-Jul	Kuji Center	Camp	33	6-9	Orleans	
03-Jul	Froggies Child Care	Camp	17	2-6	Orleans	
03-Jul	Joe Brown Cultural Camp	Camp	55	1-9	Orleans	
03-Jul	St. Margaret	Camp	50		Orleans	
03-Jul	Red Dragon Karate	Camp	22	1-7	Orleans	
03-Jul	St. Andrew	Camp	50		Orleans	
10-Jul	St. Rita	Camp	55		Orleans	
10-Jul	Jesuit Summer Camp	Camp	66		K-7 Orleans	
10-Jul	Christian Center Summer Camp	Camp	15		1-7 Orleans	
10-Jul	Danneel	Camp	66	K-5	Orleans	
10-Jul	St. Dominic Day Camp	Camp	44	1-2	Orleans	
10-Jul	Jena Camp	Camp	30	K-1	Orleans	
10-Jul	First United Methodist Church Camp	Camp	25	K-5	Orleans	
17-Jul	St. Dominic Day Camp	Camp	44	1-2	Orleans	
24-Jul	Family Advocacy	Camp	44	5-9	Orleans	
24-Jul	Ganus	Camp	40	Pre-K-3	Orleans	
24-Jul	First Thessaloninas Baptist Church	Camp	66		K-9 Orleans	
24-Jul	LNC Summer Camp	Camp	40		K-6 Orleans	
24-Jul	Family Advocacy	Camp	44	1-4	Orleans	
24-Jul	Booth Kids Club	Camp	17	Pre-K-9	Orleans	
24-Jul	Gentilly Baptist	Camp	33	Pre-K-4	Orleans	
24-Jul	Riverbend Pre-School	Camp	40	Pre-K-4	Orleans	
31-Jul	N.O. Marine Institute	Camp	40	9-12	Orleans	
07-Aug	First Baptist	Camp	20		Orleans	
07-Aug	LNC Summer Camp	Camp	45		K-6 Orleans	
19-Jun	St. Mark	Camp	50		St. Bernard	

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Attendance by School Type
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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
26-Jun	St. Mark	Camp	50		St. Bernard	
31-Jul	Early Education Center	Camp	25		1-6 St. Bernard	
10-Jul	Toddlerhouse Summer Camp	Camp	55		Pre-K-5 St. Charles	
05-Jun	Our Lady of Lourdes	Camp	50		St. Tammany	
26-Jun	Our Lady of Lourdes	Camp	50		St. Tammany	
07-Aug	Slidell Kindercare	Camp	22		K-7 St. Tammany	
TOTAL - SUMMER CAMPS						4,351
09-Jan	Wee Wisdom	Day Care	23	Pre-K		
23-Jan	Wee Wisdom	Day Care	15	Pre-K		
05-Jun	M. Fanguy Day Care	Day Care	12	K-6		
24-Jul	B&B Daycare	Day Care	26	Pre-K-1		
16-Oct	Joan's Day Care	Day Care	17	Pre-K		
30-Oct	Wee Wisdom	Day Care	39	Pre-K		
06-Nov	Laton Day Care	Day Care	60	Pre-K		
29-May	Hug a Bunch	Day Care	22	Pre-K	Jefferson	
12-Jun	Carol's Cottage	Day Care	60	Pre-K	Jefferson	
19-Jun	ABC Child Care	Day Care	35	K-6	Jefferson	
03-Jul	Kinder Haus	Day Care	30	Pre-K	Jefferson	
10-Jul	Carol's Cottage	Day Care	66	K-7	Jefferson	
10-Jul	Hummingbird Child Development	Day Care	25	Pre-K	Jefferson	
17-Jul	Visitation Day Care	Day Care	55	4-12	Jefferson	
17-Jul	Marrero Day Care	Day Care	55	Pre-K-4	Jefferson	
17-Jul	Visitation Day Care	Day Care	55	1-3	Jefferson	
17-Jul	Over the Rainbow	Day Care	22	1-6	Jefferson	
31-Jul	Paula's Child Care	Day Care	27	K-6	Jefferson	
07-Aug	Audrey's Day Care	Day Care	44	K-2	Jefferson	
14-Aug	Hug A Bunch	Day Care	66	K-6	Jefferson	
06-Feb	Newcomb Nursery	Day Care	25	Pre-K	Orleans	
13-Mar	United Methodist Child Care	Day Care	23	Pre-K	Orleans	
17-Apr	Philips Childcare	Day Care	66	Pre-K	Orleans	
29-May	Tots & Toddlers	Day Care	18	Pre-K	Orleans	
29-May	LSU Medical	Day Care	70	2	Orleans	
12-Jun	Little Angels Child Care	Day Care	16	Pre-K	Orleans	
03-Jul	Little Academy	Day Care	20		Orleans	
10-Jul	Bolden Child Care Center @ Xavier	Day Care	37	Pre-K	Orleans	
10-Jul	Kindercare	Day Care	40	K-6	Orleans	
24-Jul	People's Community Center	Day Care	33	Pre-K	Orleans	
07-Aug	Grace Child Center	Day Care	31	1-6	Orleans	
26-Jun	Full House Day Care	Day Care	25	K-7	St. Bernard	
13-Mar	Toddlerhouse	Day Care	19	Pre-K	St. Charles	
07-Aug	Gilda's Pre-School	Day Care	22	Pre-K-2	St. Tammany	
TOTAL - DAYCARE CENTERS						1,199
10-Jul	Laplace Adolescent Hospital	Hospital	20	Teens	St. Charles	
26-Jun	Zoo Teen Volunteers	N/A	55	9-12	N/A	
TOTAL - OTHER						75
09-Jan	Family Christian Academy	Private	66	K-3		
20-Mar	Maria Immacolata	Private	40	3		
03-Apr	Bonnie Ecole	Private	46	K		
03-Apr	St. Clair	Private	34	2		
17-Apr	Our Lady Academy	Private	55	8		
24-Apr	River Forest Academy	Private	44	Pre-K		
01-May	Holy Savior	Private	40	6		
15-May	St. Helen Central	Private	68	4		
15-May	Shaw Elementary	Private	43	Pre-K/11-12		
29-May	First Methodist	Private	22	Pre-K		
06-Nov	St. John Elementary	Private	44	5		
04-Dec	St. Margaret Mary	Private	55	2		
04-Dec	Christian Life Academy	Private	67	6		
16-Oct	Millerville Academy	Private	25	6	E. Baton Rouge	
09-Jan	Chinchuba Middle	Private	50	5	Jefferson	
16-Jan	St. Matthew	Private	55	Pre-K	Jefferson	
23-Jan	St. Martin	Private	45	Pre-K	Jefferson	
30-Jan	Riverside Christian Academy	Private	60	3	Jefferson	
30-Jan	Ridgewood Prep	Private		3-8	Jefferson	
30-Jan	All Saints Catholic	Private	65	2-6	Jefferson	
06-Feb	John Curtis	Private	58	6	Jefferson	

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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
06-Feb	One in Christ Academy	Private	33	6	Jefferson	
06-Feb	John Curtis	Private	38	5	Jefferson	
13-Feb	Metairie Park Country Day	Private	20	Pre-K	Jefferson	
20-Feb	John Curtis	Private	47	8	Jefferson	
06-Mar	St. Louis King of France	Private	25	5	Jefferson	
13-Mar	Metairie Park Country Day	Private	20	Pre-K	Jefferson	
13-Mar	St. Benilde	Private	37	7	Jefferson	
13-Mar	St. Mary Magdeline	Private	50	8	Jefferson	
20-Mar	Elmwood Park Academy	Private	15	2	Jefferson	
20-Mar	Ecole Classique	Private	47	Pre-K	Jefferson	
20-Mar	St. Martin	Private	46	7	Jefferson	
20-Mar	Metairie Park Country Day	Private	20	Pre-K	Jefferson	
27-Mar	Alpha Montessori	Private	41	Pre-K/K	Jefferson	
27-Mar	St. Martin	Private	46	7	Jefferson	
03-Apr	Kehoe France	Private	72	1	Jefferson	
03-Apr	St. Clement of Rome	Private	46	1	Jefferson	
03-Apr	Word of Faith	Private	25	Pre-K	Jefferson	
03-Apr	Metairie Park Country Day	Private	29	3-4	Jefferson	
03-Apr	St. Mary Magdeline	Private	70	Pre-K	Jefferson	
10-Apr	Immaculate Conception	Private	58	6	Jefferson	
10-Apr	Parkway Presbyterian	Private	55	Pre-K	Jefferson	
10-Apr	St. Matthew	Private	68	7	Jefferson	
17-Apr	Arden Cahill Academy	Private	55	4	Jefferson	
17-Apr	First Assembly Christian	Private	21	5-6	Jefferson	
17-Apr	Kinder Haus	Private	39	Pre-K	Jefferson	
24-Apr	Chinchuba Middle	Private	50	5	Jefferson	
24-Apr	St. Cletus	Private	68	1	Jefferson	
24-Apr	St. Ann	Private	66	4	Jefferson	
01-May	Parkway Presbyterian	Private	55	K	Jefferson	
01-May	Salem Lutheran	Private	66	3-4	Jefferson	
01-May	Elmwood Park Academy	Private	37	5-8	Jefferson	
15-May	Victory Christian Academy	Private	25	1	Jefferson	
15-May	Our Lady of Divine Providence	Private	23	2	Jefferson	
15-May	Salem Lutheran	Private	63	1-2	Jefferson	
15-May	Arden Cahill Academy	Private	68	2	Jefferson	
29-May	Atonement Lutheran	Private	25	4	Jefferson	
29-May	St. Rosalie	Private	70	2	Jefferson	
29-May	Basic Innovations	Private	50	Pre-K-1	Jefferson	
03-Jul	Alvarez Kiddie Academy	Private	16	1-6	Jefferson	
17-Jul	Oak Park Baptist Church	Private	32	Pre-K-2	Jefferson	
18-Sep	Riverside Christian Academy	Private	60	4	Jefferson	
18-Sep	Ecole Classique	Private	43	K	Jefferson	
23-Oct	First Baptist Christian	Private	45	8	Jefferson	
30-Oct	Our Lady of Perpetual Help	Private	55	2	Jefferson	
30-Oct	First Baptist Christian	Private	20	3	Jefferson	
06-Nov	John Curtis	Private	37	7	Jefferson	
06-Nov	Immaculate Conception	Private	39	Pre-K	Jefferson	
06-Nov	St. Lawrence the Martyr	Private	24	Pre-K	Jefferson	
06-Nov	Memorial Baptist	Private	70	K-5	Jefferson	
13-Nov	Metairie Park Country Day	Private	23	3	Jefferson	
27-Nov	St. Cletus	Private	40	Pre-K	Jefferson	
27-Nov	Ridgewood Prep	Private	37	3-4	Jefferson	
04-Dec	St. Edward the Confessor	Private	70	K	Jefferson	
11-Dec	Alpha Montessori	Private	40	Pre-K	Jefferson	
30-Jan	Coast Episcopal	Private	20	Pre-K	Mississippi	
17-Apr	Diamondhead Academy	Private	13	5	Mississippi	
15-May	Diamondhead Academy	Private	10	6	Mississippi	
11-Dec	Diamondhead Academy	Private	13	4	Mississippi	
09-Jan	Stuart Hall	Private	33	K	Orleans	
16-Jan	Prince of Peace Lutheran	Private	35	4	Orleans	
16-Jan	St. Paul Lutheran	Private	50		Orleans	
23-Jan	Trinity Episcopal	Private	24	Pre-K	Orleans	
23-Jan	St. John Berchman	Private	62	Pre-K	Orleans	
23-Jan	St. Paul	Private	28	6	Orleans	
20-Feb	Calvary Baptist	Private	45	4-5	Orleans	
06-Mar	Ursuline Academy	Private	44	1-2	Orleans	

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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
13-Mar	St. Joan of Arc	Private	46	1	Orleans	
13-Mar	Trinity Episcopal	Private	46	4	Orleans	
13-Mar	B.M. Palmer School	Private	47	K	Orleans	
20-Mar	Holy Cross	Private	66	6	Orleans	
20-Mar	Louise McGehee	Private	36	K	Orleans	
20-Mar	St. George	Private	41	K	Orleans	
20-Mar	Lakeview Presbyterian	Private	21	Pre-K	Orleans	
20-Mar	Trinity Episcopal	Private	20	Pre-K	Orleans	
27-Mar	St. Anthony	Private	49	6-8	Orleans	
27-Mar	First Step Learning Center	Private	20	Pre-K	Orleans	
27-Mar	St. Paul Lutheran	Private	47	3-5	Orleans	
27-Mar	St. Dominic	Private	42	2	Orleans	
27-Mar	Magnolia Headstart	Private	44	Pre-K	Orleans	
03-Apr	Les Enfants Nursery School	Private	24	Pre-K	Orleans	
03-Apr	St. Paul	Private	66	6-8	Orleans	
10-Apr	First Step Learning Center	Private	24	Pre-K	Orleans	
10-Apr	Trinity Episcopal	Private	25	2	Orleans	
10-Apr	Sacred Heart Academy	Private	46	3	Orleans	
17-Apr	St. Anthony	Private	49	5	Orleans	
17-Apr	St. Peter Claver	Private	60	4-5	Orleans	
17-Apr	St. Luke's Episcopal	Private	50	3	Orleans	
17-Apr	Audubon Montessori	Private	26	K	Orleans	
17-Apr	Ganus Preschool	Private	20	Pre-K	Orleans	
24-Apr	St. Paul	Private	44	1-2	Orleans	
24-Apr	Crescent City Baptist	Private	50	2 & 5	Orleans	
24-Apr	St. Paul the Apostle	Private	20	3	Orleans	
24-Apr	St. James Major	Private	33	6	Orleans	
24-Apr	Ganus Preschool	Private	22	Pre-K	Orleans	
24-Apr	Holy Name of Jesus	Private	26	K	Orleans	
24-Apr	St. Elizabeth Ann Seton	Private	53	5	Orleans	
24-Apr	Calvary Baptist	Private	53	2-8	Orleans	
01-May	B.M. Palmer School	Private	22	Pre-K	Orleans	
01-May	St. Peter Claver	Private	26	7	Orleans	
01-May	Holy Name of Jesus	Private	20	K	Orleans	
08-May	St. Paul	Private	30	2	Orleans	
15-May	St. Pius	Private	58	2	Orleans	
15-May	St. Peter Claver	Private	68	1	Orleans	
15-May	St. Anthony	Private	40	4	Orleans	
15-May	Sacred Heart Academy	Private	46	3	Orleans	
29-May	Christ Episcopal	Private	47	5	Orleans	
12-Jun	St. Peter Claver	Private	66	5	Orleans	
12-Jun	New Birth Baptist Church	Private	14	K-4	Orleans	
19-Jun	Faith Church	Private	25	K-6	Orleans	
10-Jul	Lake Castle Girls	Private	72	5-8	Orleans	
10-Jul	Children of Salvation	Private	30		Orleans	
10-Jul	Lake Castle North	Private	55		Orleans	
11-Sep	Incarnate Word	Private	44	Pre-K	Orleans	
18-Sep	St. Paul the Apostle	Private	58	K-5	Orleans	
02-Oct	St. George	Private	40	1	Orleans	
09-Oct	Newman Cub Scouts	Private	16	3	Orleans	
09-Oct	Crescent City Baptist	Private	39	3	Orleans	
09-Oct	Trinity Episcopal	Private	19	Pre-K	Orleans	
16-Oct	Trinity Episcopal	Private	23	Pre-K	Orleans	
16-Oct	Louise Dawes Development Center	Private	30		Orleans	
16-Oct	Newman	Private	20	1	Orleans	
23-Oct	Newman	Private	20	1	Orleans	
23-Oct	St. Frances Cabrini	Private	57	7	Orleans	
30-Oct	St. George	Private	39	1	Orleans	
06-Nov	St. David	Private	55	1-5	Orleans	
06-Nov	St. Raymond	Private	36	6	Orleans	
13-Nov	Trinity Episcopal	Private			Orleans	
13-Nov	St. Monica	Private	27	8	Orleans	
13-Nov	St. Louis Cathedral	Private	23	5	Orleans	
13-Nov	Christ Episcopal	Private	50	5	Orleans	
13-Nov	St. Paul	Private	53	1-3	Orleans	
13-Nov	St. Anthony	Private	44	1	Orleans	

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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
27-Nov	Crescent City Baptist	Private	41	4	Orleans	
27-Nov	Newman	Private	66	3	Orleans	
27-Nov	St. Louis Cathedral	Private	100	6-8	Orleans	
04-Dec	Newman	Private	23	Pre-K	Orleans	
04-Dec	St. Anthony	Private	47	2	Orleans	
04-Dec	Crescent City Baptist	Private	45	Pre-K	Orleans	
04-Dec	St. Mary's Academy	Private	44	7	Orleans	
04-Dec	St. Anthony	Private	45	5	Orleans	
04-Dec	Christian Bros.	Private	27	5	Orleans	
11-Dec	First United Methodist	Private	66		Orleans	
11-Dec	Immaculate Heart of Mary	Private	17	Pre-K	Orleans	
11-Dec	Crescent City Baptist	Private	44	K	Orleans	
11-Dec	St. Mary of the Angels	Private	38	7	Orleans	
11-Dec	St. John Lutheran	Private	57	Pre-K2	Orleans	
11-Dec	St. Charbonnet Church	Private	46	2	Orleans	
27-Nov	Buras High Christian	Private	55	2	Plaquemines	
09-Jan	Early Education Center	Private	20	Pre-K	St. Bernard	
06-Feb	Early Education Center	Private	18	Pre-K	St. Bernard	
20-Feb	Early Education Center	Private	13	Pre-K	St. Bernard	
27-Feb	Our Lady of Prompt Succor	Private	33	Pre-K	St. Bernard	
06-Mar	St. Louise de Marillac	Private	58	8	St. Bernard	
06-Mar	Early Education Center	Private	17	Pre-K	St. Bernard	
13-Mar	Our Lady of Prompt Succor	Private	70	5	St. Bernard	
20-Mar	St. Robert Bellarmine	Private	33	5	St. Bernard	
03-Apr	St. Mark	Private	32	K	St. Bernard	
01-May	St. Robert Bellarmine	Private	33	3	St. Bernard	
15-May	St. Robert Bellarmine	Private	35	3	St. Bernard	
17-Jul	Step by Step	Private	40	1-7	St. Bernard	
02-Oct	Prince of Peace	Private	66	6-8	St. Bernard	
16-Oct	Early Education Center	Private	68	Pre-K	St. Bernard	
13-Nov	St. Louise de Marillac	Private	64	2	St. Bernard	
11-Dec	St. Robert Bellarmine	Private	71	3	St. Bernard	
06-Nov	St. Rose Primary	Private	48	3	St. Charles	
27-Feb	Our Lady of Lourdes	Private	56	3	St. Tammany	
10-Apr	Northminster Montessori	Private	30	Pre-K	St. Tammany	
25-Sep	Slidell First Baptist	Private	50	4-5	St. Tammany	
20-Nov	Northlake Christian	Private	25	2	St. Tammany	
TOTAL - PRIVATE						7,868
09-Jan	Cypress Cove Elementary	Public	62	1		
23-Jan	Cypress Cove Elementary	Public	55	1		
20-Feb	Claiborne Magnet	Public	38	K		
06-Mar	F.K. White Middle	Public	42	6-8		
20-Mar	Marksville High	Public	40	9		
03-Apr	Cypress Cove Elementary	Public	55	Pre-K		
17-Apr	Carter G. Woodson	Public	29	8		
17-Apr	N. East Laurdale Middle	Public	30	5		
17-Apr	River Oak Elementary	Public	44	4		
17-Apr	Delisle Elementary	Public	26	3-5		
24-Apr	Chickasaw School	Public	44	3		
01-May	Delisle Elementary	Public	66	3		
15-May	C.F. Rowley	Public	50	K		
15-May	Glendale	Public	59	5		
15-May	Carolyn Park	Public	55	4		
09-Oct	Carolyn Park	Public	40	4		
16-Oct	Marksville High	Public	44			
13-Nov	Carolyn Park	Public	33	5		
13-Nov	Carolyn Park	Public	55	4		
02-Jan	Sherwood Forest	Public	50	K	E. Baton Rouge	
30-Jan	Sherwood Forest	Public	55	4	E. Baton Rouge	
17-Apr	Tanglewood Elementary	Public	25	3	E. Baton Rouge	
08-May	Magnolia Woods Elementary	Public	75	2	E. Baton Rouge	
29-May	Progress Elementary	Public	46	5	E. Baton Rouge	
04-Dec	LSU Lab School	Public	65	4	E. Baton Rouge	
09-Jan	Ella Dolhonde Special Ed.	Public	50	1-5	Jefferson	
09-Jan	Catherine Strehle	Public	50	2	Jefferson	
09-Jan	Woodland Elementary	Public	38	Pre-K	Jefferson	

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23-Jan	John Clancy Elementary	Public	42	1	Jefferson	
06-Feb	Barbe Middle	Public	44	9	Jefferson	
06-Feb	Bridgedale	Public	66	5	Jefferson	
06-Feb	Bonnebel High	Public	38	9	Jefferson	
06-Feb	Catherine Strehle	Public	50	2	Jefferson	
13-Feb	Behrman Elementary	Public	44	6	Jefferson	
20-Feb	Riverdale High	Public	66	9-12	Jefferson	
06-Mar	George Cox Elementary	Public	41	3	Jefferson	
13-Mar	Ruppel Elementary	Public	66	5	Jefferson	
13-Mar	Harvey Kindergarten	Public	60	K	Jefferson	
13-Mar	Metairie Grammar School	Public	55	4	Jefferson	
20-Mar	Kate Middleton Kindergarten	Public	50	Pre-K	Jefferson	
03-Apr	Kenner Headstart	Public	66	Pre-K	Jefferson	
03-Apr	Johnson Gretna Park	Public	44	Pre-K	Jefferson	
10-Apr	Roosevelt Middle	Public	45	7	Jefferson	
10-Apr	Riverdale Middle	Public	55	6	Jefferson	
17-Apr	Fisher Elementary	Public	66	Pre-K	Jefferson	
24-Apr	Paul J. Solis Elementary	Public	55	6	Jefferson	
24-Apr	Lafitte Elementary	Public	66	1	Jefferson	
01-May	Green Park Elementary	Public	75	K	Jefferson	
01-May	Johnson Gretna Park	Public	75	5	Jefferson	
01-May	Chateau Estates Elementary	Public	36	4-5	Jefferson	
01-May	Riviere Elementary	Public	68	3	Jefferson	
08-May	Westwego	Public	57	K-1	Jefferson	
15-May	Fisher Middle School	Public	44	7	Jefferson	
15-May	Ellender Middle School	Public	65	6-8	Jefferson	
29-May	Cutoff	Public	35	5	Jefferson	
19-Jun	Terry Parkway	Public	33	K-5	Jefferson	
18-Sep	Ellender Middle School	Public	44	8	Jefferson	
25-Sep	Alexander Elementary	Public	40	4	Jefferson	
30-Oct	Green Park Elementary	Public	39	4	Jefferson	
06-Nov	Boudreaux Elementary	Public	56	4	Jefferson	
13-Nov	Bridgedale	Public	44	3	Jefferson	
13-Nov	Gretna Park	Public	44	2	Jefferson	
13-Nov	Boudreaux Elementary	Public	55	4	Jefferson	
27-Nov	Bissonet	Public	65	2	Jefferson	
04-Dec	Terrytown Elementary	Public	66	4	Jefferson	
11-Dec	Terrytown Elementary	Public	66	5	Jefferson	
11-Dec	Gretna Jr. High	Public	44	8	Jefferson	
27-Mar	Galliano Elementary	Public	40	6	Lafourche	
01-May	West Thibodaux	Public	41	7-9	Lafourche	
01-May	Raceland Upper Elementary	Public	60	5	Lafourche	
24-Apr	Lewis Vincent Elementary	Public	66	3	Livingston	
13-Nov	Frost School	Public	44	6	Livingston	
04-Dec	Frost School	Public	33	7	Livingston	
13-Feb	Gulfport High	Public	49	11-12	Mississippi	
17-Apr	Gulfport High	Public	36	11-12	Mississippi	
24-Apr	Gulfport High	Public	16	9	Mississippi	
20-Nov	Gulfview Elementary	Public	39	5	Mississippi	
11-Dec	Southside Elementary	Public	55	1	Morehouse	
11-Dec	Southside Elementary	Public	22	1	Morehouse	
02-Jan	Mary Coghill	Public	32	2	Orleans	
09-Jan	Lafayette	Public	50	4	Orleans	
23-Jan	Karr	Public	66	8	Orleans	
30-Jan	Karr	Public	66	8	Orleans	
30-Jan	John Dibert	Public	33	2-3	Orleans	
30-Jan	Eisenhower Elementary	Public	55	3	Orleans	
06-Feb	Dunbar Magnet	Public	67	5	Orleans	
06-Feb	McMain Middle Magnet	Public	45	8	Orleans	
13-Feb	Jean Gordon	Public	44	K	Orleans	
20-Feb	C. J. Cofton Jr. High	Public	63	7-8	Orleans	
20-Feb	Crossman School	Public	49	Pre-K-1	Orleans	
20-Feb	Morial Elementary	Public	70	3	Orleans	
20-Feb	McDonogh 42	Public	46	K	Orleans	
06-Mar	McMain Middle Magnet	Public	43	8	Orleans	
06-Mar	Fifth Ward Jr.	Public	20	Pre-K	Orleans	

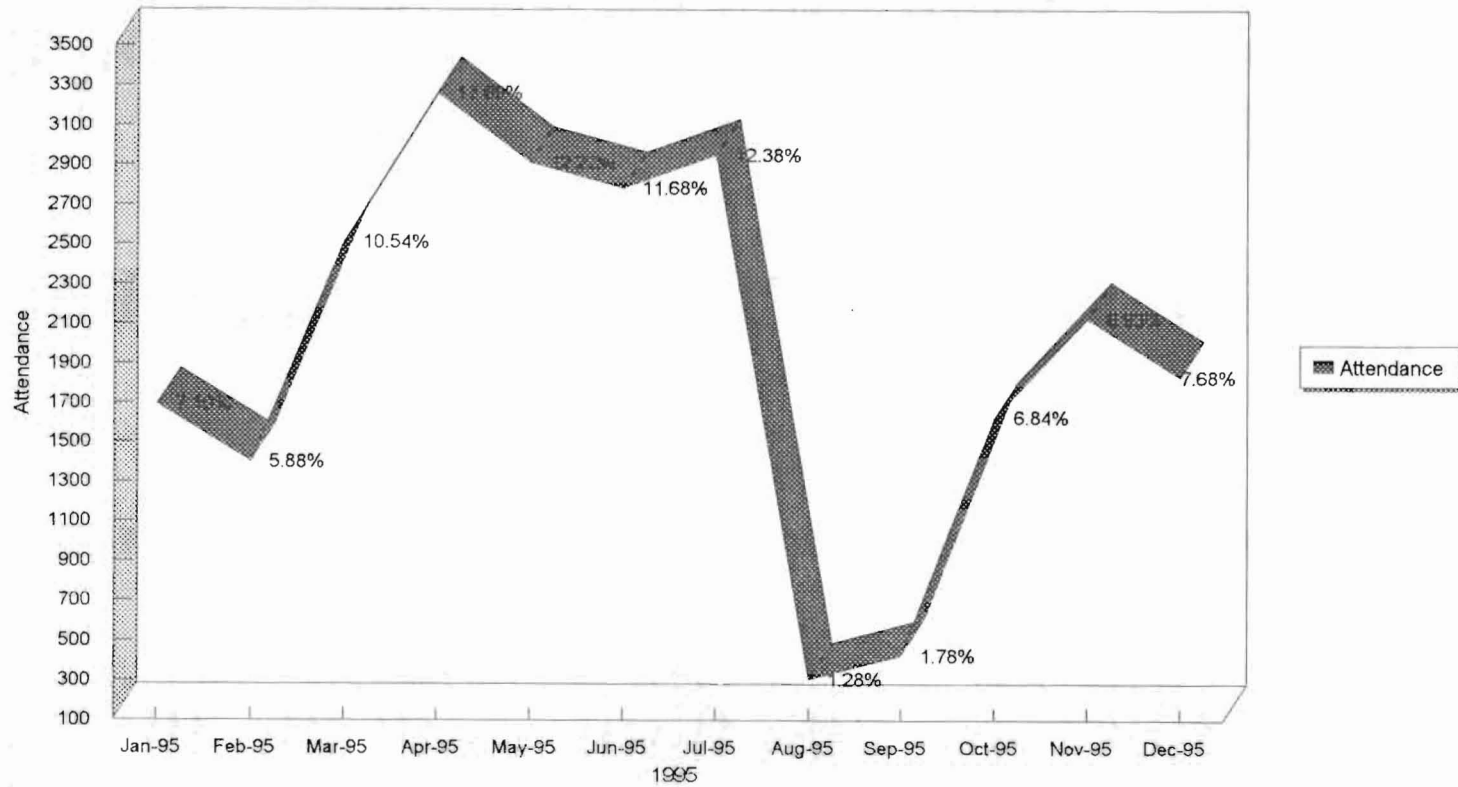
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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
06-Mar	Ben Franklin Elementary	Public	61	1	Orleans	
13-Mar	Mary Coghill	Public	61	4	Orleans	
13-Mar	Live Oak Middle	Public	44	8	Orleans	
20-Mar	Osborne Elementary	Public	69	K	Orleans	
20-Mar	Osborne Elementary	Public	74	1	Orleans	
27-Mar	Mary Coghill	Public	66	6	Orleans	
27-Mar	McDonogh 42	Public	66	6	Orleans	
03-Apr	Etienne De Bore	Public	16	Pre-K	Orleans	
03-Apr	Chester	Public	66	Pre-K	Orleans	
03-Apr	Guste	Public	66	Pre-K	Orleans	
17-Apr	Dunbar Magnet	Public	46	8	Orleans	
17-Apr	P.A. Capdau	Public	55	9	Orleans	
17-Apr	Edwards School	Public	44	Pre-K	Orleans	
17-Apr	Henderson	Public	66	Pre-K	Orleans	
17-Apr	Hoffman	Public	44	Pre-K	Orleans	
24-Apr	Fifth Ward Jr. High	Public	31	6-8	Orleans	
01-May	Francis T. Nichols	Public	33	9-12	Orleans	
01-May	Norco Elementary	Public	38	2	Orleans	
01-May	Lusher Jr. High	Public		7-8	Orleans	
01-May	Lusher Elementary Extension	Public	50	6	Orleans	
01-May	Williams School	Public	22	Pre-K	Orleans	
01-May	Gaudet Elementary	Public	66	2-3	Orleans	
08-May	Karr	Public	66	9	Orleans	
15-May	Carver Elementary	Public	71	4	Orleans	
15-May	Hynes Elementary	Public	50	K	Orleans	
15-May	Schaumburg Elementary	Public	49	Pre-K	Orleans	
15-May	New Orleans Free School	Public	53	1-4	Orleans	
26-Jun	Moton	Public	110	K-7	Orleans	
17-Jul	Nelson	Public	66	2-6	Orleans	
24-Jul	William Rogers	Public	40	K-6	Orleans	
11-Sep	Philips Jr. High	Public		7	Orleans	
11-Sep	Osborne Elementary	Public	28	1	Orleans	
11-Sep	Karr	Public	58	7	Orleans	
02-Oct	McMain Middle Magnet	Public	55	7	Orleans	
16-Oct	Ben Franklin Elementary	Public	30	K	Orleans	
16-Oct	Rosenwald	Public	66	6	Orleans	
16-Oct	Osborne Elementary	Public	38	5	Orleans	
23-Oct	Southern University Lab School	Public	44	9	Orleans	
23-Oct	McDonogh 42	Public	66	5-6	Orleans	
23-Oct	O. Perry Walker	Public	44	8	Orleans	
30-Oct	Southern University Lab School	Public	66	11	Orleans	
30-Oct	Schaumburg Elementary	Public	44	Pre-K	Orleans	
13-Nov	Schaumburg Elementary	Public	44	Pre-K	Orleans	
27-Nov	Abramson	Public	25	8	Orleans	
04-Dec	Eisenhower Elementary	Public	65	2-4	Orleans	
04-Dec	Lewis	Public	66	7	Orleans	
11-Dec	Jean Gordon	Public	46	1	Orleans	
11-Dec	Osborne Elementary	Public	33	1	Orleans	
11-Dec	Carver Primary	Public	57	3	Orleans	
11-Dec	Lewis	Public	66	7	Orleans	
18-Dec	Wicker Elementary	Public	66	3	Orleans	
18-Dec	Gaudet Elementary	Public	66	3	Orleans	
18-Dec	Lafayette	Public	50	4	Orleans	
06-Feb	Phoenix High	Public	21	4-12	Plaquemines	
10-Apr	Boothville Venice	Public	58	5	Plaquemines	
04-Dec	Phoenix High	Public	55	1-3	Plaquemines	
16-Oct	Reeves Elementary	Public	60	3	Rapides	
02-Jan	C.F. Rowley	Public	50	3	St. Bernard	
16-Jan	Arabi Elementary	Public	44	5	St. Bernard	
06-Feb	Arabi Elementary	Public	18	Pre-K	St. Bernard	
27-Mar	Millaudon Elementary	Public	66	Pre-K	St. Bernard	
03-Apr	Gauthier	Public	66	Pre-K	St. Bernard	
09-Oct	Cypress Cove Elementary	Public	66	1	St. Bernard	
13-Nov	Arabi Park Middle School	Public	20	6-8	St. Bernard	
04-Dec	Arabi Headstart	Public	30	Pre-K	St. Bernard	
06-Mar	Destrahan High School	Public	40	9-12	St. Charles	

AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours
Attendance by School Type
1996

1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
27-Mar	Glade Elementary	Public	34	2	St. Charles	
16-Oct	R. J. Vial Elementary	Public	44	4	St. Charles	
13-Nov	Stevensville Elementary	Public	33	3-5	St. Martin	
02-Jan	Pontchatoula High	Public	38	12	St. Tammany	
02-Jan	Mandeville Middle	Public	60	6	St. Tammany	
09-Jan	Hammond	Public	44	7	St. Tammany	
23-Jan	Madisonville	Public	20	Pre-K	St. Tammany	
06-Feb	Pineview Middle	Public	55	5	St. Tammany	
13-Feb	Mandeville Middle	Public	14	4-5	St. Tammany	
27-Mar	Mandeville Elementary	Public	48	K	St. Tammany	
03-Apr	Berwick Elementary	Public	42	4	St. Tammany	
24-Apr	Bayou Woods	Public	20	Pre-K	St. Tammany	
24-Apr	Berwick Elementary	Public	19	1	St. Tammany	
01-May	Honey Island Elementary	Public	65	3	St. Tammany	
16-Oct	C.J. Schoen	Public	41	6	St. Tammany	
23-Oct	Covington Elementary	Public	70	3	St. Tammany	
30-Oct	Abita Springs Elementary	Public	50	3	St. Tammany	
13-Nov	Mandeville Elementary	Public	50	K	St. Tammany	
27-Nov	Hammond	Public	51	2	St. Tammany	
27-Nov	Cedarwood Elementary	Public	25	4	St. Tammany	
27-Nov	Pontchatoula High	Public	41	12	St. Tammany	
04-Dec	Cedarwood Elementary	Public	10	7	St. Tammany	
15-May	Coteau Bayou Blue	Public	30	3-6	Terrebonne	
TOTAL - PUBLIC						8,851
GRAND TOTAL			23,823			23,823

Louisiana Nature Center 1995 School Group Attendance



AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours by Month
1996

1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotal by Month
16-Jan	Oak Preschool		15	Pre-K		
16-Jan	Westbank Headstart		66	Pre-K		
09-Jan	Wee Wisdom	Day Care	23	Pre-K		
23-Jan	Wee Wisdom	Day Care	15	Pre-K		
09-Jan	Family Christian Academy	Private	66	K-3		
09-Jan	Chinchuba Middle	Private	50	5	Jefferson	
09-Jan	Stuart Hall	Private	33	K	Orleans	
09-Jan	Early Education Center	Private	20	Pre-K	St. Bernard	
16-Jan	St. Matthew	Private	55	Pre-K	Jefferson	
16-Jan	Prince of Peace Lutheran	Private	35	4	Orleans	
16-Jan	St. Paul Lutheran	Private	50		Orleans	
23-Jan	St. Martin	Private	45	Pre-K	Jefferson	
23-Jan	St. Paul	Private	28	6	Orleans	
23-Jan	Trinity Episcopal	Private	24	Pre-K	Orleans	
23-Jan	St. John Berchman	Private	62	Pre-K	Orleans	
30-Jan	Riverside Christian Academy	Private	60	3	Jefferson	
30-Jan	Ridgewood Prep	Private		3-8	Jefferson	
30-Jan	All Saints Catholic	Private	65	2-6	Jefferson	
30-Jan	Coast Episcopal	Private	20	Pre-K	Mississippi	
02-Jan	Sherwood Forest	Public	50	K-E	Baton Rouge	
02-Jan	Mary Coghill	Public	32	2	Orleans	
02-Jan	C.F. Rowley	Public	50	3	St. Bernard	
02-Jan	Pontchatoula High	Public	38	12	St. Tammany	
02-Jan	Mandeville Middle	Public	60	6	St. Tammany	
09-Jan	Cypress Cove Elementary	Public	62	1		
09-Jan	Woodland Elementary	Public	38	Pre-K	Jefferson	
09-Jan	Catherine Strehle	Public	50	2	Jefferson	
09-Jan	Ella Dolhonde Special Ed.	Public	50	1-5	Jefferson	
09-Jan	Lafayette	Public	50	4	Orleans	
09-Jan	Hammond	Public	44	7	St. Tammany	
16-Jan	Arabi Elementary	Public	44	5	St. Bernard	
23-Jan	Cypress Cove Elementary	Public	55	1		
23-Jan	John Clancy Elementary	Public	42	1	Jefferson	
23-Jan	Karr	Public	66	8	Orleans	
23-Jan	Madisonville	Public	20	Pre-K	St. Tammany	
30-Jan	Sherwood Forest	Public	55	4	E. Baton Rouge	
30-Jan	Eisenhower Elementary	Public	55	3	Orleans	
30-Jan	John Dibert	Public	33	2-3	Orleans	
30-Jan	Karr	Public	66	8	Orleans	
TOTAL - JANUARY						1,692
06-Feb	Happy Start		17	Pre-K-K		
13-Feb	Connie Green		10	Pre-K		
27-Feb	Buchanan		55	5		
27-Feb	Chata Ima		46	Pre-K		
06-Feb	Newcomb Nursery	Day Care	25	Pre-K	Orleans	
06-Feb	John Curtis	Private	38	5	Jefferson	
06-Feb	John Curtis	Private	58	6	Jefferson	
06-Feb	One in Christ Academy	Private	33	6	Jefferson	
06-Feb	Early Education Center	Private	18	Pre-K	St. Bernard	
13-Feb	Metairie Park Country Day	Private	20	Pre-K	Jefferson	
20-Feb	John Curtis	Private	47	8	Jefferson	
20-Feb	Calvary Baptist	Private	45	4-5	Orleans	
20-Feb	Early Education Center	Private	13	Pre-K	St. Bernard	
27-Feb	Our Lady of Prompt Succor	Private	33	Pre-K	St. Bernard	
27-Feb	Our Lady of Lourdes	Private	56	3	St. Tammany	
06-Feb	Bridgedale	Public	66	5	Jefferson	
06-Feb	Barbe Middle	Public	44	9	Jefferson	
06-Feb	Catherine Strehle	Public	50	2	Jefferson	
06-Feb	Bonnebel High	Public	38	9	Jefferson	
06-Feb	Dunbar Magnet	Public	67	5	Orleans	
06-Feb	McMain Middle Magnet	Public	45	8	Orleans	
06-Feb	Phoenix High	Public	21	4-12	Plaquemines	
06-Feb	Arabi Elementary	Public	18	Pre-K	St. Bernard	
06-Feb	Pineview Middle	Public	55	5	St. Tammany	
13-Feb	Behrman Elementary	Public	44	6	Jefferson	
13-Feb	Gulfport High	Public	49	11-12	Mississippi	
13-Feb	Jean Gordon	Public	44	K	Orleans	
13-Feb	Mandeville Middle	Public	14	4-5	St. Tammany	

AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours by Month
1996

1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotal by Month
20-Feb	Claiborne Magnet	Public	38	K		
20-Feb	Riverdale High	Public	66	9-12	Jefferson	
20-Feb	C.J. Colton Jr. High	Public	63	7-8	Orleans	
20-Feb	McDonogh 42	Public	46	K	Orleans	
20-Feb	Crossman School	Public	49	Pre-K-1	Orleans	
20-Feb	Morial Elementary	Public	70	3	Orleans	
TOTAL - FEBRUARY						1,401
06-Mar	Bay Middle		60	4		
06-Mar	Dove Park		15	3-4		
13-Mar	Leinkauf		44	5		
20-Mar	Mablewood Middle		35	6		
20-Mar	Filliman		62	6		
27-Mar	Bay Senior High		33	9-12		
13-Mar	United Methodist Child Care	Day Care	23	Pre-K	Orleans	
13-Mar	Toddlerhouse	Day Care	19	Pre-K	St. Charles	
06-Mar	St. Louis King of France	Private	25	5	Jefferson	
06-Mar	Ursuline Academy	Private	44	1-2	Orleans	
06-Mar	St. Louise de Marillac	Private	58	8	St. Bernard	
06-Mar	Early Education Center	Private	17	Pre-K	St. Bernard	
13-Mar	St. Benilde	Private	37	7	Jefferson	
13-Mar	St. Mary Magdeline	Private	50	8	Jefferson	
13-Mar	Metairie Park Country Day	Private	20	Pre-K	Jefferson	
13-Mar	Trinity Episcopal	Private	46	4	Orleans	
13-Mar	St. Joan of Arc	Private	46	1	Orleans	
13-Mar	B.M. Palmer School	Private	47	K	Orleans	
13-Mar	Our Lady of Prompt Succor	Private	70	5	St. Bernard	
20-Mar	Maria Immacolata	Private	40	3		
20-Mar	Ecole Classique	Private	47	Pre-K	Jefferson	
20-Mar	Elmwood Park Academy	Private	15	2	Jefferson	
20-Mar	Metairie Park Country Day	Private	20	Pre-K	Jefferson	
20-Mar	St. Martin	Private	46	7	Jefferson	
20-Mar	Lakeview Presbyterian	Private	21	Pre-K	Orleans	
20-Mar	St. George	Private	41	K	Orleans	
20-Mar	Trinity Episcopal	Private	20	Pre-K	Orleans	
20-Mar	Louise McGehee	Private	36	K	Orleans	
20-Mar	Holy Cross	Private	66	6	Orleans	
20-Mar	St. Robert Bellarmine	Private	33	5	St. Bernard	
27-Mar	St. Martin	Private	46	7	Jefferson	
27-Mar	Alpha Montessori	Private	41	Pre-K/K	Jefferson	
27-Mar	First Step Learning Center	Private	20	Pre-K	Orleans	
27-Mar	St. Paul Lutheran	Private	47	3-5	Orleans	
27-Mar	St. Dominic	Private	42	2	Orleans	
27-Mar	St. Anthony	Private	49	6-8	Orleans	
27-Mar	Magnolia Headstart	Private	44	Pre-K	Orleans	
06-Mar	F.K. White Middle	Public	42	6-8		
06-Mar	George Cox Elementary	Public	41	3	Jefferson	
06-Mar	McMain Middle Magnet	Public	43	8	Orleans	
06-Mar	Fifth Ward Jr.	Public	20	Pre-K	Orleans	
06-Mar	Ben Franklin Elementary	Public	61	1	Orleans	
06-Mar	Destrahan High School	Public	40	9-12	St. Charles	
13-Mar	Metairie Grammar School	Public	55	4	Jefferson	
13-Mar	Harvey Kindergarten	Public	60	K	Jefferson	
13-Mar	Ruppel Elementary	Public	66	5	Jefferson	
13-Mar	Live Oak Middle	Public	44	8	Orleans	
13-Mar	Mary Coghill	Public	61	4	Orleans	
20-Mar	Marksville High	Public	40	9		
20-Mar	Kate Middleton Kindergarten	Public	50	Pre-K	Jefferson	
20-Mar	Osborne Elementary	Public	74	1	Orleans	
20-Mar	Osborne Elementary	Public	69	K	Orleans	
27-Mar	Galliano Elementary	Public	40	6	Lafourche	
27-Mar	Mary Coghill	Public	66	6	Orleans	
27-Mar	McDonogh 42	Public	66	6	Orleans	
27-Mar	Millaudon Elementary	Public	66	Pre-K	St. Bernard	
27-Mar	Glade Elementary	Public	34	2	St. Charles	
27-Mar	Mandeville Elementary	Public	48	K	St. Tammany	
TOTAL - MARCH						2,511
17-Apr	Connie Green		10	Pre-K		
17-Apr	Sandhill Elementary		45	3-4		

AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours by Month
1995

1995 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotal by Month
24-Apr	Nollwood		66	6		
17-Apr	Phillips Childcare	Day Care	66	Pre-K	Orleans	
03-Apr	Bonnie Ecole	Private	46	K		
03-Apr	St. Clair	Private	34	2		
03-Apr	St. Mary Magdeline	Private	70	Pre-K	Jefferson	
03-Apr	Metairie Park Country Day	Private	29	3-4	Jefferson	
03-Apr	Word of Faith	Private	25	Pre-K	Jefferson	
03-Apr	Kehoe France	Private	72	1	Jefferson	
03-Apr	St. Clement of Rome	Private	46	1	Jefferson	
03-Apr	Les Enfants Nursery School	Private	24	Pre-K	Orleans	
03-Apr	St. Paul	Private	66	6-8	Orleans	
03-Apr	St. Mark	Private	32	K	St. Bernard	
10-Apr	Parkway Presbyterian	Private	55	Pre-K	Jefferson	
10-Apr	St. Matthew	Private	68	7	Jefferson	
10-Apr	Immaculate Conception	Private	58	6	Jefferson	
10-Apr	Sacred Heart Academy	Private	46	3	Orleans	
10-Apr	Trinity Episcopal	Private	25	2	Orleans	
10-Apr	First Step Learning Center	Private	24	Pre-K	Orleans	
10-Apr	Northminster Montessori	Private	30	Pre-K	St. Tammany	
17-Apr	Our Lady Academy	Private	55	8		
17-Apr	Arden Cahill Academy	Private	55	4	Jefferson	
17-Apr	Kinder Haus	Private	39	Pre-K	Jefferson	
17-Apr	First Assembly Christian	Private	21	5-6	Jefferson	
17-Apr	Diamondhead Academy	Private	13	5	Mississippi	
17-Apr	Audubon Montessori	Private	26	K	Orleans	
17-Apr	Ganus Preschool	Private	20	Pre-K	Orleans	
17-Apr	St. Luke's Episcopal	Private	50	3	Orleans	
17-Apr	St. Anthony	Private	49	5	Orleans	
17-Apr	St. Peter Claver	Private	60	4-5	Orleans	
24-Apr	River Forest Academy	Private	44	Pre-K		
24-Apr	St. Cletus	Private	68	1	Jefferson	
24-Apr	St. Ann	Private	66	4	Jefferson	
24-Apr	Chinchuba Middle	Private	50	5	Jefferson	
24-Apr	Holy Name of Jesus	Private	26	K	Orleans	
24-Apr	St. James Major	Private	33	6	Orleans	
24-Apr	St. Paul	Private	44	1-2	Orleans	
24-Apr	St. Paul the Apostle	Private	20	3	Orleans	
24-Apr	Crescent City Baptist	Private	50	2 & 5	Orleans	
24-Apr	Calvery Baptist	Private	53	2-8	Orleans	
24-Apr	St. Elizabeth Ann Seton	Private	53	5	Orleans	
24-Apr	Ganus Preschool	Private	22	Pre-K	Orleans	
03-Apr	Cypress Cove Elementary	Public	55	Pre-K		
03-Apr	Kenner Headstart	Public	66	Pre-K	Jefferson	
03-Apr	Johnson Gretna Park	Public	44	Pre-K	Jefferson	
03-Apr	Etienne De Bore	Public	16	Pre-K	Orleans	
03-Apr	Chester	Public	66	Pre-K	Orleans	
03-Apr	Guste	Public	66	Pre-K	Orleans	
03-Apr	Gauthier	Public	66	Pre-K	St. Bernard	
03-Apr	Berwick Elementary	Public	42	4	St. Tammany	
10-Apr	Roosevelt Middle	Public	45	7	Jefferson	
10-Apr	Riverdale Middle	Public	55	6	Jefferson	
10-Apr	Boothville Venice	Public	58	5	Plaquemines	
17-Apr	Delisle Elementary	Public	26	3-5		
17-Apr	N. East Laurdale Middle	Public	30	5		
17-Apr	Carter G. Woodson	Public	29	8		
17-Apr	River Oak Elementary	Public	44	4		
17-Apr	Tanglewood Elementary	Public	25	3	E. Baton Rouge	
17-Apr	Fisher Elementary	Public	66	Pre-K	Jefferson	
17-Apr	Gulfport High	Public	36	11-12	Mississippi	
17-Apr	Hoffman	Public	44	Pre-K	Orleans	
17-Apr	Dunbar Magnet	Public	46	8	Orleans	
17-Apr	P.A. Capdau	Public	55	9	Orleans	
17-Apr	Henderson	Public	66	Pre-K	Orleans	
17-Apr	Edwards School	Public	44	Pre-K	Orleans	
24-Apr	Chickasaw School	Public	44	3		
24-Apr	Lafitte Elementary	Public	66	1	Jefferson	
24-Apr	Paul J. Solis Elementary	Public	55	6	Jefferson	
24-Apr	Lewis Vincent Elementary	Public	66	3	Livingston	

AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours by Month
1996

1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotal by Month
24-Apr	Gulfport High	Public	16	9	Mississippi	
24-Apr	Fifth Ward Jr. High	Public	31	6-8	Orleans	
24-Apr	Berwick Elementary	Public	19	1	St. Tammany	
24-Apr	Bayou Woods	Public	20	Pre-K	St. Tammany	
TOTAL - APRIL						3,261
01-May	Bowling Green		25	4		
01-May	Chata Ima		48	K		
01-May	Semmes		90	6		
15-May	Bates		47	8		
29-May	Hug a Bunch	Day Care	22	Pre-K	Jefferson	
29-May	LSU Medical	Day Care	70	2	Orleans	
29-May	Tots & Toddlers	Day Care	18	Pre-K	Orleans	
01-May	Holy Savior	Private	40	6		
01-May	Salem Lutheran	Private	66	3-4	Jefferson	
01-May	Elmwood Park Academy	Private	37	5-8	Jefferson	
01-May	Parkway Presbyterian	Private	55	K	Jefferson	
01-May	B.M. Palmer School	Private	22	Pre-K	Orleans	
01-May	St. Peter Claver	Private	26	7	Orleans	
01-May	Holy Name of Jesus	Private	20	K	Orleans	
01-May	St. Robert Bellarmine	Private	33	3	St. Bernard	
08-May	St. Paul	Private	30	2	Orleans	
15-May	Shaw Elementary	Private	43	Pre-K/11-12		
15-May	St. Helen Central	Private	68	4		
15-May	Victory Christian Academy	Private	25	1	Jefferson	
15-May	Our Lady of Divine Providence	Private	23	2	Jefferson	
15-May	Salem Lutheran	Private	63	1-2	Jefferson	
15-May	Arden Cahill Academy	Private	68	2	Jefferson	
15-May	Diamondhead Academy	Private	10	6	Mississippi	
15-May	Sacred Heart Academy	Private	46	3	Orleans	
15-May	St. Anthony	Private	40	4	Orleans	
15-May	St. Peter Claver	Private	68	1	Orleans	
15-May	St. Pius	Private	58	2	Orleans	
15-May	St. Robert Bellarmine	Private	35	3	St. Bernard	
29-May	First Methodist	Private	22	Pre-K		
29-May	St. Rosalie	Private	70	2	Jefferson	
29-May	Atonement Lutheran	Private	25	4	Jefferson	
29-May	Basic Innovations	Private	50	Pre-K-1	Jefferson	
29-May	Christ Episcopal	Private	47	5	Orleans	
01-May	Delisle Elementary	Public	66	3		
01-May	Johnson Gretna Park	Public	75	5	Jefferson	
01-May	Chateau Estates Elementary	Public	36	4-5	Jefferson	
01-May	Green Park Elementary	Public	75	K	Jefferson	
01-May	Riviere Elementary	Public	68	3	Jefferson	
01-May	Raceland Upper Elementary	Public	60	5	Lafourche	
01-May	West Thibodaux	Public	41	7-9	Lafourche	
01-May	Norco Elementary	Public	38	2	Orleans	
01-May	Gaudet Elementary	Public	66	2-3	Orleans	
01-May	Lusher Elementary Extension	Public	50	6	Orleans	
01-May	Williams School	Public	22	Pre-K	Orleans	
01-May	Francis T. Nichols	Public	33	9-12	Orleans	
01-May	Lusher Jr. High	Public		7-8	Orleans	
01-May	Honey Island Elementary	Public	65	3	St. Tammany	
08-May	Magnolia Woods Elementary	Public	75	2	E. Baton Rouge	
08-May	Westwego	Public	57	K-1	Jefferson	
08-May	Karr	Public	66	9	Orleans	
15-May	C.F. Rowley	Public	50	K		
15-May	Glendale	Public	59	5		
15-May	Carolyn Park	Public	55	4		
15-May	Ellender Middle School	Public	65	6-8	Jefferson	
15-May	Fisher Middle School	Public	44	7	Jefferson	
15-May	New Orleans Free School	Public	53	1-4	Orleans	
15-May	Carver Elementary	Public	71	4	Orleans	
15-May	Hynes Elementary	Public	50	K	Orleans	
15-May	Schaumburg Elementary	Public	49	Pre-K	Orleans	
15-May	Coteau Bayou Blue	Public	30	3-6	Terrebonne	
29-May	Progress Elementary	Public	46	5	E. Baton Rouge	
29-May	Cutoff	Public	35	5	Jefferson	
TOTAL - MAY						2,910

AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours by Month
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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotal by Month
12-Jun	J. Bennet Johnston		38	1-5		
19-Jun	Harry Reed		25	9-12		
26-Jun	Childrens Salvation		35			
05-Jun	Camp Care-A-Lot	Camp	55	6-8		
05-Jun	Archbishop Blenk	Camp	5-7		Jefferson	
05-Jun	Our Lady of Divine Providence	Camp	50		Jefferson	
05-Jun	St. Clement of Rome	Camp	50		Jefferson	
05-Jun	St. Margaret	Camp	50		Orleans	
05-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
05-Jun	St. Rita	Camp	50		Orleans	
05-Jun	St. Andrew	Camp	50		Orleans	
05-Jun	St. Raphael	Camp	50		Orleans	
05-Jun	Our Lady of Lourdes	Camp	50		St. Tammany	
12-Jun	St. Ann	Camp	50		Jefferson	
12-Jun	St. Lawrence the Martyr	Camp	50		Jefferson	
12-Jun	Faith Academy	Camp	25	Pre-K-2	Jefferson	
12-Jun	St. Benilde	Camp	50		Jefferson	
12-Jun	Jackson State University	Camp	42	9-12	Mississippi	
12-Jun	Stennis Space Camp	Camp	40	3-5	Mississippi	
12-Jun	Lake Castle North	Camp	55	Pre-K-6	Orleans	
12-Jun	Southern University	Camp	35	Teens	Orleans	
12-Jun	Jesuit Summer Camp	Camp	66	Pre-K-6	Orleans	
12-Jun	Southern University	Camp	35	6-8	Orleans	
12-Jun	St. Dominic Day Camp	Camp	45	1-2	Orleans	
12-Jun	Lake Castle Girls Camp	Camp	72	Pre-K-K	Orleans	
12-Jun	St. Rita	Camp	50		Orleans	
12-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
19-Jun	St. Benilde	Camp	50		Jefferson	
19-Jun	Bayou Savage Camp	Camp	60	4-6	Jefferson	
19-Jun	Harahan Summer Camp	Camp	50	K-5	Jefferson	
19-Jun	Stennis Space Camp	Camp	40	3-5	Mississippi	
19-Jun	St. Pius	Camp	50		Orleans	
19-Jun	St. Andrew	Camp	50		Orleans	
19-Jun	St. Margaret	Camp	50		Orleans	
19-Jun	Zoo Camp	Camp	25	6	Orleans	
19-Jun	Southern University	Camp	35	3-5	Orleans	
19-Jun	Xavier University	Camp	46	6-7	Orleans	
19-Jun	Southern University	Camp	35	Teens	Orleans	
19-Jun	St. Dominic Day Camp	Camp	45	1-3	Orleans	
19-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
19-Jun	St. Rita	Camp	50		Orleans	
19-Jun	St. Mark	Camp	50		St. Bernard	
26-Jun	St. Benilde	Camp	50		Jefferson	
26-Jun	St. Lawrence the Martyr	Camp	50		Jefferson	
26-Jun	St. Ann	Camp	50		Jefferson	
26-Jun	Williams Blvd. Summer Camp	Camp	22	1-6	Jefferson	
26-Jun	NASA	Camp	40		Mississippi	
26-Jun	St. Clavier	Camp	66	3-4	Orleans	
26-Jun	Zoo Camp	Camp	25	6	Orleans	
26-Jun	LNC Summer Camp	Camp	25		Orleans	
26-Jun	St. Mark	Camp	50		St. Bernard	
26-Jun	Our Lady of Lourdes	Camp	50		St. Tammany	
05-Jun	M. Fanguy Day Care	Day Care	12	K-6		
12-Jun	Carol's Cottage	Day Care	60	Pre-K	Jefferson	
12-Jun	Little Angels Child Care	Day Care	16	Pre-K	Orleans	
19-Jun	ABC Child Care	Day Care	35	K-6	Jefferson	
26-Jun	Full House Day Care	Day Care	25	K-7	St. Bernard	
26-Jun	Zoo Teen Volunteers	N/A	55	9-12	N/A	
12-Jun	St. Peter Claver	Private	66	5	Orleans	
12-Jun	New Birth Baptist Church	Private	14	K-4	Orleans	
19-Jun	Faith Church	Private	25	K-6	Orleans	
19-Jun	Terry Parkway	Public	33	K-5	Jefferson	
26-Jun	Moton	Public	110	K-7	Orleans	
TOTAL - JUNE						2,783
10-Jul	Winning Circle		35	K-8		
10-Jul	CEEP		22	5		
17-Jul	Chi Eta Phi Society		25	2-9		
17-Jul	Best of Friends		30	1-6		

AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours by Month
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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotal by Month
07-Aug	Aldersgate Methodist	Camp	55	7-12		
07-Aug	LNC Summer Camp	Camp	45	K-6	Orleans	
07-Aug	First Baptist	Camp	20		Orleans	
07-Aug	Slidell Kindercare	Camp	22	K-7	St. Tammany	
07-Aug	Audrey's Day Care	Day Care	44	K-2	Jefferson	
07-Aug	Grace Child Center	Day Care	31	1-6	Orleans	
07-Aug	Gilda's Pre-School	Day Care	22	Pre-K-2	St. Tammany	
14-Aug	Hug A Bunch	Day Care	66	K-6	Jefferson	
TOTAL - AUGUST						305
11-Sep	Incarnate Word	Private	44	Pre-K	Orleans	
18-Sep	Riverside Christian Academy	Private	60	4	Jefferson	
18-Sep	Ecole Classique	Private	43	K	Jefferson	
18-Sep	St. Paul the Apostle	Private	58	K-5	Orleans	
25-Sep	Slidell First Baptist	Private	50	4-5	St. Tammany	
11-Sep	Osborne Elementary	Public	28	1	Orleans	
11-Sep	Philips Jr. High	Public		7	Orleans	
11-Sep	Karr	Public	58	7	Orleans	
18-Sep	Ellender Middle School	Public	44	8	Jefferson	
25-Sep	Alexander Elementary	Public	40	4	Jefferson	
TOTAL - SEPTEMBER						425
09-Oct	Connie Green		10	Pre-K		
16-Oct	Chef Homeschoolers		44	4-12		
30-Oct	Cedarlake		30	9-10		
16-Oct	Joan's Day Care	Day Care	17	Pre-K		
30-Oct	Wee Wisdom	Day Care	39	Pre-K		
02-Oct	St. George	Private	40	1	Orleans	
02-Oct	Prince of Peace	Private	66	6-8	St. Bernard	
09-Oct	Crescent City Baptist	Private	39	3	Orleans	
09-Oct	Trinity Episcopal	Private	19	Pre-K	Orleans	
09-Oct	Newman Cub Scouts	Private	16	3	Orleans	
16-Oct	Millerville Academy	Private	25	6	E. Baton Rouge	
16-Oct	Louise Dawes Development Center	Private	30		Orleans	
16-Oct	Trinity Episcopal	Private	23	Pre-K	Orleans	
16-Oct	Newman	Private	20	1	Orleans	
16-Oct	Early Education Center	Private	68	Pre-K	St. Bernard	
23-Oct	First Baptist Christian	Private	45	8	Jefferson	
23-Oct	St. Frances Cabrini	Private	57	7	Orleans	
23-Oct	Newman	Private	20	1	Orleans	
30-Oct	Our Lady of Perpetual Help	Private	55	2	Jefferson	
30-Oct	First Baptist Christian	Private	20	3	Jefferson	
30-Oct	St. George	Private	39	1	Orleans	
02-Oct	McMain Middle Magnet	Public	55	7	Orleans	
09-Oct	Carolyn Park	Public	40	4		
09-Oct	Cypress Cove Elementary	Public	66	1	St. Bernard	
16-Oct	Marksville High	Public	44			
16-Oct	Ben Franklin Elementary	Public	30	K	Orleans	
16-Oct	Osborne Elementary	Public	38	5	Orleans	
16-Oct	Rosenwald	Public	66	6	Orleans	
16-Oct	Reeves Elementary	Public	60	3	Rapides	
16-Oct	R. J. Vial Elementary	Public	44	4	St. Charles	
16-Oct	C. J. Schoen	Public	41	6	St. Tammany	
23-Oct	Southern University Lab School	Public	44	9	Orleans	
23-Oct	McDonogh 42	Public	66	5-6	Orleans	
23-Oct	O. Perry Walker	Public	44	8	Orleans	
23-Oct	Covington Elementary	Public	70	3	St. Tammany	
30-Oct	Green Park Elementary	Public	39	4	Jefferson	
30-Oct	Southern University Lab School	Public	66	11	Orleans	
30-Oct	Schaumburg Elementary	Public	44	Pre-K	Orleans	
30-Oct	Abita Springs Elementary	Public	50	3	St. Tammany	
TOTAL - OCTOBER						1,629
06-Nov	Millerwall		50	3		
06-Nov	Freeport-Haley		40	6		
13-Nov	West Elementary		50	5-6		
13-Nov	Schoeffner		65	5		
20-Nov	Cedarlake		30	4		
27-Nov	Law Headstart		55	Pre-K		
27-Nov	Bonnie Ecole		25	2		
27-Nov	Kingsly House		27	Pre-K	Orleans	

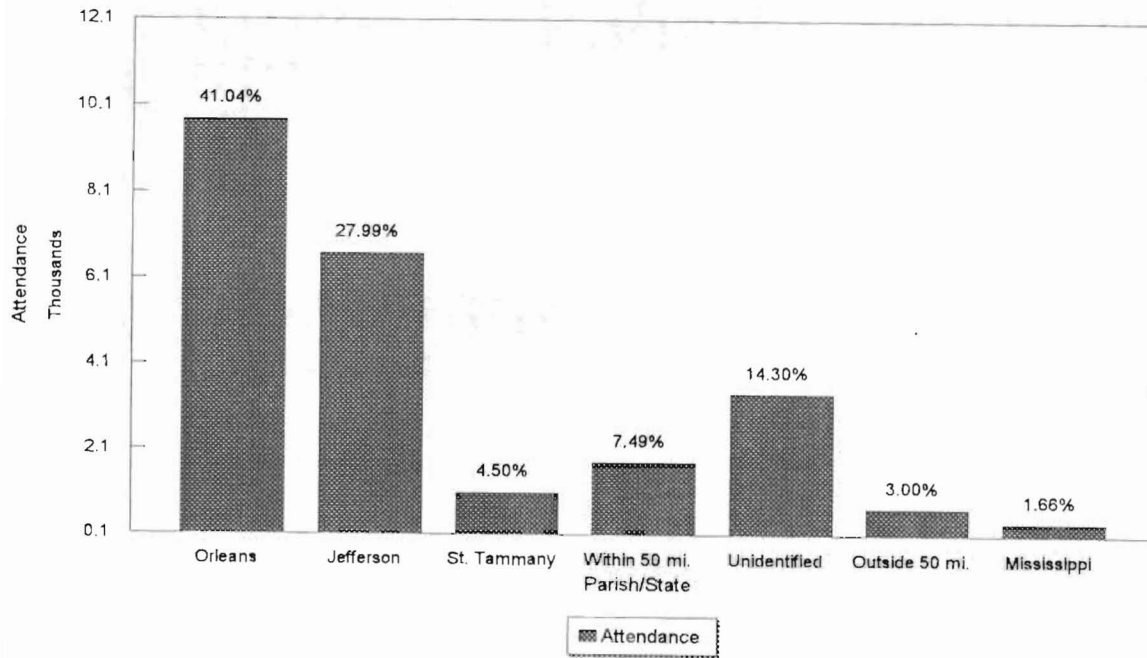
AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours by Month
1996

1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotal by Month
06-Nov	Laton Day Care	Day Care	60	Pre-K		
06-Nov	St. John Elementary	Private	44	5		
06-Nov	Immaculate Conception	Private	39	Pre-K	Jefferson	
06-Nov	St. Lawrence the Martyr	Private	24	Pre-K	Jefferson	
06-Nov	Memorial Baptist	Private	70	K-5	Jefferson	
06-Nov	John Curtis	Private	37	7	Jefferson	
06-Nov	St. David	Private	55	1-5	Orleans	
06-Nov	St. Raymond	Private	36	6	Orleans	
06-Nov	St. Rose Primary	Private	48	3	St. Charles	
13-Nov	Metairie Park Country Day	Private	23	3	Jefferson	
13-Nov	Christ Episcopal	Private	50	5	Orleans	
13-Nov	St. Paul	Private	53	1-3	Orleans	
13-Nov	St. Louis Cathedral	Private	23	5	Orleans	
13-Nov	Trinity Episcopal	Private			Orleans	
13-Nov	St. Anthony	Private	44	1	Orleans	
13-Nov	St. Monica	Private	27	8	Orleans	
13-Nov	St. Louise de Marillac	Private	64	2	St. Bernard	
20-Nov	Northlake Christian	Private	25	2	St. Tammany	
27-Nov	St. Cletus	Private	40	Pre-K	Jefferson	
27-Nov	Ridgewood Prep	Private	37	3-4	Jefferson	
27-Nov	St. Louis Cathedral	Private	100	6-8	Orleans	
27-Nov	Crescent City Baptist	Private	41	4	Orleans	
27-Nov	Newman	Private	66	3	Orleans	
27-Nov	Buras High Christian	Private	55	2	Plaquemines	
06-Nov	Boudreaux Elementary	Public	56	4	Jefferson	
13-Nov	Carolyn Park	Public	55	4		
13-Nov	Carolyn Park	Public	33	5		
13-Nov	Gretna Park	Public	44	2	Jefferson	
13-Nov	Boudreaux Elementary	Public	55	4	Jefferson	
13-Nov	Bridgedale	Public	44	3	Jefferson	
13-Nov	Frost School	Public	44	6	Livingston	
13-Nov	Schaumburg Elementary	Public	44	Pre-K	Orleans	
13-Nov	Arabi Park Middle School	Public	20	6-8	St. Bernard	
13-Nov	Stevensville Elementary	Public	33	3-5	St. Martin	
13-Nov	Mandeville Elementary	Public	50	K	St. Tammany	
20-Nov	Gulfview Elementary	Public	39	5	Mississippi	
27-Nov	Bissonet	Public	65	2	Jefferson	
27-Nov	Abramson	Public	25	8	Orleans	
27-Nov	Hammond	Public	51	2	St. Tammany	
27-Nov	Pontchatoula High	Public	41	12	St. Tammany	
27-Nov	Cedarwood Elementary	Public	25	4	St. Tammany	
TOTAL - NOVEMBER						2,127
04-Dec	Cedarlake		44	3		
04-Dec	Connie Green		10	Pre-K		
04-Dec	Christian Life Academy	Private	67	6		
04-Dec	St. Margaret Mary	Private	55	2		
04-Dec	St. Edward the Confessor	Private	70	K	Jefferson	
04-Dec	St. Mary's Academy	Private	44	7	Orleans	
04-Dec	Christian Bros.	Private	27	5	Orleans	
04-Dec	Crescent City Baptist	Private	45	Pre-K	Orleans	
04-Dec	St. Anthony	Private	45	5	Orleans	
04-Dec	Newman	Private	23	Pre-K	Orleans	
04-Dec	St. Anthony	Private	47	2	Orleans	
11-Dec	Alpha Montessori	Private	40	Pre-K	Jefferson	
11-Dec	Diamondhead Academy	Private	13	4	Mississippi	
11-Dec	St. Mary of the Angels	Private	38	7	Orleans	
11-Dec	St. John Lutheran	Private	57	Pre-K2	Orleans	
11-Dec	First United Methodist	Private	66		Orleans	
11-Dec	Crescent City Baptist	Private	44	K	Orleans	
11-Dec	Immaculate Heart of Mary	Private	17	Pre-K	Orleans	
11-Dec	St. Charbonnet Church	Private	46	2	Orleans	
11-Dec	St. Robert Bellarmine	Private	71	3	St. Bernard	
04-Dec	LSU Lab School	Public	65	4	E. Baton Rouge	
04-Dec	Terrytown Elementary	Public	66	4	Jefferson	
04-Dec	Frost School	Public	33	7	Livingston	
04-Dec	Lewis	Public	66	7	Orleans	
04-Dec	Eisenhower Elementary	Public	65	2-4	Orleans	
04-Dec	Phoenix High	Public	55	1-3	Plaquemines	

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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotal by Month
04-Dec	Arabi Headstart	Public	30	Pre-K	St. Bernard	
04-Dec	Cedarwood Elementary	Public	10	7	St. Tammany	
11-Dec	Terrytown Elementary	Public	66	5	Jefferson	
11-Dec	Gretna Jr. High	Public	44	8	Jefferson	
11-Dec	Southside Elementary	Public	55	1	Morehouse	
11-Dec	Southside Elementary	Public	22	1	Morehouse	
11-Dec	Lewis	Public	66	7	Orleans	
11-Dec	Osborne Elementary	Public	33	1	Orleans	
11-Dec	Carver Primary	Public	57	3	Orleans	
11-Dec	Jean Gordon	Public	46	1	Orleans	
18-Dec	Gaudet Elementary	Public	66	3	Orleans	
18-Dec	Wicker Elementary	Public	66	3	Orleans	
18-Dec	Lafayette	Public	50	4	Orleans	
TOTAL - DECEMBER						1,830
GRAND TOTAL			23,823			23,823

Louisiana Nature Center
1995 School Group Attendance by Parish/State



Parish	1995	
	Attendance	Percent
Orleans	9,778	41.04%
Jefferson	6,669	27.99%
St. Tammany	1,073	4.50%
Within 50 mi.	1,785	7.49%
Unidentified	3,407	14.30%
Outside 50 mi	715	3.00%
Mississippi	396	1.66%
Total	23,823	100.00%

AUDUBON INSTITUTE
Louisiana Nature Center
School Group Tours
Attendance by Parish
1996

1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
15-May	Bates		47	8		
06-Mar	Bay Middle		60	4		
27-Mar	Bay Senior High		33	9-12		
17-Jul	Best of Friends		30	1-6		
27-Nov	Bonnie Ecole		25	2		
01-May	Bowling Green		25	4		
27-Feb	Buchanan		55	5		
04-Dec	Cedarlake		44	3		
20-Nov	Cedarlake		30	4		
30-Oct	Cedarlake		30	9-10		
10-Jul	CEEP		22	5		
01-May	Chata Ima		48	K		
27-Feb	Chata Ima		46	Pre-K		
16-Oct	Chef Homeschoolers		44	4-12		
17-Jul	Chi Eta Phi Society		25	2-9		
26-Jun	Childrens Salvation		35			
13-Feb	Connie Green		10	Pre-K		
09-Oct	Connie Green		10	Pre-K		
04-Dec	Connie Green		10	Pre-K		
17-Apr	Connie Green		10	Pre-K		
06-Mar	Dove Park		15	3-4		
20-Mar	Filliman		62	6		
06-Nov	Freeport-Haley		40	6		
06-Feb	Happy Start		17	Pre-K-K		
19-Jun	Harry Reed		25	9-12		
12-Jun	J.Bennet Johnston		38	1-5		
27-Nov	Law Headstart		55	Pre-K		
13-Mar	Leinkauf		44	5		
20-Mar	Mablewood Middle		35	6		
06-Nov	Millerwall		50	3		
24-Apr	Nollwood		66	6		
16-Jan	Oak Preschool		15	Pre-K		
17-Apr	Sandhill Elementary		45	3-4		
13-Nov	Schoeffner		65	5		
01-May	Semmes		50	6		
13-Nov	West Elementary		50	5-6		
16-Jan	Westbank Headstart		66	Pre-K		
10-Jul	Winning Circle		35	K-8		
07-Aug	Aldersgate Methodist	Camp	55	7-12		
05-Jun	Camp Care-A-Lot	Camp	55	6-8		
17-Jul	Children's College	Camp	22	K		
24-Jul	Crossgates Athletics Club	Camp	44	K-8		
10-Jul	Cub Scout Pack 393	Camp	38	1-5		
03-Jul	Cub Scout Pack A	Camp	22	2-5		
24-Jul	Majestic Oak Academy	Camp	20	6-11		
10-Jul	Wedgewood Elementary	Camp	43	Pre-K-5		
24-Jul	B&B Daycare	Day Care	26	Pre-K-1		
16-Oct	Joan's Day Care	Day Care	17	Pre-K		
06-Nov	Laton Day Care	Day Care	60	Pre-K		
05-Jun	M. Fanguy Day Care	Day Care	12	K-6		
23-Jan	Wee Wisdom	Day Care	15	Pre-K		
30-Oct	Wee Wisdom	Day Care	39	Pre-K		
09-Jan	Wee Wisdom	Day Care	23	Pre-K		
03-Apr	Bonnie Ecole	Private	46	K		
04-Dec	Christian Life Academy	Private	67	6		
09-Jan	Family Christian Academy	Private	66	K-3		
29-May	First Methodist	Private	22	Pre-K		
01-May	Holy Savior	Private	40	6		
20-Mar	Maria Immacolata	Private	40	3		
17-Apr	Our Lady Academy	Private	55	8		
24-Apr	River Forest Academy	Private	44	Pre-K		
03-Apr	St. Clair	Private	34	2		
15-May	St. Helen Central	Private	68	4		
06-Nov	St. John Elementary	Private	44	5		
04-Dec	St. Margaret Mary	Private	55	2		
13-Nov	Carolyn Park	Public	55	4		

AUDUBON INSTITUTE
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Attendance by Parish
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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
09-Oct	Carolyn Park	Public	40	4		
13-Nov	Carolyn Park	Public	33	5		
15-May	Carolyn Park	Public	55	4		
17-Apr	Carter G. Woodson	Public	29	8		
24-Apr	Chickasaw School	Public	44	3		
20-Feb	Claiborne Magnet	Public	38	K		
03-Apr	Cypress Cove Elementary	Public	55	Pre-K		
23-Jan	Cypress Cove Elementary	Public	55	1		
09-Oct	Cypress Cove Elementary	Public	66	1		
09-Jan	Cypress Cove Elementary	Public	62	1		
01-May	Delisle Elementary	Public	66	3		
17-Apr	Delisle Elementary	Public	26	3-5		
06-Mar	F.K. White Middle	Public	42	6-8		
15-May	Glendale	Public	59	5		
16-Oct	Marksville High	Public	44			
20-Mar	Marksville High	Public	40	9		
17-Apr	N. East Laurdale Middle	Public	30	5		
17-Apr	River Oak Elementary	Public	44	4		
TOTAL - UNIDENTIFIED PARISH/STATE		z				3,407
16-Oct	Millerville Academy	Private	25	6	E. Baton Rouge	
04-Dec	LSU Lab School	Public	65	4	E. Baton Rouge	
08-May	Magnolia Woods Elementary	Public	75	2	E. Baton Rouge	
29-May	Progress	Public	46	5	E. Baton Rouge	
30-Jan	Sherwood Forest	Public	55	4	E. Baton Rouge	
02-Jan	Sherwood Forest	Public	50		K.E. Baton Rouge	
17-Apr	Tanglewood Elementary	Public	25	3	E. Baton Rouge	
TOTAL - E. BATON ROUGE PARISH		z				341
05-Jun	Archbishop Blenk	Camp	5-7		Jefferson	
19-Jun	Bayou Savage Camp	Camp	60	4-6	Jefferson	
12-Jun	Faith Academy	Camp	25	Pre-K-2	Jefferson	
19-Jun	Harahan Summer Camp	Camp	50	K-5	Jefferson	
17-Jul	Kiddie College Learning Center	Camp	44	Pre-K-4	Jefferson	
17-Jul	Kidsport	Camp	110	K-8	Jefferson	
03-Jul	LA Cooperative Extension Service	Camp	43	4-6	Jefferson	
31-Jul	Metairie YMCA	Camp	44	6-7	Jefferson	
17-Jul	Naval Support	Camp	70	1-7	Jefferson	
10-Jul	Nunez Kiddy College	Camp	15	2-5	Jefferson	
05-Jun	Our Lady of Divine Providence	Camp	50		Jefferson	
03-Jul	Our Lady of Divine Providence	Camp	50		Jefferson	
12-Jun	St. Ann	Camp	50		Jefferson	
26-Jun	St. Ann	Camp	50		Jefferson	
12-Jun	St. Beniilde	Camp	50		Jefferson	
26-Jun	St. Beniilde	Camp	50		Jefferson	
19-Jun	St. Beniilde	Camp	50		Jefferson	
05-Jun	St. Clement of Rome	Camp	50		Jefferson	
03-Jul	St. Clement of Rome	Camp	50		Jefferson	
12-Jun	St. Lawrence the Martyr	Camp	50		Jefferson	
26-Jun	St. Lawrence the Martyr	Camp	50		Jefferson	
17-Jul	St. Matthew the Apostle	Camp	75	3-6	Jefferson	
17-Jul	St. Matthew the Apostle	Camp	75	7-12	Jefferson	
26-Jun	Williams Blvd. Summer Camp	Camp	22	1-6	Jefferson	
19-Jun	ABC Child Care	Day Care	35	K-6	Jefferson	
07-Aug	Audrey's Day Care	Day Care	44	K-2	Jefferson	
12-Jun	Carol's Cottage	Day Care	60	Pre-K	Jefferson	
10-Jul	Carol's Cottage	Day Care	66	K-7	Jefferson	
29-May	Hug a Bunch	Day Care	22	Pre-K	Jefferson	
14-Aug	Hug A Bunch	Day Care	66	K-6	Jefferson	
10-Jul	Hummingbird Child Development	Day Care	25	Pre-K	Jefferson	
03-Jul	Kinder Haus	Day Care	30	Pre-K	Jefferson	
17-Jul	Marrero Day Care	Day Care	55	Pre-K-4	Jefferson	
17-Jul	Over the Rainbow	Day Care	22	1-6	Jefferson	
31-Jul	Paula's Child Care	Day Care	27	K-6	Jefferson	
17-Jul	Visitation Day Care	Day Care	55	1-3	Jefferson	
17-Jul	Visitation Day Care	Day Care	55	4-12	Jefferson	
30-Jan	All Saints Catholic	Private	65	2-6	Jefferson	
11-Dec	Alpha Montessori	Private	40	Pre-K	Jefferson	

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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
27-Mar	Alpha Montessori	Private	41	Pre-K/K	Jefferson	
03-Jul	Alvarez Kiddie Academy	Private	16	1-6	Jefferson	
15-May	Arden Cahill Academy	Private	68	2	Jefferson	
17-Apr	Arden Cahill Academy	Private	55	4	Jefferson	
29-May	Atonement Lutheran	Private	25	4	Jefferson	
29-May	Basic Innovations	Private	50	Pre-K-1	Jefferson	
09-Jan	Chinchuba Middle	Private	50	5	Jefferson	
24-Apr	Chinchuba Middle	Private	50	5	Jefferson	
18-Sep	Ecole Classique	Private	43	K	Jefferson	
20-Mar	Ecole Classique	Private	47	Pre-K	Jefferson	
01-May	Elmwood Park Academy	Private	37	5-8	Jefferson	
20-Mar	Elmwood Park Academy	Private	15	2	Jefferson	
17-Apr	First Assembly Christian	Private	21	5-6	Jefferson	
30-Oct	First Baptist Christian	Private	20	3	Jefferson	
23-Oct	First Baptist Christian	Private	45	8	Jefferson	
06-Nov	Immaculate Conception	Private	39	Pre-K	Jefferson	
10-Apr	Immaculate Conception	Private	58	6	Jefferson	
06-Nov	John Curtis	Private	37	7	Jefferson	
06-Feb	John Curtis	Private	58	6	Jefferson	
06-Feb	John Curtis	Private	38	5	Jefferson	
20-Feb	John Curtis	Private	47	8	Jefferson	
03-Apr	Kehoe France	Private	72	1	Jefferson	
17-Apr	Kinder Haus	Private	39	Pre-K	Jefferson	
06-Nov	Memorial Baptist	Private	70	K-5	Jefferson	
13-Nov	Metaire Park Country Day	Private	23	3	Jefferson	
13-Mar	Metaire Park Country Day	Private	20	Pre-K	Jefferson	
03-Apr	Metaire Park Country Day	Private	29	3-4	Jefferson	
13-Feb	Metaire Park Country Day	Private	20	Pre-K	Jefferson	
20-Mar	Metaire Park Country Day	Private	20	Pre-K	Jefferson	
17-Jul	Oak Park Baptist Church	Private	32	Pre-K-2	Jefferson	
06-Feb	One in Christ Academy	Private	33	6	Jefferson	
15-May	Our Lady of Divine Providence	Private	23	2	Jefferson	
30-Oct	Our Lady of Perpetual Help	Private	55	2	Jefferson	
10-Apr	Parkway Presbyterian	Private	55	Pre-K	Jefferson	
01-May	Parkway Presbyterian	Private	55	K	Jefferson	
27-Nov	Ridgewood Prep	Private	37	3-4	Jefferson	
30-Jan	Ridgewood Prep	Private		3-8	Jefferson	
18-Sep	Riverside Christian Academy	Private	60	4	Jefferson	
30-Jan	Riverside Christian Academy	Private	60	3	Jefferson	
15-May	Salem Lutheran	Private	63	1-2	Jefferson	
01-May	Salem Lutheran	Private	66	3-4	Jefferson	
15-May	Shaw Elementary	Private	43	Pre-K/11-12	Jefferson	
24-Apr	St. Ann	Private	66	4	Jefferson	
13-Mar	St. Benilde	Private	37	7	Jefferson	
03-Apr	St. Clement of Rome	Private	46	1	Jefferson	
27-Nov	St. Cletus	Private	40	Pre-K	Jefferson	
24-Apr	St. Cletus	Private	68	1	Jefferson	
04-Dec	St. Edward the Confessor	Private	70	K	Jefferson	
06-Nov	St. Lawrence the Martyr	Private	24	Pre-K	Jefferson	
06-Mar	St. Louis King of France	Private	25	5	Jefferson	
27-Mar	St. Martin	Private	46	7	Jefferson	
20-Mar	St. Martin	Private	46	7	Jefferson	
23-Jan	St. Martin	Private	45	Pre-K	Jefferson	
03-Apr	St. Mary Magdeline	Private	70	Pre-K	Jefferson	
13-Mar	St. Mary Magdeline	Private	50	8	Jefferson	
10-Apr	St. Matthew	Private	68	7	Jefferson	
16-Jan	St. Matthew	Private	55	Pre-K	Jefferson	
29-May	St. Rosalie	Private	70	2	Jefferson	
15-May	Victory Christian Academy	Private	25	1	Jefferson	
03-Apr	Word of Faith	Private	25	Pre-K	Jefferson	
25-Sep	Alexander Elementary	Public	40	4	Jefferson	
06-Feb	Barbe Middle	Public	44	9	Jefferson	
13-Feb	Behrman Elementary	Public	44	6	Jefferson	
27-Nov	Bissonet	Public	65	2	Jefferson	
06-Feb	Bonnebel High	Public	38	9	Jefferson	
06-Nov	Boudreaux Elementary	Public	56	4	Jefferson	

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Attendance by Parish
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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
13-Nov	Boudreaux Elementary	Public	55	4	Jefferson	
06-Feb	Bridgedale	Public	66	5	Jefferson	
13-Nov	Bridgedale	Public	44	3	Jefferson	
06-Feb	Catherine Strehle	Public	50	2	Jefferson	
09-Jan	Catherine Strehle	Public	50	2	Jefferson	
01-May	Chateau Estates Elementary	Public	36	4-5	Jefferson	
29-May	Cutoff	Public	35	5	Jefferson	
09-Jan	Ella Dolhonde Special Ed.	Public	50	1-5	Jefferson	
15-May	Ellender Middle School	Public	65	6-8	Jefferson	
18-Sep	Ellender Middle School	Public	44	8	Jefferson	
17-Apr	Fisher Elementary	Public	66	Pre-K	Jefferson	
15-May	Fisher Middle School	Public	44	7	Jefferson	
06-Mar	George Cox Elementary	Public	41	3	Jefferson	
30-Oct	Green Park Elementary	Public	39	4	Jefferson	
01-May	Green Park Elementary	Public	75	K	Jefferson	
11-Dec	Gretna Jr. High	Public	44	8	Jefferson	
13-Nov	Gretna Park	Public	44	2	Jefferson	
13-Mar	Harvey Kindergarten	Public	60	K	Jefferson	
23-Jan	John Clancy Elementary	Public	42	1	Jefferson	
01-May	Johnson Gretna Park	Public	75	5	Jefferson	
03-Apr	Johnson Gretna Park	Public	44	Pre-K	Jefferson	
20-Mar	Kate Middleton Kindergarten	Public	50	Pre-K	Jefferson	
03-Apr	Kenner Headstart	Public	66	Pre-K	Jefferson	
24-Apr	Lafitte Elementary	Public	66	1	Jefferson	
13-Mar	Metairie Grammar School	Public	55	4	Jefferson	
24-Apr	Paul J. Solis Elementary	Public	55	6	Jefferson	
20-Feb	Riverdale High	Public	66	9-12	Jefferson	
10-Apr	Riverdale Middle	Public	55	6	Jefferson	
01-May	Riviere Elementary	Public	68	3	Jefferson	
10-Apr	Roosevelt Middle	Public	45	7	Jefferson	
13-Mar	Ruppel Elementary	Public	66	5	Jefferson	
19-Jun	Terry Parkway	Public	33	K-5	Jefferson	
11-Dec	Terrytown Elementary	Public	66	5	Jefferson	
04-Dec	Terrytown Elementary	Public	66	4	Jefferson	
08-May	Westwego	Public	57	K-1	Jefferson	
09-Jan	Woodland Elementary	Public	38	Pre-K	Jefferson	
TOTAL - JEFFERSON PARISH						6,669
27-Mar	Galliano Elementary	Public	40	6	Lafourche	
01-May	Raceland Upper Elementary	Public	60	5	Lafourche	
01-May	West Thibodaux	Public	41	7-9	Lafourche	
TOTAL - LAFOURCHE PARISH						141
13-Nov	Frost School	Public	44	6	Livingston	
04-Dec	Frost School	Public	33	7	Livingston	
24-Apr	Lewis Vincent Elementary	Public	66	3	Livingston	
TOTAL - LIVINGSTON PARISH						143
12-Jun	Jackson State University	Camp	42	9-12	Mississippi	
26-Jun	NASA	Camp	40		Mississippi	
24-Jul	Stennis Child Development Center	Camp	38	1-6	Mississippi	
12-Jun	Stennis Space Camp	Camp	40	3-5	Mississippi	
19-Jun	Stennis Space Camp	Camp	40	3-5	Mississippi	
30-Jan	Coast Episcopal	Private	20	Pre-K	Mississippi	
11-Dec	Diamondhead Academy	Private	13	4	Mississippi	
17-Apr	Diamondhead Academy	Private	13	5	Mississippi	
15-May	Diamondhead Academy	Private	10	6	Mississippi	
17-Apr	Gulfport High	Public	36	11-12	Mississippi	
13-Feb	Gulfport High	Public	49	11-12	Mississippi	
24-Apr	Gulfport High	Public	16	9	Mississippi	
20-Nov	Gulfview Elementary	Public	39	5	Mississippi	
TOTAL - MISSISSIPPI						396
11-Dec	Southside Elementary	Public	55	1	Morehouse	
11-Dec	Southside Elementary	Public	22	1	Morehouse	
TOTAL - MOREHOUSE PARISH						77
26-Jun	Zoo Teen Volunteers	N/A	55	9-12	N/A	
27-Nov	Kingsly House		27	Pre-K	Orleans	
24-Jul	Booth Kids Club	Camp	17	Pre-K-9	Orleans	
10-Jul	Christian Center Summer Camp	Camp	15	1-7	Orleans	

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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
10-Jul	Danneel	Camp	66	K-5	Orleans	
24-Jul	Family Advocacy	Camp	44	5-9	Orleans	
24-Jul	Family Advocacy	Camp	44	1-4	Orleans	
07-Aug	First Baptist	Camp	20		Orleans	
24-Jul	First Thessaloninas Baptist Church	Camp	66	K-9	Orleans	
10-Jul	First United Methodist Church Camp	Camp	25	K-5	Orleans	
03-Jul	Franklin Ave. Baptist Church	Camp	40	1-8	Orleans	
03-Jul	Froggies Child Care	Camp	17	2-6	Orleans	
24-Jul	Ganus	Camp	40	Pre-K-3	Orleans	
24-Jul	Gentilly Baptist	Camp	33	Pre-K-4	Orleans	
10-Jul	Jena Camp	Camp	30	K-1	Orleans	
10-Jul	Jesuit Summer Camp	Camp	66	K-7	Orleans	
12-Jun	Jesuit Summer Camp	Camp	66	Pre-K-6	Orleans	
03-Jul	Joe Brown Cultural Camp	Camp	55	1-9	Orleans	
03-Jul	Kuji Center	Camp	33	6-9	Orleans	
12-Jun	Lake Castle Girls Camp	Camp	72	Pre-K-K	Orleans	
12-Jun	Lake Castle North	Camp	55	Pre-K-6	Orleans	
26-Jun	LNC Summer Camp	Camp	25		Orleans	
24-Jul	LNC Summer Camp	Camp	40	K-6	Orleans	
07-Aug	LNC Summer Camp	Camp	45	K-6	Orleans	
31-Jul	N.O. Marine Institute	Camp	40	9-12	Orleans	
03-Jul	Red Dragon Karate	Camp	22	1-7	Orleans	
05-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
19-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
12-Jun	Resurrection of Our Lord Church	Camp	50		Orleans	
24-Jul	Riverbend Pre-School	Camp	40	Pre-K-4	Orleans	
12-Jun	Southern University	Camp	35	6-8	Orleans	
12-Jun	Southern University	Camp	35	Teens	Orleans	
19-Jun	Southern University	Camp	35	Teens	Orleans	
19-Jun	Southern University	Camp	35	3-5	Orleans	
03-Jul	St. Andrew	Camp	50		Orleans	
05-Jun	St. Andrew	Camp	50		Orleans	
19-Jun	St. Andrew	Camp	50		Orleans	
26-Jun	St. Clavier	Camp	66	3-4	Orleans	
12-Jun	St. Dominic Day Camp	Camp	45	1-2	Orleans	
10-Jul	St. Dominic Day Camp	Camp	44	1-2	Orleans	
19-Jun	St. Dominic Day Camp	Camp	45	1-3	Orleans	
17-Jul	St. Dominic Day Camp	Camp	44	1-2	Orleans	
03-Jul	St. Margaret	Camp	50		Orleans	
05-Jun	St. Margaret	Camp	50		Orleans	
19-Jun	St. Margaret	Camp	50		Orleans	
03-Jul	St. Pius	Camp	50		Orleans	
19-Jun	St. Pius	Camp	50		Orleans	
05-Jun	St. Raphael	Camp	50		Orleans	
12-Jun	St. Rita	Camp	50		Orleans	
05-Jun	St. Rita	Camp	50		Orleans	
19-Jun	St. Rita	Camp	50		Orleans	
10-Jul	St. Rita	Camp	55		Orleans	
19-Jun	Xavier University	Camp	46	6-7	Orleans	
26-Jun	Zoo Camp	Camp	25	6	Orleans	
19-Jun	Zoo Camp	Camp	25	6	Orleans	
10-Jul	Bolden Child Care Center @ Xavier	Day Care	37	Pre-K	Orleans	
07-Aug	Grace Child Center	Day Care	31	1-6	Orleans	
10-Jul	Kindercare	Day Care	40	K-6	Orleans	
03-Jul	Little Academy	Day Care	20		Orleans	
12-Jun	Little Angels Child Care	Day Care	16	Pre-K	Orleans	
29-May	LSU Medical	Day Care	70	2	Orleans	
06-Feb	Newcomb Nursery	Day Care	25	Pre-K	Orleans	
24-Jul	People's Community Center	Day Care	33	Pre-K	Orleans	
17-Apr	Philips Childcare	Day Care	66	Pre-K	Orleans	
29-May	Tots & Toddlers	Day Care	18	Pre-K	Orleans	
13-Mar	United Methodist Child Care	Day Care	23	Pre-K	Orleans	
17-Apr	Audubon Montessori	Private	26	K	Orleans	
01-May	B.M. Palmer School	Private	22	Pre-K	Orleans	
13-Mar	B.M. Palmer School	Private	47	K	Orleans	
20-Feb	Calvary Baptist	Private	45	4-5	Orleans	

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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
24-Apr	Calvery Baptist	Private	53	2-8	Orleans	
10-Jul	Children of Salvation	Private	30		Orleans	
13-Nov	Christ Episcopal	Private	50	5	Orleans	
29-May	Christ Episcopal	Private	47	5	Orleans	
04-Dec	Christian Bros.	Private	27	5	Orleans	
24-Apr	Crescent City Baptist	Private	50	2 & 5	Orleans	
11-Dec	Crescent City Baptist	Private	44	K	Orleans	
04-Dec	Crescent City Baptist	Private	45	Pre-K	Orleans	
09-Oct	Crescent City Baptist	Private	39	3	Orleans	
27-Nov	Crescent City Baptist	Private	41	4	Orleans	
19-Jun	Faith Church	Private	25	K-6	Orleans	
10-Apr	First Step Learning Center	Private	24	Pre-K	Orleans	
27-Mar	First Step Learning Center	Private	20	Pre-K	Orleans	
11-Dec	First United Methodist	Private	66		Orleans	
24-Apr	Ganus Preschool	Private	22	Pre-K	Orleans	
17-Apr	Ganus Preschool	Private	20	Pre-K	Orleans	
20-Mar	Holy Cross	Private	66	6	Orleans	
01-May	Holy Name of Jesus	Private	20	K	Orleans	
24-Apr	Holy Name of Jesus	Private	26	K	Orleans	
11-Dec	Immaculate Heart of Mary	Private	17	Pre-K	Orleans	
11-Sep	Incarnate Word	Private	44	Pre-K	Orleans	
10-Jul	Lake Castle Girls	Private	72	5-8	Orleans	
10-Jul	Lake Castle North	Private	55		Orleans	
20-Mar	Lakeview Presbyterian	Private	21	Pre-K	Orleans	
03-Apr	Les Enfants Nursery School	Private	24	Pre-K	Orleans	
16-Oct	Louise Dawes Development Center	Private	30		Orleans	
20-Mar	Louise McGehee	Private	36	K	Orleans	
27-Mar	Magnolia Headstart	Private	44	Pre-K	Orleans	
12-Jun	New Birth Baptist Church	Private	14	K-4	Orleans	
27-Nov	Newman	Private	66	3	Orleans	
16-Oct	Newman	Private	20	1	Orleans	
23-Oct	Newman	Private	20	1	Orleans	
04-Dec	Newman	Private	23	Pre-K	Orleans	
09-Oct	Newman Cub Scouts	Private	16	3	Orleans	
16-Jan	Prince of Peace Lutheran	Private	35	4	Orleans	
15-May	Sacred Heart Academy	Private	46	3	Orleans	
10-Apr	Sacred Heart Academy	Private	46	3	Orleans	
09-Jan	Stuart Hall	Private	33	K	Orleans	
17-Apr	St. Anthony	Private	49	5	Orleans	
04-Dec	St. Anthony	Private	47	2	Orleans	
15-May	St. Anthony	Private	40	4	Orleans	
27-Mar	St. Anthony	Private	49	6-8	Orleans	
04-Dec	St. Anthony	Private	45	5	Orleans	
13-Nov	St. Anthony	Private	44	1	Orleans	
11-Dec	St. Charbonnet Church	Private	46	2	Orleans	
06-Nov	St. David	Private	55	1-5	Orleans	
27-Mar	St. Dominic	Private	42	2	Orleans	
24-Apr	St. Elizabeth Ann Seton	Private	53	5	Orleans	
23-Oct	St. Frances Cabrini	Private	57	7	Orleans	
20-Mar	St. George	Private	41	K	Orleans	
30-Oct	St. George	Private	39	1	Orleans	
02-Oct	St. George	Private	40	1	Orleans	
24-Apr	St. James Major	Private	33	6	Orleans	
13-Mar	St. Joan of Arc	Private	46	1	Orleans	
23-Jan	St. John Berchman	Private	62	Pre-K	Orleans	
11-Dec	St. John Lutheran	Private	57	Pre-K2	Orleans	
13-Nov	St. Louis Cathedral	Private	23	5	Orleans	
27-Nov	St. Louis Cathedral	Private	100	6-8	Orleans	
17-Apr	St. Luke's Episcopal	Private	50	3	Orleans	
11-Dec	St. Mary of the Angels	Private	38	7	Orleans	
04-Dec	St. Mary's Academy	Private	44	7	Orleans	
13-Nov	St. Monica	Private	27	8	Orleans	
24-Apr	St. Paul	Private	44	1-2	Orleans	
08-May	St. Paul	Private	30	2	Orleans	
03-Apr	St. Paul	Private	66	6-8	Orleans	
13-Nov	St. Paul	Private	53	1-3	Orleans	

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1996 Week of	School	School Type	Attendance	Grade	LA Parish or State	Subtotals
23-Jan	St. Paul	Private	28	6	Orleans	
16-Jan	St. Paul Lutheran	Private	50		Orleans	
27-Mar	St. Paul Lutheran	Private	47	3-5	Orleans	
24-Apr	St. Paul the Apostle	Private	20	3	Orleans	
18-Sep	St. Paul the Apostle	Private	58	K-5	Orleans	
17-Apr	St. Peter Claver	Private	60	4-5	Orleans	
12-Jun	St. Peter Claver	Private	66	5	Orleans	
15-May	St. Peter Claver	Private	68	1	Orleans	
01-May	St. Peter Claver	Private	26	7	Orleans	
15-May	St. Pius	Private	58	2	Orleans	
06-Nov	St. Raymond	Private	36	6	Orleans	
09-Oct	Trinity Episcopal	Private	19	Pre-K	Orleans	
20-Mar	Trinity Episcopal	Private	20	Pre-K	Orleans	
13-Nov	Trinity Episcopal	Private			Orleans	
13-Mar	Trinity Episcopal	Private	46	4	Orleans	
16-Oct	Trinity Episcopal	Private	23	Pre-K	Orleans	
10-Apr	Trinity Episcopal	Private	25	2	Orleans	
23-Jan	Trinity Episcopal	Private	24	Pre-K	Orleans	
06-Mar	Ursuline Academy	Private	44	1-2	Orleans	
27-Nov	Abramson	Public	25	8	Orleans	
06-Mar	Ben Franklin Elementary	Public	61	1	Orleans	
16-Oct	Ben Franklin Elementary	Public	30	K	Orleans	
15-May	Carver Elementary	Public	71	4	Orleans	
11-Dec	Carver Primary	Public	57	3	Orleans	
03-Apr	Chester	Public	66	Pre-K	Orleans	
20-Feb	Crossman School	Public	49	Pre-K-1	Orleans	
20-Feb	C. J. Colton Jr. High	Public	63	7-8	Orleans	
17-Apr	Dunbar Magnet	Public	46	8	Orleans	
06-Feb	Dunbar Magnet	Public	67	5	Orleans	
17-Apr	Edwards School	Public	44	Pre-K	Orleans	
04-Dec	Eisenhower Elementary	Public	65	2-4	Orleans	
30-Jan	Eisenhower Elementary	Public	55	3	Orleans	
03-Apr	Etienne De Bore	Public	16	Pre-K	Orleans	
06-Mar	Fifth Ward Jr.	Public	20	Pre-K	Orleans	
24-Apr	Fifth Ward Jr. High	Public	31	6-8	Orleans	
01-May	Francis T. Nichols	Public	33	9-12	Orleans	
18-Dec	Gaudet Elementary	Public	66	3	Orleans	
01-May	Gaudet Elementary	Public	66	2-3	Orleans	
03-Apr	Guste	Public	66	Pre-K	Orleans	
17-Apr	Henderson	Public	66	Pre-K	Orleans	
17-Apr	Hoffman	Public	44	Pre-K	Orleans	
15-May	Hynes Elementary	Public	50	K	Orleans	
13-Feb	Jean Gordon	Public	44	K	Orleans	
11-Dec	Jean Gordon	Public	46	1	Orleans	
30-Jan	John Dibert	Public	33	2-3	Orleans	
30-Jan	Karr	Public	66	8	Orleans	
11-Sep	Karr	Public	58	7	Orleans	
23-Jan	Karr	Public	66	8	Orleans	
08-May	Karr	Public	66	9	Orleans	
18-Dec	Lafayette	Public	50	4	Orleans	
09-Jan	Lafayette	Public	50	4	Orleans	
11-Dec	Lewis	Public	66	7	Orleans	
04-Dec	Lewis	Public	66	7	Orleans	
13-Mar	Live Oak Middle	Public	44	8	Orleans	
01-May	Lusher Elementary Extension	Public	50	6	Orleans	
01-May	Lusher Jr. High	Public		7-8	Orleans	
27-Mar	Mary Coghill	Public	66	6	Orleans	
02-Jan	Mary Coghill	Public	32	2	Orleans	
13-Mar	Mary Coghill	Public	61	4	Orleans	
20-Feb	McDonogh 42	Public	46	K	Orleans	
23-Oct	McDonogh 42	Public	66	5-6	Orleans	
27-Mar	McDonogh 42	Public	66	6	Orleans	
06-Mar	McMain Middle Magnet	Public	43	8	Orleans	
06-Feb	McMain Middle Magnet	Public	45	8	Orleans	
02-Oct	McMain Middle Magnet	Public	55	7	Orleans	
20-Feb	Morial Elementary	Public	70	3	Orleans	

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26-Jun	Moton	Public	110	K-7	Orleans	
17-Jul	Nelson	Public	66	2-6	Orleans	
15-May	New Orleans Free School	Public	53	1-4	Orleans	
01-May	Norco Elementary	Public	38	2	Orleans	
20-Mar	Osborne Elementary	Public	74	1	Orleans	
20-Mar	Osborne Elementary	Public	69	K	Orleans	
11-Sep	Osborne Elementary	Public	28	1	Orleans	
16-Oct	Osborne Elementary	Public	38	5	Orleans	
11-Dec	Osborne Elementary	Public	33	1	Orleans	
23-Oct	O. Perry Walker	Public	44	8	Orleans	
11-Sep	Philips Jr. High	Public		7	Orleans	
17-Apr	P. A. Capdau	Public	55	9	Orleans	
16-Oct	Rosenwald	Public	66	6	Orleans	
15-May	Schaumburg Elementary	Public	49	Pre-K	Orleans	
13-Nov	Schaumburg Elementary	Public	44	Pre-K	Orleans	
30-Oct	Schaumburg Elementary	Public	44	Pre-K	Orleans	
30-Oct	Southern University Lab School	Public	66	11	Orleans	
23-Oct	Southern University Lab School	Public	44	9	Orleans	
18-Dec	Wicker Elementary	Public	66	3	Orleans	
24-Jul	William Rogers	Public	40	K-6	Orleans	
01-May	Williams School	Public	22	Pre-K	Orleans	
TOTAL - ORLEANS PARISH		z				9,778
27-Nov	Buras High Christian	Private	55	2	Plaquemines	
10-Apr	Boothville Venice	Public	58	5	Plaquemines	
04-Dec	Phoenix High	Public	55	1-3	Plaquemines	
06-Feb	Phoenix High	Public	21	4-12	Plaquemines	
TOTAL - PLAQUEMINES PARISH		z				189
16-Oct	Reeves	Public	60	3	Rapides	
TOTAL - RAPIDES PARISH						60
31-Jul	Early Education Center	Camp	25	1-6	St. Bernard	
19-Jun	St. Mark	Camp	50		St. Bernard	
26-Jun	St. Mark	Camp	50		St. Bernard	
26-Jun	Full House Day Care	Day Care	25	K-7	St. Bernard	
06-Feb	Early Education Center	Private	18	Pre-K	St. Bernard	
09-Jan	Early Education Center	Private	20	Pre-K	St. Bernard	
20-Feb	Early Education Center	Private	13	Pre-K	St. Bernard	
06-Mar	Early Education Center	Private	17	Pre-K	St. Bernard	
16-Oct	Early Education Center	Private	68	Pre-K	St. Bernard	
13-Mar	Our Lady of Prompt Succor	Private	70	5	St. Bernard	
27-Feb	Our Lady of Prompt Succor	Private	33	Pre-K	St. Bernard	
02-Oct	Prince of Peace	Private	66	6-8	St. Bernard	
17-Jul	Step by Step	Private	40	1-7	St. Bernard	
06-Mar	St. Louise de Marillac	Private	58	8	St. Bernard	
13-Nov	St. Louise de Marillac	Private	64	2	St. Bernard	
03-Apr	St. Mark	Private	32	K	St. Bernard	
20-Mar	St. Robert Bellarmine	Private	33	5	St. Bernard	
15-May	St. Robert Bellarmine	Private	35	3	St. Bernard	
01-May	St. Robert Bellarmine	Private	33	3	St. Bernard	
11-Dec	St. Robert Bellarmine	Private	71	3	St. Bernard	
16-Jan	Arabi Elementary	Public	44	5	St. Bernard	
06-Feb	Arabi Elementary	Public	18	Pre-K	St. Bernard	
04-Dec	Arabi Headstart	Public	30	Pre-K	St. Bernard	
13-Nov	Arabi Park Middle School	Public	20	6-8	St. Bernard	
15-May	C. F. Rowley	Public	50	K	St. Bernard	
02-Jan	C. F. Rowley	Public	50	3	St. Bernard	
03-Apr	Gauthier	Public	66	Pre-K	St. Bernard	
27-Mar	Millaudon	Public	66	Pre-K	St. Bernard	
TOTAL - ST. BERNARD PARISH		z				1165
10-Jul	Toddlerhouse Summer Camp	Camp	55	Pre-K-5	St. Charles	
13-Mar	Toddlerhouse	Day Care	19	Pre-K	St. Charles	
10-Jul	Laplace Adolescent Hospital	Hospital	20	Teens	St. Charles	
06-Nov	St. Rose Primary	Private	48	3	St. Charles	
06-Mar	Destrahan High School	Public	40	9-12	St. Charles	
27-Mar	Glade Elementary	Public	34	2	St. Charles	
16-Oct	R. J. Vial Elementary	Public	44	4	St. Charles	
TOTAL - ST. CHARLES PARISH		z				260

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13-Nov	Stevensville Elementary	Public	33	3-5	St. Martin	
TOTAL - ST. MARTIN PARISH						33
24-Apr	Berwick Elementary	Public	19	1	St. Mary	
03-Apr	Berwick Elementary	Public	42	4	St. Mary	
TOTAL - ST. MARY PARISH						61
31-Jul	Cedarwood Summer Camp	Camp	66	K-2	St. Tammany	
26-Jun	Our Lady of Lourdes	Camp	50		St. Tammany	
05-Jun	Our Lady of Lourdes	Camp	50		St. Tammany	
07-Aug	Slidell Kindercare	Camp	22	K-7	St. Tammany	
07-Aug	Gilda's Pre-School	Day Care	22	Pre-K-2	St. Tammany	
20-Nov	Northlake Christian	Private	25	2	St. Tammany	
10-Apr	Northminster Montessori	Private	30	Pre-K	St. Tammany	
27-Feb	Our Lady of Lourdes	Private	56	3	St. Tammany	
25-Sep	Slidell First Baptist	Private	50	4-5	St. Tammany	
30-Oct	Abita Springs Elementary	Public	50	3	St. Tammany	
24-Apr	Bayou Woods	Public	20	Pre-K	St. Tammany	
04-Dec	Cedarwood Elementary	Public	10	7	St. Tammany	
27-Nov	Cedarwood Elementary	Public	25	4	St. Tammany	
23-Oct	Covington Elementary	Public	70	3	St. Tammany	
16-Oct	C.J. Schoen	Public	41	6	St. Tammany	
27-Nov	Hammond	Public	51	2	St. Tammany	
09-Jan	Hammond	Public	44	7	St. Tammany	
01-May	Honey Island Elementary	Public	65	3	St. Tammany	
23-Jan	Madisonville	Public	20	Pre-K	St. Tammany	
27-Mar	Mandeville Elementary	Public	48	K	St. Tammany	
13-Nov	Mandeville Elementary	Public	50	K	St. Tammany	
13-Feb	Mandeville Middle	Public	14	4-5	St. Tammany	
02-Jan	Mandeville Middle	Public	60	6	St. Tammany	
06-Feb	Pineview	Public	55	5	St. Tammany	
02-Jan	Pontchatoula High	Public	38	12	St. Tammany	
27-Nov	Pontchatoula High	Public	41	12	St. Tammany	
TOTAL - ST. TAMMANY PARISH						1073
15-May	Coteau Bayou Blue	Public	30	3-6	Terrebonne	
TOTAL - TERREBONNE PARISH						30
GRAND TOTAL			23,823			23,823

APPENDIX VI

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THE AUDUBON INSTITUTE

P.O. Box 4327 • New Orleans, LA 70178 • 504-861-2537

May 29, 1996

TO: Cynthia Thibodeaux
 Laurie Conkerton

FROM: Margaret Davidson

RE: Audubon Institute Membership Analyses

Attached are the results of 3 Membership projects I have completed during my internship. The first is a graphic description of membership by age range. Not surprisingly, the largest percentage of members fall into the 36 to 45 year old category, and the second largest falls into the 46 to 60 year old range. This is true for all three facilities: Audubon Zoo, Aquarium of the Americas, and Louisiana Nature Center. These categories are the most likely to have young children or grandchildren who are more likely to be drawn to activities at these facilities. An obvious strategy for membership in the future is to maintain the high levels in these categories while trying to appeal to more customers in the 20 to 35 year old range.

The second project involved analyzing membership by state, parish and city, using zip codes available in Membership's database. The purpose of this project was to supplement the research on the feasibility of developing an out-of-market membership category, and a national membership. I have attached 2 sets of reports related to this analysis. Louisiana memberships by parish show, again not surprisingly, that the largest number of members are located in Orleans and Jefferson parishes. The next highest is St. Tammany Parish with 7.22% of total members, followed by St. Bernard and St. Charles, with 3.44% and 2.91%, respectively. These are the 5 parishes that make up the metropolitan New Orleans region. The smallest number of members are located in several parishes, recording only 1 member in each. These parishes comprise most of the northeast and central parts of the state. Parishes from Baton Rouge east to Washington Parish, southwest to the Acadiana parishes, and southeast the Plaquemines Parish are all represented in our membership. If an out-of-market product were to be developed this region would probably be the best starting place for increasing membership.

Currently there are quite of few memberships located in several states across the country, the most surprising being 2 memberships in Alaska and 4 in Hawaii! Many of these national members are the result of tourists purchasing Aquarium memberships for their families rather than paying a higher individual ticket price for the entire party. Excluding Louisiana the largest number of members is located in Mississippi with 435, followed by Alabama with 101. This is not surprising given the close proximity to New Orleans. If any type of national membership were ever to be developed I don't believe

"CELEBRATING LIFE THROUGH NATURE"

Audubon of the Americas • Audubon Center for the Research of Endangered Species • Audubon Park • Audubon Zoological Garden • Emerald Isle • Thruway
 Creighton • McManan Audubon Society • Tennessee Center • Louisiana Nature Center • Waldenpark • Audubon Park

May 29, 1996

Pg. 2 of 2

locations of the current members would be very influential in terms of targeting. A national membership would have to be based upon the global interest of conservation, not upon facility attendance. For example, the Smithsonian Institute has national members who have never been to Washington, D.C. This is not to say however that this analysis was useless. More research could be done on these national members to determine if any of them are potential donors.

The third project involved surveying several zoos and aquariums across the country to determine the feasibility of an out-of-market membership category. Nineteen organizations were surveyed, and of these we received responses from 9. This is a 47% response rate, which is not too bad. However, of the responses there were no examples of out-of-market membership categories. Most stated that either an out-of-market product had never been considered, or that the organization was located too close to other major zoos or aquariums to make this a beneficial consideration. The Toledo Zoo remarked that while this had never been thought of before, now they may look into it. Attached is the latest update on the responses. More may arrive in the coming weeks.

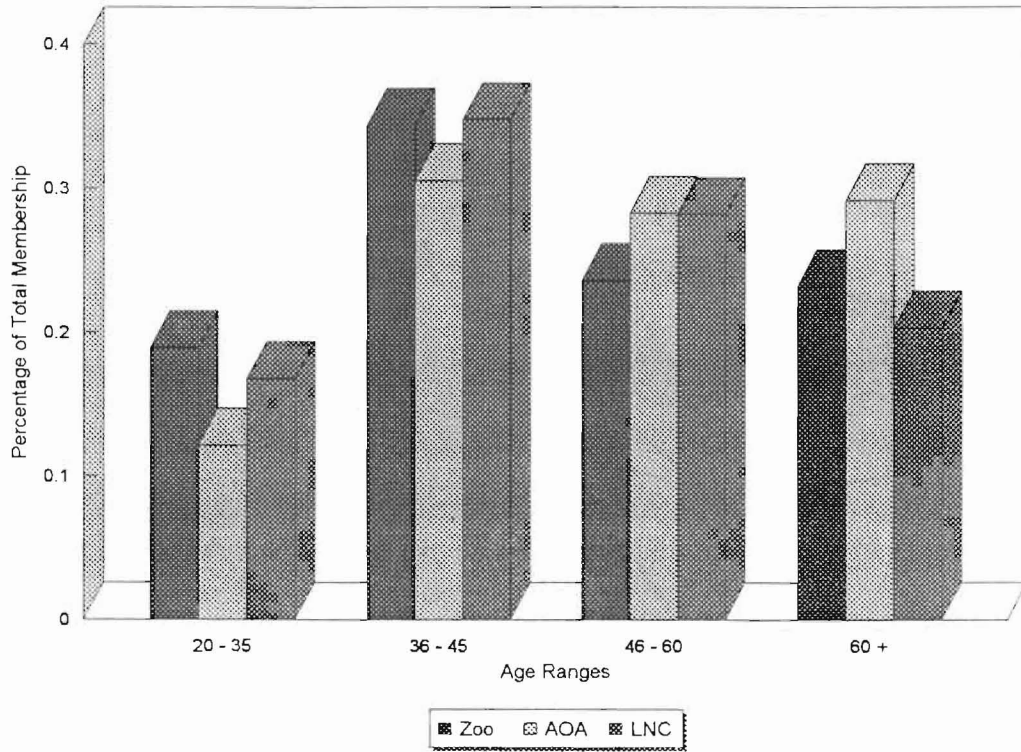
Let me know if you have any questions about any of this information. I've enjoyed working on these projects and hope they will be beneficial to you. Thank you!

Margaret

**AUDUBON INSTITUTE
MEMBERSHIP BY AGE RANGES
1995**

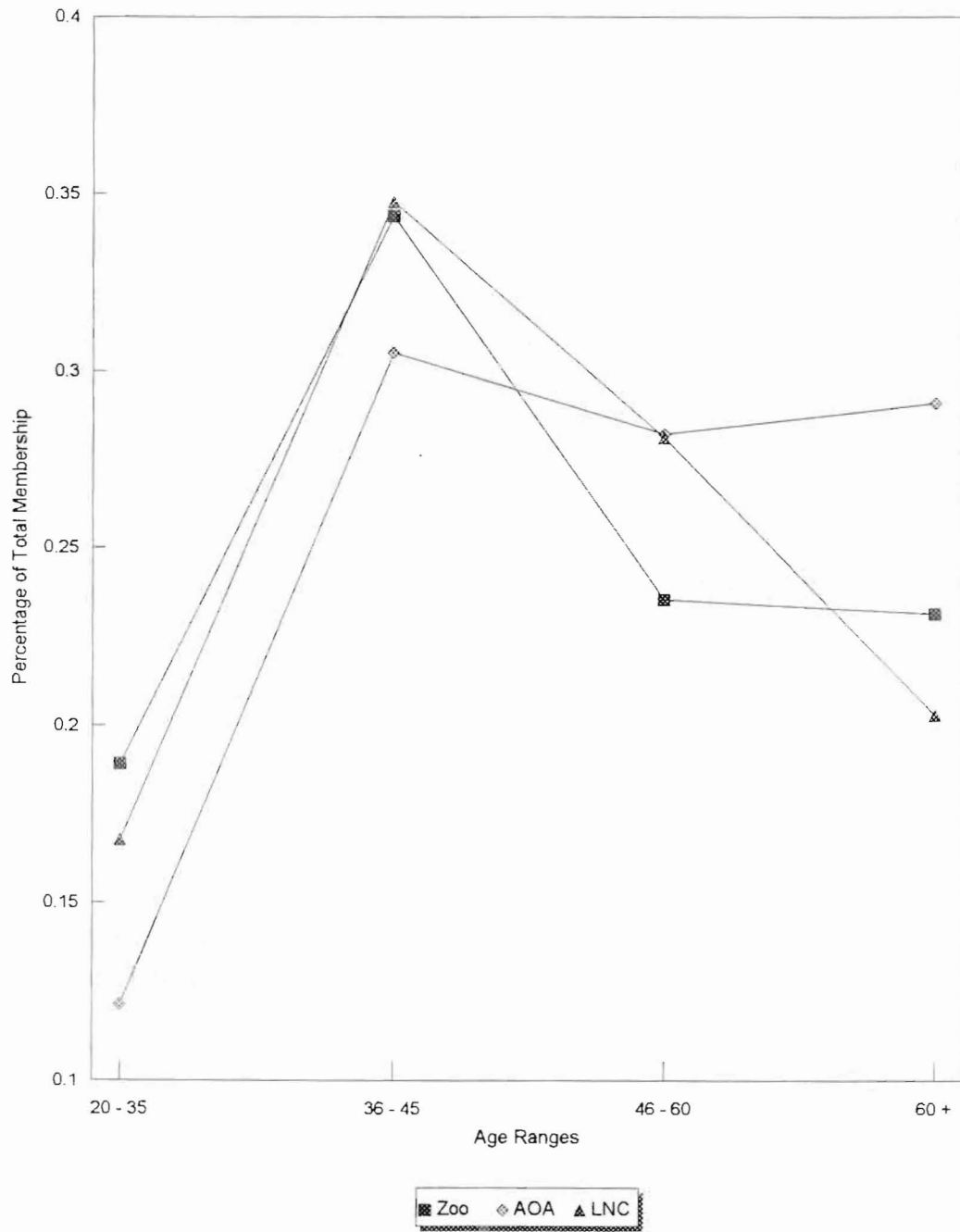
AGE RANGE	Membership					
	ZOO	%	AOA	%	LNC	%
20 - 35	1,932	0.19	804	0.12	248	0.17
36 - 45	3,510	0.34	2,020	0.31	514	0.35
46 - 60	2,406	0.24	1,869	0.28	416	0.28
60 +	2,365	0.23	1,927	0.29	300	0.20
TOTAL	10,213	1.00	6,620	1.00	1,478	1.00

Audubon Institute Membership by Age Range



As of 1/96

Audubon Institute
Membership by Age Range



As of 1/96

April 22, 1996

Alicia Lein
Director of Development
Columbus Zoological Garden
P.O. Box 400
Powell, OH 73065-0400

Dear Ms. Lein:

As Director of Membership at The Audubon Institute I am currently researching the feasibility of developing and "out-of-market" membership category. This category would be geared specifically for those who live within a 90-mile radius of our geographic region. As part of the research we are surveying zoos and aquariums around the country to determine the marketability of such a membership category. I am asking for your assistance by completing the attached questionnaire. Please return it to me or to the attention of my research assistant, Margaret Davidson, either by mail or fax (FAX # 504-866-0819). I greatly appreciate your time and effort assisting with this project, and if we can ever be of any assistance please feel free to contact me. Also, if you would like, I will be happy to share with you the results of this research.

Thank you again for your participation.

Sincerely,

Cynthia Thibodeaux
Director of Membership

attachment

AUDUBON INSTITUTE
OUT-OF-MARKET MEMBERSHIP CATEGORY
SURVEY OF OTHER ZOOS & AQUARIUMS

Please complete the following:

General Information

Name: _____

Annual Attendance: _____ Metro Population: _____

Membership Attendance: _____

Annual Membership Budget: _____ # of Current Memberships: _____

Renewal Rate: _____

Out-of-Market Information

Do you have an out-of-market membership category? _____ Yes _____ No

What are the benefits? _____ Limited access to facility
 _____ Newsletter
 _____ Magazine
 _____ Special Visitor or Tour packages
 _____ Other, please list briefly _____

Renewal Rate for out-of-market membership category: _____

How long have you marketed this membership category? _____

Has this category been successful, in terms of?...
 _____ Increased donations
 _____ Public Relations
 _____ Financial (benefits vs. costs)
 _____ Other, please explain briefly _____

Price of Family Membership: _____ Price of Family Membership for out-of-market category, if different: _____

How many of your current memberships are from outside of your market area? _____

How have you marketed this membership category? _____ Direct mail _____ Newspaper
 _____ Telemarketing _____ Magazine
 _____ Radio _____ Television
 _____ Other _____

If you have not out-of-market membership, have you ever considered such a category? _____ Yes _____ No, Why? _____

Thank you very much for your assistance with this research. If you have any questions please feel free to call Cynthia Thibodeaux at (504) 861-2537, ext. 357, or Margaret Davidson at (504) 861-5107. Once again, thank you!

AUDUBON INSTITUTE
 OUT-OF-MARKET MEMBERSHIP SURVEY
 RESPONSES

City	Type	Response	Date	Date Sent	Response Time-days	2nd FAX Sent	Response	Date	Response Time-days
Toledo	Zoo	yes	05/06/96	04/19/96	17				
Sacramento	Zoo			04/19/96		05/15/96			
San Antonio	Zoo & Aquarium			04/19/96		05/15/96			
Baltimore	Aquarium			04/19/96		05/15/96			
Seattle	Aquarium			04/19/96		05/15/96			
New England	Aquarium			04/19/96		05/15/96			
Monterey Bay	Aquarium			04/19/96		05/15/96	yes	05/17/96	2
John G. Shedd	Aquarium			04/19/96		05/15/96			
Tennessee	Aquarium	yes	04/22/96	04/19/96	3				
Baltimore	Zoo			04/19/96		05/15/96			
Atlanta	Zoo	yes	05/14/96	04/19/96	25				
Cincinnati	Zoo			04/19/96		05/15/96			
Columbus	Zoo	yes	04/26/96	04/19/96	7				
Houston	Zoo			04/19/96		05/15/96	yes	05/27/96	12
Jacksonville	Zoo	yes	04/22/96	04/19/96	3				
Kansas City	Zoo			04/19/96		05/15/96			
Indianapolis	Zoo			04/19/96		05/15/96			
Lincoln Park	Zoo			04/19/96		05/15/96	yes	05/24/96	9
Woodland Park	Zoo			04/19/96		05/15/96	yes	05/16/96	1

Results as of 10/18/96

Response Rate:

Total # Surveyed	19
Total Responses	9
Rate	47.37%

AUDUBON INSTITUTE
 OUT-OF-MARKET MEMBERSHIP SURVEY
 RESULTS

	Toledo Zoo	Sacramento Zoo	San Antonio Zoo & Aquarium	National Aquarium Baltimore	Seattle Aquarium	New England Aquarium	Monterey Bay Aquarium	John G. Shedd Aquarium
Metro. Population	614,128						356,000	
Annual Attendance	850,000						1,600,000	
# of Memberships	42,500						43,700	
Membership Attendance	457,274						166,000	
Annual Membership Budget	382,320						647,000	
Renewal Rate	72%						68%	
Out-of-Market Category?	No						No	
Benefits:	n/a						n/a	
Renewal Rate	n/a						n/a	
Age of Category?	n/a						n/a	
Success of Category	n/a						n/a	
How is this category marketed?	n/a						n/a	
Have you ever considered this type of category?	No						No	
Why not?	Never thought about it, now they will.						Have not felt it necessary, but interested in our results	
Price of Family Memberships	\$40						\$75	
Price of Family Membership for out-of-market category	n/a						n/a	
% of Current Memberships from outside market area	no answer						4% outside Calif.	
Other Comments							Market include San Francisco Bay area.	

AUDUBON INSTITUTE
 OUT-OF-MARKET MEMBERSHI
 RESULTS

	Tennessee Aquarium	Baltimore Zoo	Atlanta Zoo	Cincinnati Zoo	Columbus Zoo	Houston Zoo	Jacksonville Zoo	Kansas City Zoo
Metro. Population	433,210		2,800,000		1,300,000	4,200,000	1,000,000	
Annual Attendance	1,100,000		850,000		1,100,000	1,400,000	431,362	
# of Memberships	17,438		30,000		40,000	13,300	7,000	
Membership Attendance	70,000		130,000		395,000	unknown	No answer	
Annual Membership Budget	350,000		n/a		250,000	571,000	366,000	
Renewal Rate	54%		71%		79%	76%	52%	
Out-of-Market Category?	No		No		No	No	No	
Benefits:	n/a		n/a		n/a	n/a	n/a	
Renewal Rate	n/a		n/a		n/a	n/a	n/a	
Age of Category?	n/a		n/a		n/a	n/a	n/a	
Success of Category	n/a		n/a		n/a	n/a	n/a	
How is this category marketed?	n/a		n/a		n/a	n/a	n/a	
Have you ever considered this type of category?	No		No, but do have some out-of-		No	No	No	
Why not?	No answer		mkt. memberships (2,000)		W/in 2-3 hr drive from other large zoos	Considering adding reciprocity as a benefit for a % of membership	Doesn't fit marketing plan - just reduced # of member categories	
Price of Family Memberships	\$60		\$49		\$49	\$40	\$49	
Price of Family Membership for out-of-market category	n/a		n/a		n/a	n/a	n/a	
% of Current Memberships from outside market area	30% outside MSA				5% due to popularity of Jack Hanna	Very few	no answer	
Other Comments								

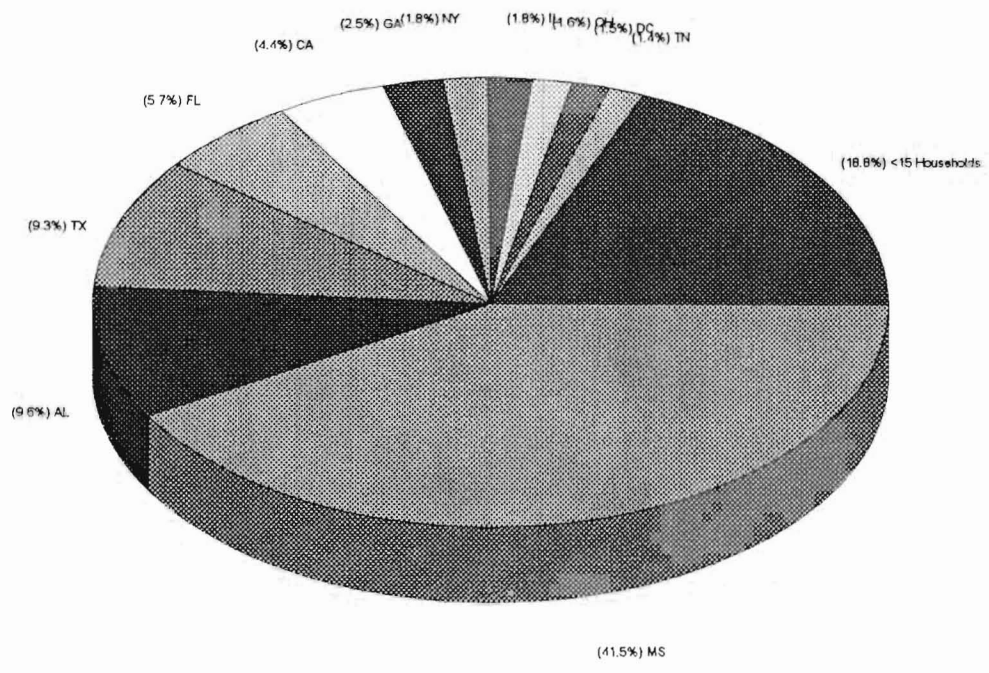
AUDUBON INSTITUTE
 OUT-OF-MARKET MEMBERSHI
 RESULTS

	Indianapolis Zoo	Lincoln Park Zoo	Woodland Park Zoo
Metro. Population		3,000,000	no answer
Annual Attendance		2,000,000	1,000,000
# of Memberships		18,000	35,000
Membership Attendance		n/a	400,000
Annual Membership Budget		1,200,000	no answer
Renewal Rate		65%	67%
Out-of-Market Category?		No	No
Benefits:		n/a	
Renewal Rate		n/a	n/a
Age of Category?		n/a	n/a
Success of Category		n/a	n/a
How is this category marketed?		n/a	n/a
Have you ever considered this type of category?		No	No answer
Why not?		Also have Brookfield Zoo w/in area.	
Price of Family Memberships		\$45	\$50
Price of Family Membership for out-of-market category		n/a	n/a
% of Current Memberships from outside market area		no answer	Very low
Other Comments			

Audubon Institute
Memberships by State

State	Memberships
Alaska	2
Alabama	101
Arkansas	8
Arizona	5
California	46
Colorado	8
Connecticut	2
District of Columbia	16
Florida	60
Georgia	26
Hawaii	4
Idaho	2
Illinois	19
Indiana	10
Kansas	5
Kentucky	3
Louisiana	27,828
Massachusetts	13
Maryland	13
Michigan	10
Missouri	9
Mississippi	435
North Carolina	14
North Dakota	1
Nebraska	2
New Hampshire	2
New Jersey	13
New Mexico	3
Nevado	6
New York	19
Ohio	17
Oklahoma	4
Oregon	2
Pennsylvania	10
Rhode Island	1
South Carolina	3
South Dakota	1
Tennessee	15
Texas	98
Utah	1
Virginia	10
Washington	6
Wisconsin	13
West Virginia	3
Total U.S.	28,869
International	8
Grant Total	28,877

Audubon Institute
Memberships by State: excluding Louisiana

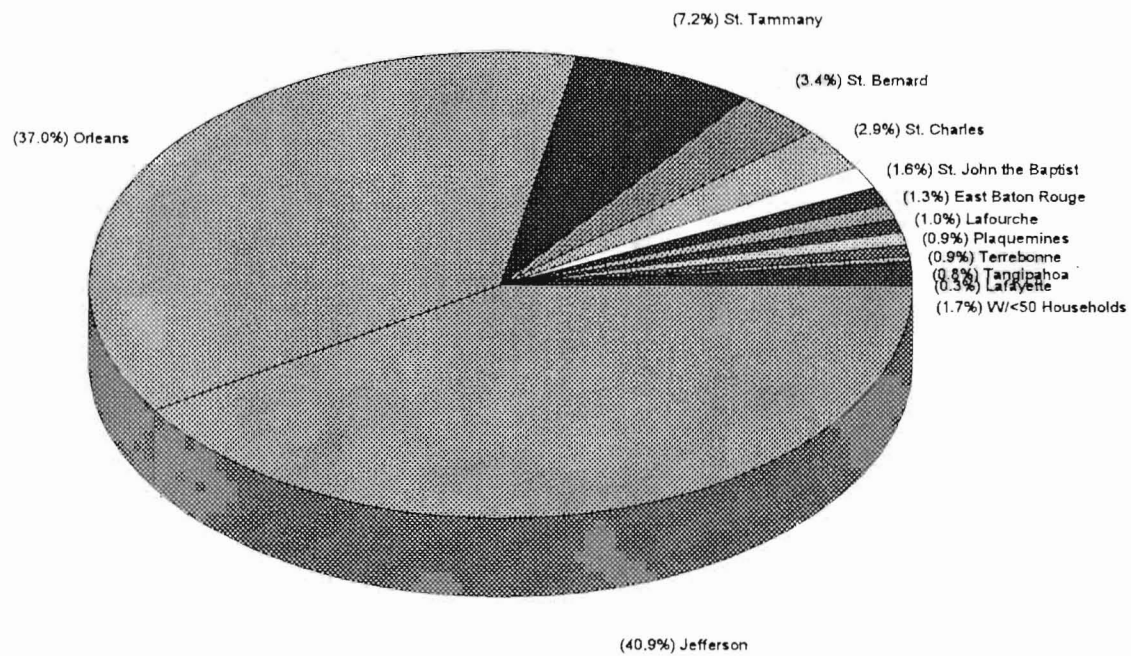


Total non-Louisiana Memberships = 1,049

Audubon Institute
Louisiana Membership by Parish

Parish	Memberships	% of Total
Unidentified Zip Codes	8	0.03%
Acadia	8	0.03%
Allen	4	0.01%
Ascension	36	0.13%
Assumption	12	0.04%
Avoyelles	2	0.01%
Beauregard	4	0.01%
Bossier	4	0.01%
Caddo	22	0.08%
Calcasieu	31	0.11%
Caldwell	1	0.004%
Catahoula	1	0.004%
Claiborne	1	0.004%
Concordia	1	0.004%
East Baton Rouge	360	1.29%
East Feliciana	2	0.01%
Evangeline	3	0.01%
Franklin	3	0.01%
Grant	1	0.004%
Iberia	25	0.09%
Iberville	9	0.03%
Jackson	1	0.004%
Jefferson	11,370	40.86%
Jefferson Davis	5	0.02%
Lafayette	94	0.34%
Lafourche	284	1.02%
Lincoln	6	0.02%
Livingston	24	0.09%
Morehouse	2	0.01%
Natchitoches	2	0.01%
Orleans	10,308	37.04%
Ouachita	13	0.05%
Plaquemines	260	0.93%
Pointe Coupee	7	0.03%
Rapides	28	0.10%
Richland	1	0.004%
Sabine	1	0.004%
St. Bernard	958	3.44%
St. Charles	810	2.91%
St. Helena	18	0.06%
St. James	31	0.11%
St. John the Baptist	437	1.57%
St. Landry	20	0.07%
St. Martin	32	0.11%
St. Mary	37	0.13%
St. Tammany	2,008	7.22%
Tangipahoa	216	0.78%
Terrebonne	245	0.88%
Union	1	0.004%
Vermillion	12	0.04%
Vernon	1	0.004%
Washington	46	0.17%
Webster	1	0.004%
West Baton Rouge	7	0.03%
West Feliciana	4	0.01%
Grand Total - LA	27,828	100.00%

Audubon Institute
Louisiana Memberships by Parish



VITA

Margaret A. Davidson holds a Bachelor of Science degree in Business Administration with an Accounting concentration from Louisiana State University in Baton Rouge, Louisiana. She has studied fine arts at the New Orleans Academy of Fine Arts and Delgado Community College. In addition to academic studies she has also been involved in the local non-profit community through volunteer activities at The Friends of City Park, WYES-TV, and the Alton Ochsner Medical Foundation. While preparing for a Master of Arts degree in Arts Administration at the University of New Orleans Ms. Davidson worked with The Ogden Museum of Southern Art as a Research Assistant and with Longue Vue House and Gardens as a Membership Assistant. To complete the requirements for her degree she completed a five month internship in non-profit development at The Audubon Institute in May of 1996.

EXAMINATION AND THESIS REPORT

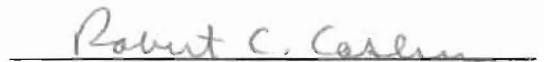
Candidate: Margaret A. Davidson

Major Field: Arts Administration


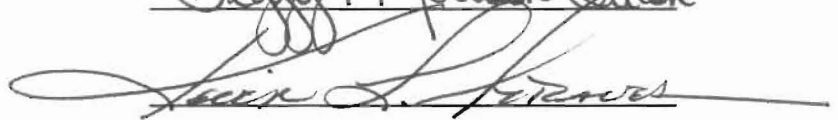
Title of Thesis: A Report on an Internship with The Audubon Institute

Approved:


Major Professor & Chairman


Dean of the Graduate School

EXAMINING COMMITTEE:

Date of Examination:

November 21, 1996