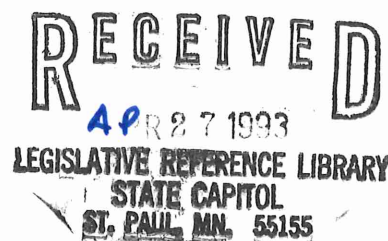


Park Partners Feasibility Study

Corporate/Business Sector Reactions

(Formerly called Adopt-a-Park)

March 1992



Minnesota Department of Natural Resources
Division of Parks and Recreation

Consultant's Report

STUDY REPORT

CORPORATE/BUSINESS SECTOR REACTIONS MINNESOTA STATE PARKS "PARK PARTNERS" PROGRAM

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PREPARED BY: H. CHARLES DIESTLER
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Corporate/business Sector Reactions
Minnesota State Parks "Park Partners" Program

EXECUTIVE SUMMARY

The "Park Partners" concept is a good idea. Citizen involvement in park improvement and enhancement is well regarded by the full breadth of the private sector.

The concept of private sector financial contribution to park capital needs is considered appropriate by a far smaller, indeed very small, segment of corporate/business leaders.

For either aspect to work - citizen involvement or capital development funding - much suspicion must first be set to rest. There is a widely held perception that the project is, or could become a state funds diversion effort; a method by which the legislature, the DNR and/or the Park System can diminish basic state financial responsibility.

That perception makes questionable a highly promoted launching of the project in our present state financing climate. It also suggests that a minimal legislative financial commitment beyond present budgeting is necessary to cover project implementation costs.

The citizen involvement aspect should be started quietly on a pilot or demonstration basis and widely launched later with these success stories proving its workability and measurable accomplishments. With established success, private sector funding for further implementation is quite probable.

Private sector financial support for capital development would be a long-term process of prospect cultivation and careful specific proposal packaging and presentation.

The same prospects who contribute, in some cases most generously, to the University of Minnesota Foundation, the University of Minnesota Medical Foundation and the State Historical Society, protest that is inappropriate to seek private contributions for a state responsibility.

That suggests that the search for capital funds for park development should be pursued through some type of independent structure rather than directly through DNR or Parks Division staffing.

This report details the results of a study conducted during January and February, 1992 exploring perceptions from business, corporate and foundation sources about the appropriateness and feasibility of private sector support, primarily financial, for the state parks "Park Partners" program contemplated by the Minnesota Department of Natural Resources Division of Parks and Recreation.

OBJECTIVES

Objectives of the study were:

- 1) to ascertain general concepts of corporate/business receptivity toward providing financial and participatory support for enhancing the State Park system,
- 2) to confirm or modify perceptions and identify specific concerns of in-house park system personnel about corporate/business "Park Partners" support,
- 3) to identify corporate/business objectives in providing financial and/or participatory support, the nature of support prospects would be willing to provide and the probable amount or value of such support on a one-time or on-going basis,
- 4) to identify specific initial corporate/business prospects for such support and possible volunteer leaders to assist with such a project, and
- 5) to outline a general plan for the accomplishment of such support with specific recommendations for implementation including basic strategy, goals and time-table.

METHODOLOGY

The study was carried out through personal and confidential interviews with selected prospects willing to take part.

Initially, 70 business/ corporate/foundation prospects were potentially identified for interviews;
48 from the Metro Area, including 3 association executives,
and 22 from Greater Minnesota.

Additionally included were,

5 legislators specifically concerned with the program's
authorizing legislation
and 26 personnel from DNR and Park System staff.

The study's scope and purpose were identified to prospects by letter over the joint signatures of the Governor, Department of Natural Resources Commissioner and Director of the Division of Parks and Recreation.

Following review of preliminary data compiled from Park System in-house and focus group surveys, a specific interview outline was prepared and field tested.

Interviews were specifically requested, and where possible arranged, by telephone contact with, in most cases, chief executive officers of the prospects listed.

In those instances where the chief executive wished to have the interview process referred to some other appropriate person, effort was made to secure the personal views of the chief executive in the telephone visit prior to contact with his or her referral person.

Appointment confirmation letters were sent with a program summary/background statement enclosed. Interviews were conducted on a personal and confidential visit basis. In three instances, scheduling impossibilities made it necessary to conduct the interviews by telephone visit.

Thank you letters were sent to those interviewed with copies to the chief executive officer where appropriate.

SCOPE

Fifty-eight personal interviews were conducted:

- 45 within the business/corporate/foundation sector,
- 5 with legislative offices, and
- 8 with DNR and/or Park System personnel.

Additionally, limited perceptions were explored in 7 telephone visits with business/corporate leaders where interviews could not be arranged.

The 58 interviews and 7 telephone visits covered:

- 38 businesses or corporations
(28 Metro Area and 10 Greater Minnesota)
- 5 non-corporate foundations
- 3 business/foundation related associations
- 5 legislative offices
- 8 DNR and/or Park System individuals.

GENERAL OBSERVATIONS AND CONCLUSIONS

PARKS FAMILIARITY AND VALUE PERCEPTIONS

- 1) Most respondents, all types, have more than a cursory level of personal experience with Minnesota State Parks. Only a handful consider themselves to be less than moderately well informed, and nearly all have been recent personal park system users.
- 2) Among the various elements or purposes of the state parks, preservation of natural resources is given substantially the greatest value, followed by individual/family recreation.
- 3) Environmental education is rated highly, but there is significant feeling that this function is somewhat ancillary, not well defined and may be better done through environmental education centers.
- 4) A relatively high value is placed upon tourism attraction and economic impact, particularly among those with greater familiarity with parks. There is a strong awareness of potential economic impact upon areas adjacent to specific parks and a feeling that this can be substantially enhanced with greater citizen involvement and promotion.
- 5) Among respondents, there is not a general awareness of group recreation as an important state park function, and cultural/heritage education is generally thought of as important only in relation to specific parks.
- 6) As might be expected, there is a strong dichotomy of feeling about the value and importance of state parks in relation to other state supported responsibilities. Universally, other needs, particularly of human service nature, are considered far more pressing and important, but there is strong recognition that adequate support of the park system is important to maintaining the "quality of life" to which Minnesota tradition is dedicated. Repeatedly, comment was made that while we might have a "second chance" at dealing with other problems, park resources, once gone, would be gone forever; that since park operations, maintenance and development represent such a relatively small portion of total state responsibilities, their importance should not be relegated to a low priority.
- 7) There is a strong feeling of skepticism that an approach to private sector funding may be, or could become, an attempt to evade or diminish state funding responsibility.
- 8) In general, there is a feeling that the park system has not well defined its mission, particularly in relation to finding an appropriate balance between the preservation of resources and providing a public accessibility to those resources.

"PARTNERS" FUNDING APPROPRIATENESS AND CAPABILITY

- 9) The appropriateness of seeking private sector support for the improvement and enhancement of the state park system is very significantly divided.

There is almost universal agreement among business/corporate/foundation respondents that such appropriateness from business/corporate giving beyond state responsibility would be appropriate only if absolutely essential.

Non-corporate foundations are generally considered a somewhat more appropriate source as fits their particular interests.

- 10) Seeking contributions support from broad-based individual solicitation is marginally considered appropriate, but of questionable effectiveness.
- 11) In general, the park system's ability to raise significant amounts of money from the private sector, particularly for major capital improvements is considered highly doubtful without long-term attitudinal and prospect cultivation; for land acquisitions only slightly more probable.

Problems most generally cited are:

- the relatively higher priority of human service needs currently being solicited from increasingly limited business/corporate/foundation resources,
- a feeling that the appeal would be an "easy way out" avoidance of state responsibility by the legislature, and/or of the park system's efforts to secure an adequate level of funding from the legislature,
- a strong cynicism of the ability of park system personnel by training, background and management style to implement an effective fundraising program and to effectively utilize financial resources,
- the perceived absence of a clear sense of mission; of a long- term plan for park system objectives

- 12) Nearly all respondents would find support of the project compatible with corporate/business objectives, although with most, potential support would have to be tailored somewhat to specific objectives, i.e. environmental education, particular emphasis to youth, etc. Those defining support as possible for consideration place it within a broad framework of "improving quality of life, good corporate citizenship," etc.

SPECIFIC PROBABILITIES OF "PARTNERS" FUNDING

- 13) Respondents interviewed were asked in five specific categories, "if approached, would you consider financial support:
- for the program in general,
 - for major capital improvements/rennovations,
 - for land acquisitions,
 - for concept projects in specific parks,
 - for a working fund to facilitate citizen involvement."

Practically none of those interviewed would consider financial support for the program in general. The probability of support for major capital improvements and/or land acquisitions is somewhat stronger, but with substantial reservations about specifics and administrative accountability.

- 14) Generally, the "Park Partners" concept of seeking direct citizen involvement in the improvement and enhancement of state parks is much more favorably regarded and a significant number would be willing to take an active role. It's generally felt, however, that such interest to be most effective must be of a "grassroots" nature rather than, with few exceptions, promoted from the top.

While response is generally positive, there is a significant concern about first wanting to be assured that concept projects will result in significant accomplishments and accountability.

- 15) The burden of program implementation will be greatest upon the field staff of the park system, both in the utilization of citizen involvement in park improvement and enhancement projects, in defining the specific needs

The most significant problem will be to reconcile the legitimate reservations of system personnel about the priority of such activities and their implementation through existing personnel and policies with the willingness to help from citizens and citizen groups who are far less knowledgeable; whether the interests of volunteers match the priorities of park management.

- 16) There is a limited interest for in-kind giving of products or materials and in financial sponsorship/endorsement of programs or special events. DNR/Park System personnel express reservations about legality and/or implied product endorsement from such giving.
- 17) Appropriate forms of recognition are of significantly more concern to system personnel than to potential contributors, most of whom feel that simple acknowledgements to their employees, stakeholders and customers is sufficient
- 18) Simply stated, that which the system would most like to have - unrestricted financial support - is least likely to be achieved. That which the private sector is most willing to provide - direct citizen involvement in the improvement and enhancement of facilities - is most problematic for park system personnel and practices.

RECOMMENDATIONS

PARK PROJECTS

- 1) "Park Partners" is a viable program and should be pursued.

In spite of reservations about appropriateness of private support for park services, essentially viewed as primarily a state responsibility, the need awareness and appropriateness of involvement in park improvement and enhancement are significant.

- 2) Citizen involvement pilot projects should be the starting point.

The primary initial emphasis of the program should be upon citizen involvement in specific park projects. Proving the program's workability, accountability and appeal through two or three pilot or demonstration projects will be essential to a broad promotion. Documented pilot projects could be accomplished through a local Chamber of Commerce, civic club or through a corporate employee source such as 3 M, Lutheran Brotherhood or Aveda Corporation.

It will be very important, however, to avoid giving the impression that the project is an attempt to ease budget reduction pressures. Little if any publicity or promotion should be given to the pilot phase of the project and a financial commitment above current budget allocations should be made to underwrite pilot project costs.

- 3) Establish a working fund to promote citizen involvement.

With the accomplishment of two or three successful pilot projects of citizen involvement, a case should be prepared and solicitation sought from corporate & foundation sources to establish a fund, perhaps \$100,000 to \$200,000, to enable citizen groups such as civic clubs, youth groups, chambers of commerce, etc. to undertake park enhancement projects.

- 4) Implement the program through individual park promotions.

Implementation of citizen involvement in the program must be primarily local and rest with park and regional managers who must be responsible for approaching local area groups and businesses.

- 5) Establish a system-wide coordinator.

However, promotion of the concept, coordination of efforts and marketing must be on a state-wide basis and thus assigned as a system-wide responsibility. A system-wide coordinator for the program is recommended.

6. Seek initial financial support primarily from "extractors".

The best prospects for initial financial support are among those firms most directly related to park system mission and activities, i.e. forest products industries, local firms benefitting from economic impact, recreational products, natural environment users, utilities, etc.

MAJOR CAPITAL IMPROVEMENTS/LAND ACQUISITIONS

1) A long-term view is needed.

It's very doubtful that significant accomplishment can be realized in this area through a short-term promotional campaign. Too much attitudinal change is needed about the appropriateness of private sector support for what is perceived as a state responsibility.

2) It can't be done within the DNR/Park System structure.

Major support for these purposes is possible, but for it to be done within the structure of the DNR/State Park System is problematical.

Needed is the establishment of a structure and approach which has both a credibility of fundraising ability and the capability of long-term planning removed from the perceived fluctuating objectives defined by short-term elected legislatures and administration.

3) It might be possible to use existing voluntary structures.

One possibility would be to contract this fundraising task to an established organization such as the Parks and Trails Council and Foundation or the Nature Conservancy, both of which have established and well-regarded credibility. Both, however, have mandates more broad than the specific interests of the state park system.

4) It would be better to establish an "outside" parks vehicle.

If the decision is to seek major capital support from the private sector for park system enhancement, the recommendation is to establish an independent giving vehicle for that purpose; perhaps a separate parks foundation ultimately to become self-sufficient as well as fundraising productive.

Achieving this to a point of significant fundraising capability could be a five to ten year process involving careful case development, prospect identification and individual prospect cultivation.

Establishment and implementation of such an approach would require investment money; perhaps \$100,000 to \$150,000 a year until the structure's self-sufficiency could be achieved. It's possible that non-corporate foundation funds could be secured for such an investment although some level of state funding commitment would be essential to begin the process.

The structure's staff, using volunteer leadership and working within needs guidelines established by DNR and Park System administration, would be responsible for identifying, cultivating and soliciting corporate, foundation and major individual prospects for major capital purposes, land acquisitions and specific support agreements with contributors where appropriate.

IMPLEMENTATION

"Park Partners" implementation plans should be considered at two separate levels:

- citizen involvement, with corollary funding, in projects of park enhancement and improvement in specific parks, and
- seeking significant private sector financial support for major capital and possible land acquisition expenditures.

The first of these should be considered as on-going in nature, but can be started with a relative minimum of preparation time and a likely probability of success. Accomplishment of the second will require much more developmental time, significant changing of perceptions and thorough design of proposals and cultivation of prospects.

CITIZEN INVOLVEMENT ACTION PLAN - SIMPLIFIED

1. Design a significant logo and theme line for the program.
2. Select or hire a project coordinator.
3. Select three specific park enhancement projects to serve as a demonstration or pilot approach;
 - one metro, one north, one south,
 - of three different types of activity,
 - with definable start and finish points, and
 - measurable in accomplishment.
4. Carefully pick the organizations to carry out the three pilot projects - one from a park-adjacent civic group or service club, one from a youth group, one from a corporate employee group.
5. Secure an "above current budget" state allocation commitment for the minimal specific costs of the pilot projects.
6. Do not publicize or promote the concept during the pilot phase, but at their completion, conduct a significant and publicized recognition ceremony for the three groups using it as a kickoff point for the "Park Partners" program.
7. Prepare promotional literature describing and promoting the program's opportunities for citizen accomplishment and corporate/business recognition emphasizing success of the pilot projects.
8. Through the park system structure, refine the list of potential citizen involvement projects by specific parks defining work to be done, time required and estimated costs.
9. Approach major corporate/business/foundation prospects asking for contributions - roughly \$5,000 to \$25,000 - to establish a working fund to facilitate citizen involvement in park enhancement projects through civic, youth and special interest groups.

Since overcoming a perception that the program may be, or could become a way of avoiding state budget responsibility, a dedicated state/private sector matching fund is recommended with provision that no funds can be spent until matched by either sector.

10. Enlist interest in park enhancement projects by local area civic, youth, special interest and business employee groups through respective park personnel or state-wide interest of employee, civic or other groups through the project's coordinator.

MAJOR CAPITAL DEVELOPMENT FUNDS ACTION PLAN - SIMPLIFIED

Establishing and implementing a plan to successfully seek private sector funds for major capital and/or land acquisition needs is considerably more complex and a much more long-term accomplishment.

The strong perceptions to be faced are:

- that these needs are considered to be essentially a state, tax-supported responsibility;
- a corporate/business leader feeling that Minnesota already has an overly heavy tax burden;
- a degree of cynicism about the ability of any state agency on its own to manage a major capital development program;
- given the particular professional nature of qualification and training, a skepticism about the ability of park system personnel to effectively carry out major private sector fundraising;
- that the elected/appointed nature of state agency administration makes the implementation of long-term planning unlikely.

If major solicitation of private sector support for capital needs is deemed to be warranted, these steps, are recommended.

1. Clarify and specifically define legal and departmental policies for the solicitation and use management of such giving.
2. Set up a separate quasi-governmental structure for the purpose of cultivating, soliciting and managing major private sector giving. An independent non-profit foundation, perhaps in the model of the University of Minnesota Foundation, is recommended with a board composed of:
 - DNR administration representation,
 - Park System representation from administration and field,
 - private sector representation through key corporate/business leadership, plus other citizens to provide cultural and societal balance.

It's important that the foundation be so comprised and structured as to insure to prospective contributors a sense of continuity.

(An alternative might be to contract this function to an already established organization - the Parks and Trails Council and Foundation, or the Nature Conservancy, for example. The strong drawbacks to such an approach are that the scope and focus of such organizations would not be exclusive to State Park system interests and their particular expertise tends toward land acquisition while the system's currently unmet primary needs are more toward physical facilities.)

3. Structure and staff the organization adequately expecting that perhaps as long as three years would be required for its self-sufficiency. Since it would be judicious for much of the funds initially raised to be directed to specific projects, operating funds, perhaps \$100,000 to \$200,000, would be needed before the structure could achieve self-sufficiency from non-dedicated contributed funds.

It's possible that non-corporate foundations - Bush, Mardag, McKnight, Blandin, James Ford Bell, Northwest area, etc. - might be individually or collectively interested in helping establish and maintain such a structure until its self-sufficiency becomes reality. A state-funded commitment, however, would be essential to get the organizing and structuring process started.

4. The foundation once established would be responsible for:
 - accepting park system priorities for capital development needs beyond the range of state funding capability,
 - packaging them for presentation,
 - identifying, cultivating and soliciting appropriate private sector contributors,
 - negotiating specific agreements with contributors as necessary,
 - recruiting and maintaining a base of volunteers willing to help with its prospect identification, cultivation and solicitation work,
 - establishing and maintaining cooperating and supportive relationships with existing supportive organizations such as the Parks and Trails Council and Foundation and the Nature Conservancy,
 - regularly reporting its activities, accomplishments, plans and capabilities to the DNR, park system administration, appropriate legislative committees, contributors and prospects and the general public.

INTERVIEWS CONDUCTED

CORPORATE/BUSINESS SECTOR

1. James Alcott, Executive Director
Cowles Media Foundation, Minneapolis, MN
2. Stuart Alexander, Vice President, Public Relations
Deluxe Corporation, St. Paul, MN
3. Anthony Andersen, President
H. B. Fuller Company, St. Paul, MN
4. Tom Balf, Environmentalist
Aveda Corporation, Blaine, MN
5. Thomas Berg, Senior Program Officer
The McKnight Foundation, Minneapolis, MN
6. Keith Campbell, Personnel & Community Affairs Director
Minnesota Mutual Life, St. Paul, MN
7. Archie D. Chelseth, Director of Public Affairs
Potlatch Corporation, Cloquet, MN
8. Jill Cooper, Promotions Manager, KSTP FM
Hubbard Broadcasting Corporation, St. Paul, MN
9. David Cox, President
Cowles Media Company, Minneapolis, MN
10. Robert D. Edwards, Vice President & Chief Financial Officer
Minnesota Power, Duluth, MN
11. James V. Gels, Publisher
Duluth News-Tribune, Duluth, MN
12. Paul Gunderson, General Manager, Midwest Division
Midwest Coca Cola Bottling Co., Eagan, MN
13. Paul Gustafson, Public Affairs Director
Lutheran Brotherhood, Minneapolis, MN
14. Karen Himley, Vice President, Corporate Public Relations
The St. Paul Companies, Inc., St. Paul, MN
15. Thomas W. Houghtaling, Supervisor Land & Property
Minnesota Power, Duluth, MN
16. Lou Howard, Community Affairs Director
Northern States Power, Minneapolis, MN

17. Ron James, Vice President, Minnesota
U S West Communications, Minneapolis, MN
18. Lloyd Johnson, Chairman
Norwest Corporation, Minneapolis, MN
19. Bill Jordan, Operations Manager
Champion International Corporation, Sartell, MN
20. Martin Kellogg, President
UFE, Inc., Stillwater, MN
21. Bill Ketchum, Community Affairs Director
IBM Corporation, Rochester, MN
22. John Kostishack, Executive Director
Otto Bremer Foundation, St. Paul, MN
23. Don Larson, President
3 M Foundation, St. Paul, MN
24. Cynthia Mayeda, Chair
Dayton Hudson Foundation, Minneapolis, MN
25. Elizabeth Malkerson, Sr. Vice President Corporate Relations
First Bank System, Inc., Minneapolis, MN
26. Malcolm McDonald, Management Member
Space Center Inc., St. Paul, MN
27. Reid V. McDonald, President
Faribault Foods, Faribault, MN
28. Richard McFarland, Chairman
Inter-Regional Financial Group Inc., Minneapolis, MN
29. Terry Nagle, Communications Director
Land O' Lakes, Inc., Arden Hills, MN
30. Hazel O'Leary, Executive Vice President
Northern States Power, Minneapolis, MN
31. Lois Palmquist, Grants Officer
General Mills Foundation, Minneapolis, MN
32. John Paulson, Real Estate Specialist
Minnesota Power, Duluth, MN
33. Jackie Reis, President
Minnesota Council on Foundations, Minneapolis, MN
34. William R. Rosengren, Senior Vice President
Ecolab Inc., St. Paul, MN

35. Arlys Stadum, Public Affairs Director
U S West Communications
36. Sonja Sorenson, President & Publisher
St. Cloud Times, St. Cloud, MN
37. Michael Sullivan, President
International Dairy Queen, Bloomington, MN
38. Louise Thorson, Community Affairs Director
Ecolab Inc., St. Paul, MN
39. Hank Todd, Director
Minnesota Office of Tourism, St. Paul, MN
40. Tom Triplett, Executive Director
Minnesota Business Partnership, Minneapolis, MN
41. Paul Verret, President &/or Secretary
St. Paul Foundation, St. Paul, MN
Mardag Foundation, St. Paul, Mn
Bigelow Foundation, St. Paul, MN
42. Arvid Wellman, Chairman
Andersen Corporation, Bayport, MN
43. Carolyn Werlein, Community Affairs Manager
Deluxe Corporation, St. Paul, MN
44. Jerold W. Wulf, President
Andersen Corporation, Bayport, MN
45. Edward M. Zabinski, Manager, Corporate & Labor Relations
Blandin Paper, Grand Rapids, MN

LEGISLATIVE SECTOR

1. Bob Johnson, State Representative
State House of Representatives District 4A, Bemidji, MN
2. Virgil Johnson, State Representative
State House of Representatives District 34A, Caledonia, MN
3. Cal Larson, State Senator
State Senate District 10, Fergus Falls, MN
4. Leonard Price, State Senator
State Senate District 56, Woodbury, MN
5. Tim Seck, Legislative Assistant to Senator Roger Moe,
State Senate District 2, Erskine, MN

PARKS SYSTEM/DNR SECTOR

1. Ron Hains, Operations Manager
Division of Parks & Recreation, St. Paul, MN
2. Ray Hitchcock, Operations Manager
Minnesota DNR, St. Paul, MN
3. Chuck Kartak, Park Manager, Wild River State Park
Division of Parks & Recreation, Center City, MN
4. Bill Morrissey, Director
Division of Parks & Recreation, St. Paul, MN
6. Ron Nargang, Deputy Commissioner
MN DNR, St. Paul, MN
6. Rod Sando, Commissioner
MN DNR, St. Paul, MN
7. John Strohkirch, Development & Acquisition Manager
Division of Parks & Recreation, St. Paul, MN
8. Jim Willford, Region 2 Manager
Division of Parks & Recreation, Grand Rapids, MN

CONTACTED WITHOUT INTERVIEW

CORPORATE/BUSINESS SECTOR

1. Robert Reardon, Chairman
Bremer Financial Corporation, St. Paul, MN
2. William A. Hodder, Chairman (refused)
Donaldson Corporation, Minneapolis, MN
3. Kirstin Larson, Director Community Relations (refused)
Pillsbury Co., Minneapolis, MN
4. W. Hall Wendel, Jr., Chairman (refused)
Polaris Industries, Plymouth, MN
5. Jeff Lowe, Regional Manager
Boise Cascade Corporation, International Falls, MN
6. C. I. Buxton, Chairman
Federated Mutual Insurance, Owatonna, MN
7. William C. Boyne, Editor & Publisher
Rochester Post-Bulletin, Rochester, MN

INVITED, NOT INTERVIEWED

CORPORATE/BUSINESS SECTOR

1. Gordon Bailey, Chairman
Bailey Nurseries, St. Paul, MN
2. A. C. Bloomquist, President (ret.)
American Crystal Sugar Co., Moorhead, MN
3. David G. Cook, President
Stearns Manufacturing Company, St. Cloud, MN
4. William Cooper, Chairman
TCF Financial Corporation, Minneapolis, MN
5. Charles Denny, Chairman
ADC Telecommunications, Inc., Bloomington, MN
6. Joe Goggin, Secretary
Red Wing Shoe Company Inc., Red Wing, MN
7. Roger Hale, President
Tennant Company, Minneapolis, MN
8. Irwin L. Jacobs, Chairman
Minstar Inc., Minneapolis, MN
9. Richard Knowlton, Chairman
Geo. A. Hormel & Co., Austin, MN
10. David Koch, Chairman
Graco, Inc., Golden Valley, MN
11. John C. MacFarlane, President
Otter Tail Power Company, Fergus Falls, MN
12. Whitney MacMillan, Chairman
Cargill Inc., Minnetonka, MN
13. William Marvin, Chairman
Marvin Lumber & Cedar Co., Warroad, MN
14. Eugene Nugent, Chairman
Pentair, Inc., Roseville, MN
15. Richard G. Paulsen, V.P. & General Manager Midwest
Unisys Corporation, St. Paul, MN
16. Edward Jay Phillips, Chairman
Phillips Beverage Company, Minneapolis, MN
17. Carl R. Pohlad, Chairman
MEI Diversified Inc., Minneapolis, MN

18. James Renier, Chairman
Honeywell, Inc., Minneapolis, MN
19. John Rollwagen, Chairman
Cray Research, Inc., Minneapolis, MN
20. Marvin Schwan, President
Schwan's Sales Enterprises Inc., Marshall, MN
21. Glen Taylor, Chairman
Taylor Corporation, North Mankato, MN
22. Clarence Thompson, Chairman
Cole & McVoy, Inc., Minneapolis, MN
23. George Townsend, V.P. & General Manager
SuperAmerica Group Inc., Midwest, Bloomington, MN
24. John Turner, President
NWNL Companies Inc., Minneapolis, MN
25. Winston R. Wallin, Chairman
Medtronic Inc., Fridley, MN
26. Michael Wright, Chairman
Super Valu Stores, Eden Prairie, MN

PARKS SYSTEM/DNR/GOVERNMENT SECTOR

1. Tom Baumann,
MN DNR, Parks & Recreation Division, St. Paul, MN
2. Luci Botzek, Assistant Commissioner
MN DNR, St. Paul, MN
3. Kerry Christoffer,
Lac Qui Prairie State Park
4. Jim Cummings, Park Manager
Mille Lacs State Park
5. Marcy Dowse
MN DNR, Parks & Recreation Division, St. Paul, MN
6. Carroll Henderson,
MN DNR, Wildlife Division, St. Paul, MN
7. Davis Lais, Park Manager
Sibley State Park

8. Phil Leversedge
Tettagouche State Park
9. Gail Lewellan,
MN Attorney General's Office, St. Paul, MN
10. Eunice Luedtke,
Jay Cooke State Park
11. Jack Nelson,
St. Croix State Park
12. David Novitzki, Regional Manager, Region 3
MN DNR, Parks & Recreation Division, Brainerd, MN
13. Wayland Porter,
MN DNR, Parks & Recreation Division, St. Paul, MN
14. Gerald Rose,
MN DNR, Forestry Division, St. Paul, MN
15. Paul Sundberg, Park Manager
Gooseberry Falls State Park
16. Victor Vathauer,
Glacial Lakes State Park
17. Kathleen Wallace, Assistant Director
MN DNR, Parks & Recreation Division, St. Paul, MN
18. Mark White, Park Manager
Forestville State Park

MINNESOTA STATE PARKS "PARK PARTNERS" PROGRAM

"Park Partners" is a contemplated development program for participatory and financial support of Minnesota State Parks. Legislative authorization was enacted last spring.

Objectives:

- volunteer citizen involvement in the maintenance, improvement and enhancement of state parks, (specifically, however, not replacing current employees);
- utilization of corporate/business sponsorships, in-kind services and products,
- private sector financial contributions for the enhancement and improvement of State Park lands and facilities.

ABOUT THE PROJECT

Three levels of financial participation contemplated.

- 1) 12 year major capital development needs of \$60 million.
Examples: buildings renovation, trail rehabilitation, beach reconstruction, forest and prairie resource management, visitor centers enhancements, etc.
- 2) Land acquisitions estimated at \$8 million.
Purpose: to acquire privately owned properties within or desirably abutting existing state park properties (not including possible new parks)
- 3) Park enhancement and improvement projects listed by park managers for volunteer citizen work, each less than \$5,000, estimated total cost \$500,000.

ABOUT THE PARKS

- 66 state parks, one within 30 miles of almost everyone, more than 200,000 acres
- 1600 buildings and facilities, 4,000 campsites, 4,200 picnic sites, 75 group camps, 35 beaches, 43 visitor centers and more than 1,000 miles of trails.
- Eight million park visits recorded annually; - \$140 million spent in local communities for goods and services as a result; - an average of \$18 per person spent for day visits; \$22 per person per day when camping overnight.
- \$18 million annual operating costs are state funded, - permit fees of \$5 to \$6 million annually go to the state general fund; "commodity" sales, (firewood, souvenirs, etc.) annually net about \$300,000 attributed to a special development fund.
- staffing by 200 full-time, 600 part-time and seasonal employees;

EXAMPLES: POSSIBLE "PARK PARTNERS" PROJECTS
(involving group responsibility and/or funding)

- trail clean-up, maintenance
- tree planting; dead tree, shrub removal
- environmental education programming
- sign, post, building painting
- assistance with naturalist programming

- construct, re-construct picnic shelters, benches
- purchase, install playground equipment
- provide, install fire rings
- restore historic park buildings
- prairie restoration

- fund resource management projects
- fund, install boardwalks, walkways
- riverbank erosion control
- fund, install fishing piers
- fund, design & build information kiosks

- log restoration of CCC buildings
- modify trails for handicapped use
- develop computerized information system
- fund, construct self-guided nature trails
- monitor ski, horse trails

- conduct oral history interviews, transcribe tapes
- host visitor, interpretive centers
- artwork for displays, publications
- fund, build, install wood duck & bluebird boxes
- fund, install electricity to picnic shelters

- sponsor, coordinate special events
- campground hosts
- prairie seed collection
- fund, construct equipment storage
- prairie burns

- trail brush clearing
- picnic table repairs, painting
- staff living history demonstrations
- maple tree tapping
- cut & build new trails

- wild bird census
- fund, develop park brochures, booklets
- provide ski trail groomers
- wildflower recording
- project fundraising, volunteer recruiting

STATE OF MINNESOTA

OFFICE OF THE GOVERNOR
130 STATE CAPITOL
SAINT PAUL 55155



ARNE H. CARLSON
GOVERNOR

January 17, 1992

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Dear [REDACTED]:

Last May the Minnesota Legislature passed legislation that will allow private sector participation in the improvement and maintenance of Minnesota state parks. The program is called "Park Partners" and will eventually enable the Minnesota Department of Natural Resources to systematically utilize citizen volunteer time, in-kind services, and direct contributions to the park system.

Minnesota's state park system is generally considered one of the best in the nation, and is an important part of our economy.

- * With an annual budget of \$18 million, the system includes 66 state parks with over 200,000 acres of Minnesota's most unique and valuable natural, cultural, and historic resources.
- * Each year, nearly eight million park visits occur. According to a 1986 survey of state park visitors, park users purchase \$140 million in goods and services in local communities as a result of their visits.

During the last several months, we have taken a number of steps to develop the new "Park Partners" program. Park staff at all levels have been surveyed about their park project needs. In addition, park users and survey groups have been interviewed to determine their level of interest and willingness to get involved.

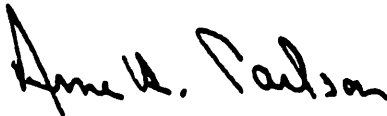


Park Partners
January 17, 1992
Page Two of Two

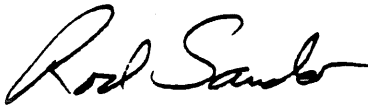
As a final step in our planning, we would very much like your thoughts, ideas, and overall reaction to such a program. Toward that end, we seek your participation in a confidential half-hour interview with our study consultant, Mr. H. Charles Diestler. Sixty companies have been selected who represent a diversity of sizes, industries, and geographic locations. This, of course, is not a solicitation.

Mr. Diestler or his representative will contact you soon to arrange a meeting. We hope you find the time to participate in this important project so that our planning will be solidly based.

Warmest regards,



ARNE H. CARLSON
Governor



RODNEY W. SANDO
DNR Commissioner



BILL MORRISSEY
Director, MN State Parks

INTERVIEW CONFIRMATION LETTER

(date)

XXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXX

Dear xxxxxxxxxxxx:

Thanks for giving me the opportunity to discuss with you the feasibility study for Minnesota's State Parks. I'm looking forward to our visit on -- (date) ----- at -- (time).

I've enclosed a brief summary of the contemplated "Parks Partners" concept for which I'll be asking your reactions.

As I'm sure you know, a feasibility interview is not a solicitation visit, and the opinions and reactions you're willing to share will also be confidential.

Sincerely,

H. Charles Diestler

THANK YOU LETTER FOLLOWING INTERVIEWS

(date)

XXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXX

Dear xxxxxxxxxxxx:

Thank you for visiting with me as a part of
our feasibility study for Minnesota State
Parks. I enjoyed our visit.

Your confidential views and perceptions,
along with those of others, will be helpful
in formulating a summary report from which
workable plans can be developed for the
enhancement of state parks in Minnesota.
Should you have further thoughts or
suggestions, I'd be pleased to hear from you.

Sincerely,

H. Charles Diestler

Copy: (chief executive where
appropriate)

MN STATE PARKS CORPORATE FEASIBILITY STUDY

INTERVIEW OUTLINE

(revised as used)

LOCATION: _____ DATE: _____

BACKGROUND DATA:

a) NAME: _____

TITLE: _____

ORGANIZATION: _____

(OR REPRESENTATIVE) _____

(TITLE) _____

TELEPHONE: _____ MAIL ADDRESS: _____

b) MALE _____ FEMALE _____ c) AGE RANGE: _____

QUALIFYING DATA:

1. How well do you feel you know Minnesota State Parks?

- _____ very well informed
- _____ fairly well informed
- _____ moderately informed
- _____ only aware of existence
- _____ nothing known at all

2. Have you visited or used a state park within:

- | | | | |
|---------------------|------------|-------------|-----------------------|
| _____ five years | _____ once | _____ twice | _____ more than twice |
| _____ two years | _____ once | _____ twice | _____ more than twice |
| _____ the last year | _____ once | _____ twice | _____ more than twice |

3. For your use(s), did you

_____ use the annual permit, or _____ pay the daily use fee

4. Over a period of recent years (3 to 5) would you say that your use of state parks is

_____ increasing _____ about the same _____ decreasing

COMMENTS: _____

PERCEPTIONS DATA:

5. On a scale of 1 (low) to 10 (high), how do you see the importance or value of these state park elements:

- _____ preservation of natural resources
- _____ environmental education
- _____ cultural or heritage education
- _____ individual/family recreational opportunities
- _____ group recreational opportunities
- _____ tourism attraction / economic impact

COMMENTS: _____

6. On a scale of 1 to 10, where would you place the State Park system in relation to responsibility for other state supported services?

COMMENTS: _____

7. On a similar scale, how do you rate the general appropriateness of private sector support for the improvement and enhancement of the state park system?

_____ specifically from corporate/business sources,
_____ from non-corporate foundations,
_____ from broad-based individual solicitation
_____ from civic/special interest groups

COMMENTS: _____

8. On a similar scale, how would you rate the system's ability to raise significant amounts of money for

_____ specific projects of park enhancement
_____ major capital improvements
_____ land acquisitions

COMMENTS: _____

9. Would you find support of the park system in one or more of these areas compatible with corporate objectives?

_____ yes _____ no

In what ways? _____

POTENTIAL SUPPORT DATA:

10. If approached, would you consider corporate financial support?
_____ for the program in general

COMMENTS: _____

_____ for major capital improvements/rennovations

COMMENTS: _____

_____ for land acquisitions

COMMENTS: _____

_____ for concept projects in specific parks

COMMENTS: _____

_____ for a fund to facilitate involvement from civic,
educational or special interest groups

COMMENTS: _____

11. Over a five-year period, what might be the possible range of your support?

☐ major: \$50,000 plus
☐ \$25,000 to \$50,000
☐ \$10,000 to \$25,000
☐ minimal: less than \$10,000

12. What kinds of recognition would you consider beneficial or important?
-

13. What other firms could you suggest who might be interested in providing financial support?
-

14. Would you consider in-kind giving of products or materials?

☐ yes ☐ no

COMMENTS:

16. What other firms could you suggest who might be interested in providing in-kind support?
-

17. Would you consider financial sponsorship/endorsement of a specific program or special event?

☐ yes ☐ no

COMMENTS:

19. What other firms could you suggest who might be interested in providing sponsorship support?
-

20. Would you consider providing "loaned" personnel to help with specific projects or promotions, or encouraging employees to do so?

☐ yes ☐ no

COMMENTS:

22. What other firms could you suggest who might be interested in providing loaned personnel?
-

23. Would you be willing to help with leadership to secure support for the "Parks Partners" effort?

- _____ personally
- _____ providing assistance from your firm

24. Would you be willing to help contact prospective contributors?

- _____ personally
- _____ providing assistance from your firm

COMMENTS: _____

25. Who else do you think could give effective leadership to such an effort?

26. What other firms do you think might be interested in helping?

27. What are the values or appeals you think should be stressed to make the project most appealing to prospective contributors?

28. What, if any, are the significant obstacles you think must be overcome or reservations prospective contributors are likely to raise?

29. Any other comments or suggestions.

SPECIFIC RESONSES

QUALIFYING DATA:

1. How well do you feel you know Minnesota State Parks?

(All but a few consider themselves moderately or better informed.)

11 ___ very well informed
14 ___ fairly well informed
24 ___ moderately informed
9 ___ only aware of existence
___ nothing known at all

2. Have you visited or used a state park within:

(Nearly all have personal state park use experience,
most within the past year.)

7	no						
51	___ five years	1	___ once	3	___ twice	43	___ more than twice
42	___ two years	1	___ once	2	___ twice	39	___ more than twice
37	___ the last year	8	___ once	6	___ twice	23	___ more than twice

3. For your use(s), did you

25___ use the annual permit, or 26___ pay the daily use fee

4. Over a period of recent years (3 to 5) would you say that your use of
state parks is

7___ increasing ___27 about the same _18__ decreasing

COMMENTS:

- personally use and have many meetings scheduled in them
- as our kids have gotten older, our use has declined
- as my family gets older, we do not camp as much
- believe parks are great, there should be land set aside for such use
- I know our employee usage is high, though my personal use is not
- I guess I'm still discovering what a great resource they are
- state parks are very cost effective recreation
- We particularly like cross country skiing & cycling
- I really love the parks, but recognize there are real significant problems; buildings and grounds needing attention

- have not used them much since I've assumed that on weekends when I can they're all very busy and I try to avoid them
- annually make a trip up the north shore and visit many of them
- on one of our trips, I wanted only to visit the gift shop and resented being asked to pay the daily fee just to visit the gift shop
- My schedule keeps me from frequent use; am a firm believer and supporter of parks, but not of the "plug in an RV group"
- our kid's organized athletic activities have diminished time available
- this year kids were away for the summer, we didn't go as often
- my use has always been rewarding; particularly for trout fishing
- we, wife particularly, are avid campers
- recently moved from east, still enthralled at how wonderful the system is
- people who use parks respect them, follow rules; that example has been helpful in teaching our kids
- increasingly hectic schedule has made use less frequent than in the past
- annually visit up along the north shore
- picnics, hiking, camping usually at Afton
- mostly visit just to check on things, Glendalough, Maplewood
- hiking along the North Shore
- overnight camping, hiking
- cycling, Fort Snelling, O'Brien; hiking, visiting Soudan, North Shore, Jay Cooke, but absolutely no camping
- very random use
- little since kids have grown; formerly Itasca, Whitewater, Nerstrand
- very low level; appreciate parks, but I am not an outdoors person
- camping, hiking; had fiftieth birthday celebration at Wild River
- most visits on business, not much pleasure use
- have visited many; look mainly for interests of entire family
- am emphatically not a camper, but visit for son's interests
- my use not of normal nature; visit to keep in touch with what's going on
- in my personal visits, impressed by the very good service, maintenance

- have visited state parks elsewhere vacationing, not much in Minnesota
- have visited 17 within the past five years; not currently a permit holder, just don't have time
- have gone to Itasca, but have never been much of a park visitor
- have had very positive experiences, mostly Itasca & O'Brien
- believe parks do a marvelous job of offering family camping

PERCEPTIONS DATA:

5. On a scale of 1 (low) to 10 (high), how do you see the importance or value of these state park elements:

(The difficulty of achieving a proper balance between the preservation of natural resources and providing a recreational/educational public accessibility is of concern among knowledgeable business/corporate leaders as it is among DNR/Park System personnel.)

- preservation of natural resources	30 at 10	1 at 5
average rating: 8.91	8 at 9	- at 4
	14 at 8	- at 3
	2 at 7	1 at 2
	2 at 6	- at 1
- environmental education	9 at 10	6 at 5
average rating: 6.98	1 at 9	4 at 4
	13 at 8	1 at 3
	13 at 7	- at 2
	11 at 6	- at 1
- cultural or heritage education	6 at 10	19 at 5
average rating: 5.58	2 at 9	4 at 4
	4 at 8	4 at 3
	6 at 7	6 at 2
	6 at 6	1 at 1
- individual/family recreational	17 at 10	2 at 5
average rating: 8.51	10 at 9	- at 4
	24 at 8	- at 3
	2 at 7	- at 2
	3 at 6	- at 1
- group recreation	6 at 10	9 at 5
average rating: 6.60	7 at 9	4 at 4
	9 at 8	- at 3
	5 at 7	4 at 2
	14 at 6	- at 1
- tourism attraction/economic impact	12 at 10	7 at 5
average rating: 7.41	8 at 9	2 at 4
	11 at 8	2 at 3
	9 at 7	1 at 2
	6 at 6	- at 1

COMMENTS:

- not all parks relate equally to natural resources, some with more emphasis on history and heritage
- believe this listing covers well the mission of the system
- while it's helpful, this is not the primary place for environmental education to happen
- economic value is much understated, particularly from out-of-state use, and particularly from Iowa & North Dakota
- parks are trying to do too much to please too many people; should not try to be all things to all people
- park system needs to define its mission & hasn't done so
- parks need to know that environmental education has been mandated to all K-12 school systems, as a result state has many nature centers to do that; parks shouldn't see this as a big part of mission; may not need naturalists
- state parks shouldn't try to be zoos
- not all parks should try to provide everything; perhaps we should categorize parks; level 1 for primitive use, level 2 for comfort camping & use, level 3 for history, cultural, tourist visiting
- objective should not be just to get people outdoors, parks should be an opportunity to help people more fully understand and relate to nature
- parks are critical to tourism and have a lot to offer, but also to preservation of environment; should encourage people to see but not over-see or over-use
- has been some very poor park planning; doesn't make sense to take a 400 acre plot and put a road right through the middle just to make it easier for people to see it
- good parks are ultimately the most valuable natural resource that we will have not exploited by our use; putting a parking lot in the middle of a park makes it more like a shopping mall than a natural resource
- anything we can do to educate youth about environment is important; to preserve what we have is within that framework
- need to recognize this is 220,000 acres of the best real estate in MN
- tend to view parks more in the sense of family, individual benefit; tourism, impact on economy is important, but secondary
- all of these values are equal as we consider the stabilizing influence park use can have on the lunacy of our society

- as a park visitor and user over a period of 20 years, have noted people's respect for the environment; has enabled me to teach my kids the same
- preservation important, but some destruction goes with it because of use
- culture/heritage not applicable to all parks
- for communities near parks, rural economic impact is of great importance; probably one of the best kept secrets in the state; to adjacent towns parks are a diamond in the rough
- preservation important, but must maintain scenic accessibility
- in these economic times, there is need to get back to the basics; parks provide cost-effective recreation for families
- have dual mission: preservation and public use which are somewhat opposed; believe it more important to preserve, but activities are also important; doesn't do much good to preserve and lock things up
- all seem important, but I know only enough to be dangerous
- it is most critical that we protect our environmental resources
- am personally very pro-eco; believe it's essential that we preserve the natural resources, wildlife, etc. we now have
- am not sure parks preserve natural resources; they preserve places of natural beauty and encourage people to enjoy them
- 100 years from now, parks will be islands of what used to be
- even though environmental education in parks is somewhat ramshackle, for about half of the people coming it's the only such that they receive
- when parks have had to slow down services and programs, local economies show the impact
- parks, perhaps selective, represent some of the most important cultural and historic sites in Minnesota
- must be a conscious trade off between preservation and use; parks are one of the few ways in which we can capture unique ecological values
- true economic value is in the number of non-resident visitors; then the question is are they attracted to the parks or attracted to the geography where the parks are located
- have taken foreign exchange students to North Shore parks; don't realize parks' real value until you see them through someone else's eyes
- whole idea of preserving land and regulating its use is personally and politically appealing; is like Guthrie and Walker, positive enhancement of the quality of life

- my impression is that other things draw tourists; parks ancillary at best
- parks fill a need acquainting people with natural resources, especially families; they're not much of a wilderness experience
- parks provide city families particularly a chance to go out, to get away without prohibitive cost
- with environmental education, we're not doing as well as we should; missing a great opportunity with the volumes of people for whom parks may be our only shot at environmental education
- no question system is extremely important to tourists; have some fears it is too large for us to maintain; with 50% of users and 50% of revenues in just six parks, maybe we need to look at not having some of the under-used parks
- parks add a great deal to the quality of life in Minnesota; my impression and that of others is of a truly quality system; so much better than in other states and one where people really matter

6. On a scale of 1 to 10, where would you place the State Park system in relation to responsibility for other state supported services?

average rating: 5.34

	2 at 10	10 at 5
	3 at 9	6 at 4
(Considering the obvious importance of	10 at 8	7 at 3
such responsibilities as education,	5 at 7	7 at 2
human services, etc. state	8 at 6	- at 1
responsibility for park funding is		
very significantly regarded.)		

COMMENTS:

- first have to take care of human needs
- parks play an important part in area and state economy
- we will always have the "poor" and human problems with us; with parks, if we don't keep them up, we don't have any "catch up" time; we either keep them in place or they're lost
- parks are in the lower third of priority simply because other needs are of greater importance
- very low in relation to more critical human needs
- so many other things are on the burner
- society has so many more basic things dealing with the quality of life

- see parks as primarily providing leisure activity
- vital, but not at the top; if choosing between park funding or human services, parks would come out short
- should try to strike a balance where we can, but not top priority
- parks are of a preventive nature; represent the bonding of families, youth group learning, etc.
- perceive it to be low, but would like it to be higher, part of the state's mission should be the preservation of resources
- to me, environment is everything, but there are a lot of serious issues in our state; employment, education, health care, etc; yet we cannot have a good quality of life without respect for land
- other responsibilities are absolutely critical to operation of the state, parks however are important to our future
- state has a responsibility to promote a lot of things; with limited resources, must prioritize what's essential and parks fit that definition
- can't answer in absolutes, but parks need to be a part of the balance
- state must do many other things of far greater importance
- there is so much the state must do, yet I consider this high; perhaps not as high as education and human services, but next; parks are one of the really neat things about the state
- of high priority: cost of preserving park resources, natural and cultural, is low in relation to other services; such a small part of the state's overall budget, it's not a big price to pay; if parks were to require a third or half of the state's budget, priority might be lower
- the necessity of doing as good a job as we can to make these resources available to all warrants better than a 50% priority
- it's necessary to balance these needs against human needs; in present times that's difficult; with fewer human problems, rating would be higher
- high, but not more important than human needs; preservation and environment education are important, but right now human needs are far more pressing
- parks are an important part of our quality of life; relatively inexpensive in relation to other services; if parks cost ten times as much as they do, the relative ranking would be much lower
- mental health of people is so important; parks provide a place to energize and re-vitalize in a healthy atmosphere; people can work out their aggression problems in socially acceptable and healthy ways

- other things, health, transportation, education, long range planning issues, all are more important; would like to have parks, but must have the others
- education must be tops; parks important but issue doesn't jump out as any more important than the others; important for state to do a good job, but as we look at less money, these needs are not on top
- I give it a 2 or 3; would like it to be 8 or 9, but it's not a hot item
- state is involved in so many things, is easy to say all are extremely important; difference is that in most other areas, we have a second chance, with environment, when resources are gone, they're gone
- over my ten years of familiarity with parks, my priority of their importance hasn't changed; they are an important factor in our quality of life; ranks lower than education, but just below
- fact is, we're ruining our environment; can talk about importance of other services, and they are, but nothing is as important as our survival and that's what environmental protection is all about
- human services and related issues are of much higher priority
- is up to the state to do this; as users we can support it in better ways
- if we let go of parks and their importance, there's no going back; will be impossible to go back later and right a wrong
- park needs are such a small portion of total needs and can provide something of value to everyone by option at least; better investment than some of the welfare and health ways in which we waste money
- there must be a balance in state spending; cannot sacrifice these things at the expense of other services we need
- is not the top, but somewhere in the middle; part of our life quality
- there are certain things, like parks, that only the state can do, with no federal funding available and with limited private sector appeal, unlike human services
- state support of parks is important particularly because of their impact upon economics; we need to keep them up and attractive in order to attract others; these needs are definitely below the responsibility to feed and clothe poor children, yet we cannot ignore their importance
- is a difficult comparison; some state agencies like parks create wealth, some like human services distribute wealth
- parks are important, but way down the ladder; there are far more pressing issues - health care, education, substance abuse, housing - than preservation of the environment

- is sort of comparing apples and oranges; compared to life's necessities, parks are a luxury
- parks make a unique contribution to our state; believe most Minnesotans would concur
- natural resources and recreation are important, but housing, shelter, clothing, food, education are more basic
- police protection, education, welfare, etc. are obviously important, but a society without attempting to maintain contact with natural environment is missing a great part of its goal
- if the state doesn't preserve our resources, no one else will; state does a much better job of it than federal, state forests or county parks
- values parks provide, chance to escape pressures, especially in metro life, to find renewal; are very important
- are so many other pressing issues; wonderful to have parks and would hate to lose them, but they don't feed hungry people
- not sure it holds up well to other pressing needs
- see social issues as higher priority; primary need is to see that all citizens have their basic needs met
- parks are a non-restorable asset; would be a travesty not to have a viable park system; not however to the extent of a major budget increase; state funds should be found through scrimping and better management
- having a park system is very important, but I'm not sure it's a role that has to be played by the state; maybe more effectively done by local government; if I had to give up some part of our total parks system, I'd give up the state parks in favor of metro, county and city parks
- in this state we place high value on quality of life; is why we value health care, etc. so highly; in our changing society, concentrations and demographics, role of parks is increasingly important
- state parks seem to be the most efficiently run of all state agencies; they appear to be peripheral, but really are not
- if, as I believe, education is a "10," parks as they relate to our quality of life are at least a "7"

7. On a similar scale, how do you rate the general appropriateness of private sector support for the improvement and enhancement of the state park system?

(The preponderance of opinion is that parks are fundamentally a state responsibility. Opinion is widely divergent on the appropriateness of private sector appeals; proper perhaps, if essential but with real concern about it becoming an avoidance of state responsibility.)

- from corporate/business sources, average rating: 5.08	5 at 10 - at 9 12 at 8 3 at 7 5 at 6	8 at 5 6 at 4 - at 3 15 at 2 4 at 1
- from non-corporate foundations, average rating: 6.66	13 at 10 3 at 9 14 at 8 5 at 7 6 at 6	3 at 5 4 at 4 4 at 3 5 at 2 1 at 1
- from individual solicitation average rating: 5.36	7 at 10 - at 9 14 at 8 1 at 7 7 at 6	2 at 5 7 at 4 4 at 3 14 at 2 2 at 1
- from civic/special interest groups average rating: 6.70	5 at 10 1 at 9 22 at 8 4 at 7 13 at 6	5 at 5 3 at 4 2 at 3 2 at 2 1 at 1

COMMENTS:

- individual solicitation has already been attempted
- most every state park has had some corporate leadership involved in its formation, ex: Glendalough, Pigeon Falls, O'Brien
- individual solicitation difficult, short of an income tax form check-off, it would be very expensive and not very effective
- if legislature could be made to see these as bonus, not replacement dollars, it might work, but I doubt that will be true
- park support is and should be state and user supported
- foundation support would be appropriate only as it fits the foundation's mission
- believe users should pay for the majority of park system needs

- first reaction, corporate support is not very appropriate; exception might be businesses adjacent to a park wherein employee usage is high
- we should be open to all types of financial support for parks
- follows an established pattern of citizen involvement in state services
- business community needs to be reminded of park system's value
- business support is appropriate if in the form of financial, technical assistance, but I'm not supportive of privatization of parks
- civic group support would be okay with oversight; others not appropriate
- must somehow avoid one park receiving everything; others nothing
- it's perfectly appropriate for business and government to be partners, but there are potentially some dangers; a danger of DNR implied endorsement of particular business aims; conversely, we might be assumed to be endorsing specific DNR policies
- such support would not be in our interests
- first reaction is to equate it with highway clean-up; have mixed feelings about financial support; do believe in private/public partnerships, but would much more favor volunteer involvement than purely financial support
- business is already overtaxed, don't feel an obligation to support government services even to that degree, certainly not more; individual solicitation might be appropriate, but would not raise much money
- from individual solicitation approach, would like to see passive users have the same privilege of supporting environmental concerns that active users, such as hunters, do now
- corporate/business/foundation support is very inappropriate
- not very appropriate from corporate/business sources; foundations proper where it fits criteria; individual solicitation okay, but a waste of money that could be better spent on parks themselves
- we're sitting at a \$670 million state tax base, corporate alone, not including individual employees; not fair to be tapped further for services that should be state supported
- my over-riding feeling is that state should take care of state parks; real feeling is that parks should be free to everyone; am not essentially in favor of the user pay concept; yet if this is the only way parks can survive, it should be tried
- corporate/business sources, no; foundations, if it fits their specific interests; individual solicitation mechanics would be very difficult and very expensive
- more and more, foundations seem to be embracing the environment

- have problems with appropriateness of corporate support since they already pay so much in taxes
- one has to look at the pocketbook; corporate/business resources are the most likely place beyond state funding
- very comfortable with corporate & foundation support; not as much so with individual; they would see this as a second tapping
- corporate resources have a limited amount of money available, right now not as high as in the past; with the present very pressing demand on them for human services, how much can business afford for something for which they're already paying taxes
- some civic groups have a lot of money through pull-tabs, but seems that this resource is getting pretty well tapped out
- have concerns about appropriateness; feel support for parks should come from all people; do not want to see parks competing with non-government non-profits; if the pie is big enough, fine, but am afraid we'll be stepping on other toes
- most believe support is already given through taxes, permits and purchases; believe we should work to get a broader user base through these sources
- in a sense, by taxing, you've already said it's a public concern
- state has already taken an appropriate share from business through taxes; for foundations it's not a hot item; from individuals there's a great skepticism about state's credibility to manage this
- first reaction to business support is negative, on reflection if there's interest it might be appropriate; with a user fees system, individual solicitation is not
- corporate support is not only appropriate, but critical;
- as one of the things that enhances our quality of life, business should have the opportunity to support; not sure individual solicitation is the right thing for the state to do; common man is likely to feel already taxed for this purpose
- yes, but in seeking business support we must insure multi-use of parks; must be tastefully done, not brassy; civic/special group support must be carefully crafted to avoid conflict of interest
- should be responsibility of government, but to date adequate support hasn't been there, would be hard to find a more noble cause; with individuals, less appropriate because of number of non-profit environmental and outdoor interest groups now supported by individual memberships; can give civic/special interest groups opportunity to buy more influence
- every corporation must and will make its own decision, but there is nothing wrong with business being financially involved

- may be appropriate, but there is so much demand and competition for contribution dollars, priority right now should be for human service needs; this should be far down the list
- corporations already make a practice of supporting public sector activity; don't see this as different from other causes, particularly if the CEO feels strongly about it
- state resources have been inadequate since very beginning of park system; most corporations use the environment in one way or another, have a responsibility to put something back
- foundations now are more into social issues, particularly with federal/state retrenching in those fields
- if this is an avoidance of the system, a way to diminish state support, forget it
- I object to this effort to patch up bungled bureaucracy and inefficient administration; perception is the system is not very well run; yet private support here is more appropriate than for other state services
- paying now \$10 million in taxes, am reluctant to say it's appropriate to ask for more
- parks are quite specifically a state responsibility; doubt project will get any money from major corporations
- needs must be very specific; not sure there is a sense up front of what they're trying to do; on a one time basis, it might work, on a continuing basis, no
- tax base is already one of the reasons we have trouble attracting business; is inappropriate to ask more
- it scares me; is further fuzzing the line that ought to exist between public and private
- if support of any public function is appropriate this is; do have trouble with individual solicitation methods unless passive
- we need to give people a chance to be a part of protecting environment
- appropriateness relates to how it's done; okay if not overdone
- no philosophical reason to object, do have concerns about commercialization; in time of limited resources, would hope public accepts responsibility
- parks are intended to meet a societal need; have a public purpose and should derive their support from public sources - taxes & user fees
- tax dollars should make this unnecessary
- public/private partnership would be beneficial; it should work with parks which is a non-controversial issue

- seeking support is not inappropriate, but competition from other needs and causes will make it very difficult
- in the same sense that business supports the Walker and Guthrie, it's appropriate to seek parks support; public/private partnership aint dead among foundations, more are leaning somewhat to environment issues
- except where a corporation may specifically benefit from park use, seeking support is totally inappropriate because of state agency nature
- am strongly biased against corporate/business contributions to state agencies
- businesses and people must be given the opportunity, be willing to contribute to help in maintaining our quality of life just as they do with MN Public Radio and public tv
- appropriate, but only if not for operating expenses; danger if we get started with these sources, then stop; how would we keep it up; corporate support more viable for bricks and mortar
- have real reservations about private sector support; don't necessarily think it is appropriate at all
- looking at it in the context of other state agencies as well, question is where does it stop?

8. On a similar scale, how would you rate the system's ability to raise significant amounts of money for:

(Park system ability to raise private sector funds is not highly rated. It is felt that personnel lack training and experience, appropriateness of funding is not highly rated and is in conflict with state responsibility, and other needs are presently more suited to giving focus.)

- specific projects of park enhancement	2 at 10	2 at 5
average rate: 5.40	2 at 9	10 at 4
	12 at 8	5 at 3
	3 at 7	6 at 2
	13 at 6	3 at 1
- major capital improvements	- at 10	5 at 5
average rate: 3.52	- at 9	9 at 4
	4 at 8	8 at 3
	2 at 7	18 at 2
	5 at 6	7 at 1
- land acquisitions	1 at 10	2 at 5
average rate: 4.21	- at 9	8 at 4
	12 at 8	5 at 3
	1 at 7	15 at 2
	6 at 6	8 at 1

COMMENTS:

- private groups, individuals now buy and hold land, their efforts could be expanded
- everyone assumes that state funding should pay for capital improvements
- tough to break corporate dollars loose for capital needs; the belief is that the state should fund these
- reaction, both public and corporate, is "that's what I pay my taxes for"
- with proper level of leadership, it could be done; problem will be its very limited appeal
- major giving will be very tough in present economy
- cannot see "partners" as a panacea for infra-structure needs
- believe people really want to see the park system as first class
- projects funding, perhaps; others less likely; but my strong perception is that tax dollars should do these things
- projects success could be good; others not very likely
- would rather support land preservation than the current crop of politicians
- for corporate support, my concern is about purpose accountability; will it be used in a way we would like it to be used; would be more likely to give money to the Nature Conservancy
- chances for business support of capital needs is very unlikely; too many pulls now on resources for incredibly worthy causes
- business money is likely to follow volunteer involvement
- negative reaction is based not on the system's value, but on appeal's reality
- projects, when put into packages that volunteers can go for and help with, could be very successful
- would be far more appropriate to substantially raise park fees, (with a provision for "hardship" relief) with which system could leverage a higher level of support from the legislature
- probable support for capital improvements is very low because they shouldn't be funded from private sector; neither should land acquisitions, although individual funding for that purpose is appropriate

- it is not a function of the private sector to do public sector things; I'm very much against it; Nature Conservancy can play a significant role in land acquisition and should be funded by the state
- could learn from Nature Conservancy
- specific projects are the most likely to succeed
- capital improvements and land very improbable, although there may be those who have a perspective about appropriateness more positive than mine
- if the Guthrie can raise \$25 million, surely park system can do this
- doubt if capital funding can be done with current complement of people
- history proves land acquisition funding can be done
- believe best chance is for park projects funding, because we've had experience with this; would hope land acquisition success would be high
- capital funding prospects are not that good; land acquisitions probably better, and project funding has a pretty fair chance
- land acquisition dollars would be a way to leverage tax dollars; capital dollars will be difficult; will require ten to fifteen years of cultivation, must set up carefully managed and well staffed structure to offset the coming and going of appointed top managers, without upheavals every four years
- will be very hard; key will be getting a few key leaders to buy in first;
- tough; most people in public life know how to spend money, few know how to raise it; other institutions, colleges, etc. have 10 year blueprints, state plans run only to the next election
- not impossible, but very difficult; companies get hundreds of requests requiring tough decisions
- hope capital success factor will be very high; was one of the purposes of the bill; land prospects have less of a chance; special projects could be most successful, require less money, first initiative, door-opener
- if substantial time and effort is invested, believe capital requests can be met; believe land may be even better opportunity, since once land is lost to development it's lost forever; less optimistic about special projects except where locally attractive
- most successful is likely to be appeal for special projects where employees are involved; corporate money tends to follow employee interests and involvement
- being a state agency will be the biggest drawback

- would be more successful in raising user fees
- success extremely doubtful
- question whether people in the system have the skills to do this
- problem with land acquisition is that we must not receive it simply because it is available; must be sure we have the use factors to justify it
- will be competing for the limited amount of money available for environmental education
- park professionals are not trained fundraisers, should be very careful about diverting their attention from resource management
- personnel do not have the ability or they would already have done it;
- seriously question staff competence to carry this out; will need private sector expertise
- see very limited capability, primarily because they haven't had to
- will have to overcome strong private sector fears about putting private dollars into government owned facilities
- doubt capability, but until they try it, won't know
- success will depend upon finding the right leadership; parks people are good at preserving wildlife and trees, probably not good at raising money; needs a well-organized motivational approach; also question whether there are enough giving resources with all the other higher priority interests
- might not be high, except that we have a lot of people who do love parks
- this will be a very low priority for the limited resources of corporate giving available

9. Would you find support of the park system in one or more of these areas compatible with corporate objectives?

34___ yes __24_ no

(In most "yes" answer discussions, corporate objectives are generically stated and parks are included within general statements about quality of life, environmental concerns or good corporate citizenship. In many "no" answer discussions, wherein objectives are more specifically stated, proposals, where possible, would have to be tailored to specific interests.)

In what ways?

- we do some of this now through nature center sponsorship; company principals have been much interested in outdoors
- our focus now is children; our interest would have to be keyed specifically to benefit children
- would not be high on the list of any corporation's priorities
- conservation is not of our interest
- corporate philanthropic objectives reflect support for those things our employees are interested in, and we choose not to take any initiative to influence those decisions
- would mesh reasonably well to our objective to be supportive of rural communities
- specifically fits with our objectives about preservation of the environment, although we might have some trouble with DNR's policies about live animal use
- most corporations want to be seen as "green," with an image of environmental concern
- we want to be seen as a good corporate citizen; our whole industry is based upon that perception; the nature of our firm is "grassroots" and that's compatible with parks
- to the extent it meets corporate image concerns; everybody loves parks, is "American"
- many firms extract or extracted their livelihood from the environment, it's important to put something back
- no, other than environmental education in the broad sense
- we have a commitment to community and to environment; want people to see us active in their communities
- will fit right in with what company is trying to do; expand our focus on environment preservation; focus has been primarily services for the disadvantaged; now are adding environmental education
- there is corporate interest in the quality of life
- it's important to be looked at as cooperating; being a benefactor
- yes, in terms of improving the quality of life

- not really on target; more and more of our focus is on youth and education; could fit if tailored to this; we tend to limit our involvement to where there's going to be a lot of people around
- really doesn't fit; we're committed to education for youth; appeal would have to be quite carefully crafted
- as good an affiliation as was the highway program; who's against parks? and their benefit for all of us
- yes, when we look at what's important; strengthening family values
- corporations use resources; good corporate citizenship requires that they put something back
- particularly where support matched employee interest; which is where the idea for the bill establishing the concept came from in the first place
- interest in the quality of life, and that's what this is all about
- our statement emphasizes trying to make society in general a better place to live; parks add to quality of life, although they are clearly a public responsibility
- would not be in sync with our contributions policy
- from a volunteer standpoint, yes; from a dollar standpoint, no
- very concerned about environment and the quality of life
- is not at odds with foundation focus, but not specifically within
- problem is our quality of life focus is on the metro area
- not a direct fit, but do not see anything inappropriate about it
- projects concept could be, in the sense of providing more access, particularly for the specific groups we're interested in; bit of a stretch
- absolutely not
- our grant making focus is in education; our interests are more programmatic
- as the greening of America improves, more and more corporations will want to be involved taking part
- only if there were a measurable environmental impact we could report positively to our shareholders

POTENTIAL SUPPORT DATA:

10. If approached, would you consider corporate financial support:

- for the program in general?

6 yes 28 no 9 maybe 15 not applicable

COMMENTS:

- no, because of what we're already doing in environment education
- if so it would be a very minimal level
- only if we felt it compatible with our belief in the preservation of eco-systems
- perhaps, but not likely
- probably not, seems outside the criteria of our corporate foundation objectives
- our corporate giving decisions are employee group made, but I'd very much recommend against it
- yes, it fits with our corporate strategy and within one of our critical issues
- not likely, because of what we're already doing with our own lands
- not this year, next year perhaps
- it's outside our guidelines; i.e. k-12 education, housing, kids at risk
- perhaps, but most of our funds are presently committed to on-going projects; discretionary funds limited
- maybe, but doubtful since it's well outside our focus
- can only say we'd consider it
- would only consider support of specific projects
- might consider seed money grant to help system out of its mess

- for concept projects in specific parks?

15 yes 14 no 14 maybe 15 not applicable

COMMENTS:

- probably not; belong to the group who believe we're taxed too severely; with a direct tax credit, you bet we would!
- yes, where it resulted from employee interest, which is more likely to be local in nature
- yes, particularly if it were to follow employee efforts
- yes, if compatible with our objectives, i.e. for environmental education, yes; for land management to improve the deer herd, no
- yes, but would have to have been generated through our branches; we could and would bring needs to their attention
- no, 65% plus of our employees are from Wisconsin
- only if our employee group wanted to get involved
- yes, as geographically related to our branches
- yes, if related to environmental education; do much work now with environmental education centers; if programs were designed to reach even more children, we would be interested
- especially if we can make a multiple tie to our focuses: disadvantaged and environmental education
- for special projects, "one-shot" things, but certainly not on-going
- slightly more likely than for program in general
- dependent upon objectives and limited to parks close to metro area
- unlikely
- if a project our employees were a part of
- remotely maybe and only if in our immediate geographic area
- this is the most probable area of support for us to consider
- not likely
- perhaps, more likely through corporate foundation

- capital improvements/rennovations?

5 yes 28 no 10 maybe 15 not applicable

COMMENTS:

- assumed to be a state responsibility
- don't think corporations would, foundations perhaps
- perhaps, but unlikely; we're much less involved in capital campaigns than in operating or project things
- doubtful, corporate objectives do not favor the "everybody come" concept; trail rehabilitations, visitor centers, maybe
- no, unless it arose through our branches
- this is assuredly a state responsibility
- this is not appropriate for private sector funding
- this really should be public responsibility; \$60 million is beyond the private sector range for this purpose, but insignificant to total state resources
- this should not be the province of private sector support
- perhaps, but this would be tough; we're trying, (with exceptions), not to make major commitments over multi-year periods because it commits future years spending from as yet unknown profits; frankly, wish our senior executives would sit on fewer boards where capital commitments are necessary
- unlikely
- more likely from foundation; company is more project oriented
- maybe would help get a big citizens group set up to do this
- maybe at best with our other priorities
- key would be to how it's packaged
- maybe, but doubtful given our present priorities
- no, private support is inappropriate
- very unlikely
- very unlikely, given our strong feelings about corporate support for state agencies
- possibly

- for land acquisitions?

3 yes 35 no 5 maybe 15 not applicable

COMMENTS:

- generally, no, although we might consider donating land we have if it would enhance state parks
- this is also capital and subject to our same reservations about multiple-year commitments
- unlikely
- doubtful unless there were a park where we could donate land
- maybe
- probably not
- if we did it would be through other organizations
- very little likelihood; state has the means and authority to acquire land; don't see this as a private sector interest

- for a working fund to facilitate citizen involvement?

13 yes 14 no 16 maybe 15 not applicable

- probably not in general, but we would consider requests from specific groups planning to do projects
- quite possibly
- possibly, would need some definitions
- maybe, would be more interested in supporting our own employees
- corporate foundation might
- no, because there's no linkage to the type of business we do
- would depend upon definitions
- if packaged and promoted right
- very possible with some assurance it would work
- would want to support our own employees interest first
- would prefer to consider requests from or for specific groups
- might be easier for big corporations
- perhaps, but concerned about opening door to multiple causes

- yes, but more likely to specific projects than to a pooled fund
- yes, through our fund for community service
- this year, no; next year maybe but would not be high priority

11. Over a five-year period, what might be the possible range of your support?

- 3 major: \$50,000 plus
- 8 \$25,000 to \$50,000
- 12 \$10,000 to \$25,000
- 6 minimal: less than \$10,000

12. What kinds of recognition would you consider beneficial or important?

- must be customized to donor's need, some like publicity, some anonymity
- definitely ~~not~~ plaques, etc
- something of significance to our franchise stores; fairly high profile that our stores would see as supportive of their business interests
- for local businesses, some sort of visual recognition within park; state-wide, not sure
- something to use internally, something externally as well; mention in media releases, and some accountability report i.e. what happened as a result of our giving
- mention (for print pieces) is about it; no plaques, etc.; but do want local people who have helped to be recognized
- just follow the clean the highways thing
- give parks to corporations to manage and let them identify it as "their" sponsored park
- our history is one of letting our customers keep the high profiles
- give permission for institutional advertising by contributor, but need to be alert to danger
- in-park signage doesn't reach enough people to warrant a return on the investment
- recognition alone won't warrant commitment
- accountability; just be sure we get a good report on how the money was spent
- don't become another Target Center!
- do not want a lot of recognition; we have an unwritten tradition of letting our actions speak for themselves
- avoid the danger of cluttering up with signage

- news media mention; plaque in the park; letters/commendation from the governor, commissioner
- visible identification of franchisees, something to make our store operators feel good
- large and often! every time someone outside our firm says something nice about us it strengthens our public image and perhaps helps our climate with government agencies we must deal with
- we want to be acknowledged as a good corporate citizen and concerned about the environment
- is moot, because we wouldn't give; if we did, would only want name recognition in annual literature
- not really important
- maximizing recognition can help maximize contributions; name plates, public celebrations for media exposure
- not really important; we don't make contributions for that reason, but when we do we appreciate being recognized in simple ways
- anything appropriate and tasteful
- not a major issue; small signage would be sufficient
- not a major factor
- depends upon venue, type of activity; would like recognition in print media, some type of signage
- don't usually look for as much explicit recognition as some companies do; would be particularly interested in having our employees know and it's always good for the public sector to know of our support
- recognition has never been a significant factor in our support
- would not be giving support for recognition
- media notification, annual publication listing; no plaques
- nothing at the expense of the resource you're trying to preserve; signage can easily become an eyesore
- emphatically none
- we take a very low key approach in philanthropic recognition; we do things because it's right; want our effort to be known, but nothing of grandeur; except where we feel our recognition would lead others
- we'd want none, but if use of our name would encourage others to contribute, we'd be for it

- listing on an entrance board, building plaques, trail markings compatible with environment
- our preference is to understatement; minimal signage to call our interest to attention of users; would like legislature to know we're being a good corporate citizen
- don't know if there's a need for any more plaques, for most the feeling that they're doing good is enough
- contributors and project both need public recognition, media visibility; giving acknowledgement to public, stockholders, employees
- givers must be recognized; news items, plaques; no potential dangers in this if handled in the right way
- it's important to recognize through media attention, certificates, etc. recognition can be done in the parks, but we need to be nervous about signage
- be careful we do not degrade a resource, lessen visitors' experience; perhaps a "Contributors Hall of Fame" in higher use parks

13. What other firms, (or types of firms), could you suggest who might be interested in providing financial support?

- check those with interest in and commitments to the zoo
- explore through firms represented in interest/support groups (Ducks Unlimited, MN Deer Hunters, etc.): about 35 exist with 350,000 to 400,000 members
- check out those with logical relationship to basic mission; paper, wood products, tourism
- Minnesota Green Pages
- look at rural based organizations; grain elevators, implement dealers
- tendency always is to go to the "biggies," better to approach local firms not always asked
- firms where park use factors are known and high
- oil companies putting something back;
- forest products companies: Blandin, Potlach, etc. because they're image concerned; also traditional "biggies" 3 M, Ecolab, Grandmet, NW Airlines
- major landowners like Burlington, Soo Line, businesses related to ecosystem
- First Banks - Norwest - because of their branch interests

- would be surprised if there are any firms not interested in environment
- Minnegasco, MN Power and other utilities, including electric and telephone coops; gas line companies; the "biggies," Pillsbury, 3 M, St. Paul Co's, Norwest, Cargill;
- firms providing products used by recreationists; 3 M and others interested in life quality; those who benefit from tourism
- firms that make their money from people who enjoy the outdoors, Eddie Brauer, etc.
- firms with origins or current business related to environment, (often not firms used to giving money), mining, forest products, power
- frankly, nobody has a lot of money today
- forest products industry, now second largest in the state, taconite companies, large agri-businesses in rural Minnesota
- Initiative funds established by McKnight
- big agri-business firms; Cargill, Pillsbury,
- mid-size and small firms whose owners' values & interests weigh heavily
- Ecolab and other ecological concerned firms
- the whole 5% and 2% club list
- dominant employers in smaller communities adjacent to parks
- high tech companies with large work forces where employee use is great
- regional area firms
- lumber companies, anything used in outdoors
- natural resources firms who want an image that says "we're friends of the environment;" also those who are relatively high polluters
- businesses directly in line with park system goals
- firms with an environmental agenda
- hesitate to say the usual big corporations; don't ignore small firms in park areas
- recreational fields, travel/tourism businesses
- companies trying to recover from a bad name in environmental matters
- spin off businesses around local parks
- non-metro community funds; Minnesota Initiative funds; local chambers of commerce, perhaps even county boards

- those that use natural resources; service industries from a heritage, legacy standpoint
- folks who have benefitted from our natural resources
- key is personal interest of owners; doubtful about publicly held firms
- same as contributors to State Historical Society; follow their lead
- industries gaining profit from parks; Minnesota home-based corporations
- doesn't all have to be big gifts; look also to smaller firms looking for opportunities; gifts in \$5,000 range; key is matching to interest
- outdoor recreation mfgs. whose interest will be product visibility
- Ringer Corporation - Pillsbury - Blandin - Potlatch --Andersen Window NWNL - Minnesota Mutual - 3 M - Ecolab - Cargill -Eddie Brauer -Hormel Polaris - Boise Cascade - Fingerhut - Bankers Systems - Metropolitan Bank First Banks - Norwest - NSP - Weyerhaeuser -Northwest Airlines - Hart Ski - Lutheran Brotherhood - Control Data - Otter Tail Power Shoremaster - Carlson Companies - General Mills - Honeywell - McKnight Dayton Hudson - IBM - Minnesota Power - St. Paul Foundation - Cowles Media - St. Paul Companies - Inter-Regional Finance - 1st Banks Midwest Coca Cola - U S West

14. Would you consider in-kind giving of products or materials?

13 yes 20 no 5 maybe 20 not applicable

COMMENTS:

- would depend on how our franchisees would see it
- would consider publishing of catalogue, brochure
- perhaps as a result of employee involvement with projects
- nothing comes to mind except perhaps non-toxic cleansers to emphasize environmental concern
- nothing we have or do would be appropriate
- our in-kind material is money!
- yes, if it meets with our giving guidelines
- difficult for us; don't have many; perhaps broken poles, wood chips which we do provide to metro area parks
- has potential if projects/needs carefully defined; danger of becoming dependent for on-going operational needs
- don't have the type of products that lend themselves to this; most also require special systems to use

- cautious about giving products to places our distributors consider customers
- used power poles, perhaps; biggest contribution would be time
- might be easier to arrange than dollars; our in-kind is computers
- yes, but not sure what's appropriate
- possible, but approval chances very slim; corporate policy prohibits contribution of products
- no, by corporate philosophy; would interfere with our customers who are the ones who sell our products
- with very rare exceptions, we don't do in-kind giving
- there is a certain amount of this going on now
- okay, as long as it's something parks are looking for; playground equipment for example
- if a contributor was interested, parks could use credit card services
- need be careful parks are not receiving that which we really don't need

16. What other firms could you suggest who might be interested in providing in-kind support?

- would be most appropriate to local area businesses
- Andersen, Marvin windows for custom needs
- timber companies for construction materials
- bird feed distributors
- Potlatch - Blandin Paper - Dayton Hudson - Midwest Coca Cola - IBM
- First Banks - Minnesota Power - NSP - Cargill - Browning/Ferris
- Marvin Window - Otter Tail Power - Shoremaster - Ecolab - U S West
- Dairy Queen - Space Centers - Aveda - Deluxe - Lutheran Brotherhood
- General Mills - 3 M

17. Would you consider financial sponsorship/endorsement of a specific program or special event?

19 yes 20 no 3 maybe 16 not applicable

COMMENTS:

- conceivably, since we already do that with Nature center,
- this would be the more likely support from us, depending on location in relation to our stores
- this is probably the best hope for support, must be tied to existing corporate or foundation interests , i.e. summer youth work/study program, environmental education programs, etc.
- must build off of known and pre-determined corporate interests
- this, if anything, would more likely be our thing
- seems feasible, again if compatible with corporate objectives
- we would not have anything to gain
- we do not do that; tend to avoid any promotional endorsements
- yes, but we're very sensitive about with whom we advertise or endorse
- depends on focus; if project dealt with racism or rural poverty, we would be interested
- we just do not do this
- it's not improbable; have done this sort of thing; but we are legally restricted to our service territory which is only part of Minnesota
- these opportunities have not been cultivated as well as they could be
- we don't do special events
- would consider if joining with others
- this is more likely for us than direct contribution
- appropriate for us; particularly where large groups of people gather, especially teen-agers, young adults, family oriented activities
- don't do this as a corporation; operating divisions might
- less likely, unless collaboratively with industry group
- would depend upon type of event appropriate to our businesss, tree planting for example
- only if it fit with one of our promotional or educational programs
- possible, but we really don't do this
- possible but not likely

- rarely do this unless it fits our corporate culture
- perhaps, if it were a special program to our interest
- only if our employees are significantly involved
- if it blends with our public service interests
- would depend entirely upon what it was
- troublesome concept; can imply product or corporate endorsement
- we're sometimes too sensitive about this; think that by accepting we're giving up something and we're really not; we gain, not lose
- this can be a real can of worms; not sure we can do this legislatively; acknowledgement must fall short of endorsement
- this becomes a testy area; have done some; must be tastefully done with clear prior arrangement/agreement and consistent with state law; clearly cannot come out appearing to endorse
- have a real problem with this; sponsors get too much for what they give
- I wonder whether this is good public policy

19. What other firms could you suggest who might be interested in providing sponsorship support?

- firms in Hi-Tech Council
- work with State Chamber, ask "do you have members with interests in land preservation?"
- businesses closely identified with park activities or demographically related to park usages
- would be from companies that would benefit by being thought of in the good will arena
- companies tied to recreational clothing and gear
- soft drink companies
- sports related firms
- sporting goods companies; companies benefitting from outdoor activities
- Ecolab - Carlson Companies - Cowles Media - St. Paul Companies
West Publishing - St. Cloud Times - KSTP - Andersen Corporation
Pillsbury - Minnesota Power - First Bank System - IBM - Dayton Hudson
Midwest Coca Cola - Blandin Paper - Potlatch - U S West - Target Stores
Lutheran Brotherhood - 3 M - H. B. Fuller - Winona Canoe - McDonalds,
Burger King - Burger Brothers - Polaris - Minstar

20. Would you consider providing "loaned" personnel (or encouraging employees) to help with specific projects or promotions?

23 yes 8 no 7 maybe 20 not applicable

COMMENTS:

- need to set up state wide approach to employee groups through regional structure
- subject to interest of specific franchises
- this could be of real interest; fits our exchange for vacation time
- would not push, but if individuals wished to, we would agree
- this could be our primary interest concept; would definitely be interested in providing personnel to specific projects; value to us would be in interchange of perspectives; want to learn as much as to teach; we'd consider providing participants with annual park permit
- would encourage people on a volunteer basis
- can easily see people doing this through our branches, initiative would have to be with them, although we would call it to their attention; needed funding would be through branch corporate giving with us as second level funder if needed
- would be very interested; retired group now active; (CARES: Community Action Retired Employee Services); would like to do this with home office group for metro area park as a pilot; then encourage managers of other plants throughout the state to emulate
- yes, but more workable with "one-shot" deals, week-end, defined projects, than with continuing responsibilities
- we encourage employee volunteerism in line with our corporate objectives and this is not a fit
- we have community service teams throughout the state and would offer this to them as an option for their decision; also appropriate to offer to our "Pioneers" groups
- less enthusiastic about this; okay for specific use where park lacks the experience or expertise
- can see possibility of groups wanting to do projects not compatible with park's purpose or priorities
- this is happening now in a variety of ways
- key is method of asking; learn from Historical Society; must be sure we're not replacing present employees

- we'd be more on the encouraging side than telling; now have 6 to 8 crews in "adopt a highway" program
- we might help with road building, for example
- volunteered employee involvement, yes, loaned personnel, no
- this is a good idea; like to get employees involved in things the company is involved in
- is a possibility; could place people in community service assignment
- yes, as it fits with our volunteer program; have coordinator; would happen through branches
- would be best in consort with local community effort; prefer to have concept attract on its own; would consider "loan" of specialists, computer, counsel, etc.
- probably not; concerned about opening door to rash of requests
- could see this working for us if it had a start and end point
- would have to be on employee volunteer basis
- would provide opportunity through our employee club but not promote, would have to fit their pattern of service and interests
- would be reluctant; do encourage employees, but there are projects we would like better, house painting, habitat program, etc.
- we encourage employees to do all kinds of things in communities where they are located; those in branches located near state parks might be interested; approach would be through branch
- would have to be the right project and a local one; do have people who might be interested, others who would think it inappropriate; need a champion for parks within the company to lead; do have users, don't know if we have a champion
- our approach is to bring opportunities to people's attention and see what happens; try to avoid the sponsorship approach, prefer to have it bubble up, then encourage
- possible project process needs clear identification from the field level up; be sure they are in keeping with park priorities and not displacing staff; process needs a bargaining unit buy-in; projects need be something good that we don't normally do
- now have a volunteer program to build upon; program has to be guided by department policy agreement; must begin at park level, park manager has to stay in charge of his park; need care not to warp the system, not have people taking over park problems or projects as their own

- probably not, because we encourage employee volunteerism mostly in line with our corporate giving objectives
- if project could show specific benefit to disadvantaged or disabled, receptivity would be very high
- have much concern about project work displacing laid-off personnel; must be enhancement and improvement; also concerned about staff time for coordination; idea can work, but must walk carefully
- this could get over-whelming in a hurry; chances are projects could be matters of secondary concern
- this is a wide-open opportunity to develop community support; excellent p.r.; in present experience, about half come to us, half we seek

22. What other firms could you suggest who might be interested in providing loaned personnel?

- should look to local area service clubs; approach members' firms
- retired 3M employees (now contributing much)
- through service clubs; Rotary, Kiwanis; perhaps through super-structure
- again, relate to use factors
- environmentally concerned firms
- outdoor oriented groups: Audubon, Sierra, Skiers for Hunger, etc.
- pursue University of MN; other colleges, universities
- most major companies would be targets; don't see why any would not
- activity clubs within major corporations; environmental groups, Sierra Club, Audubon, etc
- local area service clubs; then approach member firms
- through unions; would work best if coming up from employee interest than from corporate direction

U S West - Potlatch - Blandin Paper - Dayton Hudson - Midwest Coca Cola
 IBM - First Bank System - Minnesota Power - KSTP - St. Cloud Times -
 Norwest Corp. - St. Paul Companies - Minnesota Mutual - Cowles Media
 Lutheran Brotherhood - Dairy Queen - Aveda - Deluxe - Land O' Lakes
 NSP - 3M - Bremer Financial

23. Would you be willing to help with leadership to secure support for the "Parks Partners" effort?

9 yes 30 no 5 maybe 14 not applicable

24. Would you be willing to help contact prospective contributors?

11 yes 30 no 3 maybe 14 not applicable

COMMENTS:

- always willing to help, but it would not be in parks best interest for me to head a fundraising effort
- inappropriate to my position
- yes, but only for special events; I'm opposed to the rest
- potentially might help if there is an executive interest in parks
- don't see us in leadership roles; more as possible players in "fringe" groups; we're less traditional;
- DNR is rather too bureaucratic, has policies we don't totally embrace
- prefer not to get involved in fundraising
- not really committed to the concept
- do not do fundraising; perhaps when retired (which is soon)
- maybe, but most of our senior executives are way over-committed now
- at the moment, no; currently United Way chair
- would not be appropriate, since it's not in line with giving focus
- not likely, is a case of setting priorities
- will depend upon what the program finally looks like; do not believe in a general solicitation approach
- plate is pretty full; perhaps help with approach to specific prospects
- depends totally upon schedule availability
- perhaps, but I doubt it would be of high priority
- would consider helping within area, with prospects we had contact with
- possibly, at best
- believe we'd pass; top ten executives all in up to their ears now
- probably not; is too low on list of interests and priorities

25. Who else do you think could give effective leadership to such an effort?

- Wally Dayton - Ned Dayton - Ellie Crowley - Tony Anderson - Sam Morgan
Marty Kellogg - Norm Green, North Stars - Warren Spannus - Archie
Chelseth - Richard Flint; Gray, Plant, Mooty et.al. - Curt Carlson
Bob Binger - Ann Bancroft - Roy Smalley - Harold Haverty - Sandy Grieve
Ted Weyerhaeuser - Carl Drake - Doug Leatherdale - Jack Gherty
Carey Humphries (Cargill) - Don Shelby - Lt. Governor - Wendy Anderson
"Bud" Grant - Kent Hrbeck - Kirby Puckett - Governor Elmer Andersen
Arend Sandbulte - Marilyn Nelson - Conley Brooks - Dick Gray - Dick
Caldoertl, (sp?) U of M - Henry Doerr - Joe Ling, ret. 3M - Ray Black
Dan/Mabel Coborn, St. Cloud - Don Watkins, St. Cloud - Jack Grundhofer
Harvey McKay - Chuck Denny - Al Checchi - Jim Howard - Gene Nugent
Bob Binger - - Bob Grandrud - Norm Lorentzsen - Norm Jones, Metropolitan
Financial - Don Osmond, 3 M - Earl Olson - Larry Perlman - John
Rollwagen Jack Rajala - Alfred Wallace, Blandin - Jack Lavoy, Lake
Superior Paper Bob Anders, Boise Cascade - Allen Olson, Independent
Bankers Association
- need great state-wide stature, Elmer Andersen type
- need highly visible CEO of celebrity status
- maybe will need to find leaders on a park-by-park basis
- need someone for whom it's a real fit; more than just a name
- need local emphasis; use special interest groups, service clubs, chambers
- somebody who sees a linkage of corporate benefit or who has a keen personal
interest; look to the extractors
- need heavy hitters, but also need involve local leaders, organizations
- need 2 or 3 key leaders over 45 who will recruit 2 or 3 under 45 who will
sign on for at least three years; get women, people of color right up front
- need a blue ribbon commission kind of thing; top level retired executive
- suggest someone who's atypical, a leader who's not asking all the time
- in fundraising, the same names always come up, need a name that fits
ecologically
- should be someone from a benefitting business; an outdoor nut
- leaders who have a history of doing things with the land
- look at rosters of the United Way board
- Will Steger type; big name in outdoor activity, recreation
- one of the "Encampment" families
- someone recognized by a broad cross-section of people

- consider getting a celebrity name identified to outdoor interests,
- t.v. personality whom public can focus on and will listen to
- needs to be a top corporate leader
- corporate leader with subdivisions around the state, like Land O' Lakes
- one of the Minnesota Business Partnership leaders; top of the corporate structure; a bit suspect to use paper, timber company leaders
- need to look to those firms with benefit to be derived
- who are the "outdoors" CEO'S
- have to approach from a "what's in it for me" slant
- Nature Conservancy leadership
- environmentalist with stature
- someone like a Wendy Anderson: ideally young, outdoors identified, dynamic and "Minnesotan"

27. What are the values or appeals you think should be stressed to make the project most appealing to prospective contributors?

- will work if approached on a project by project basis and with people who are already concerned about parks
- will have to stress how support relates to enhancement of business or employees
- focus on economic interest, if parks deteriorate, people will stop using, thus economic impact is great
- need people working on project who know, or will take the time to know CEO personal interests (more likely to be successful than working to corporate interests, objectives)
- contributors can see their money going into perpetuity
- sell conservation, environmental preservation
- tourism: attraction of people to the state
- environmentalism: people today are really concerned, businesses want to be seen as supportive
- family strengthening values
- economical recreation, and health oriented
- environmental learning, as a by-product

- emphasize, "think globally and act locally"
- define and stress a "new vision," preservation for generations to come
- will have to make a powerful case as to how this will be a good community relations buy
- must define project to the specific self-interest of the prospect
- these are difficult times, state funding levels are down
- will get image building recognition
- state parks belong to everybody, this is a way for everybody to help
- business and public need to know parks are extremely valuable resource
- if indeed taxes can't carry the infrastructure, we must go outside
- project measurability; ability to see something accomplished
- tie back to our heritage; need to preserve what we had, what was done
- need to stress benefit which can be seen
- environment cause; working for future generations
- quality of life: what Minnesota is all about
- benefits over the long term; results of environmental education
- racoons, bear cubs and deer faun: how great it is to get people outdoors to see these and other natural resources
- giving people the opportunity to rest/relax in great outdoors
- loyalty to Minnesota; traditions, life quality
- play on peoples' great love for parks, "do it to save parks," preservation of our natural heritage
- focus on family strength building and on environmental preservation
- contributions are not subsidies but going to something over and above government expenditures; that this helps parks maintain our quality of life standards, need emphasize that this is already an efficiently run program
- stewardship angle, if we don't do this, it's gone; what happens if private dollars don't come
- need tie benefits to specific prospects; small company in northeastern Minnesota needs a different case than 3 M; stress enhancement of life; tourism aspect

- bottom line, either you help or it's not going to be here; tell need as it really is
- quality of life enhancement, how parks attract people to state to live, not just to visit
- "life begins where the water meets the land"
- is a resource available to all Minnesotans, cuts across all social, economic, social, cultural lines; inclusive to all employees
- case to be made is a clear description of need; this is the first I've heard that "the well is running dry;" what's the downside if it doesn't get done?
- pitch is that this is an unrenewable resource that needs to be preserved for future generations
- this is the "right" thing to do; what would happen if parks went away
- stress that users can't, shouldn't be asked to pay the full freight
- environmental issues; education, protection, awareness; access to nature without harm, make experience more meaningful, educational
- that this is a way in which private sector can politically leverage more state assets which are already there; a way for extractors to demonstrate that they are aware and do indeed care
- preservation of a heritage that's natural, not ethnic; enable people to get back to nature
- they're providing something of real importance for the future; it's both an immediate and a long-term benefit; unlike some other DNR aspects, has few recognizable bad sides, i.e. who's against state parks?
- protecting these "islands" for the future, preserving them for 100 years out will take dollars and staff now; need to get people to have a sense of parks ownership, feel a part of it
- stress the opportunity to participate in enhancing, protecting the environment for future generations
- park use has so much social value; build family values so much of which is lost in urbanization
- economic impact, real and potential, for local communities is absolutely fantastic
- we have a good park system in need of help during financial hard times; parks all over the state benefit local areas with tourism dollars
- parks provide a peaceful place, fun place to get away from stress

- emphasize that we're doing something long-term; that we're putting something back; that in doing so we're being good citizens
- is an opportunity to contribute something to Minnesota's future, be sensitive to maintaining our quality of life;
- is something being done for our future by people, not by government; preserving our environment/beauty for future generations
- provide assurance that projects, when completed, will be maintained
- environmental issues/preservation of our resources; maintain the quality of life in Minnesota; tourist attraction
- parks are a recreational leveling factor; families today have more time, need provide family positive opportunities for those who can't afford to go to Disney World
- park system/DNR are well respected, in spite of small groups of naysayers, but need capacity to be innovative, new; are many needed things which cannot be timely done within confines of public resources; deterioration of buildings, infra-structure is a real compelling issue
- building the case openly and honestly will be critical

28. What, if any, are the significant obstacles you think must be overcome or reservations prospective contributors are likely to raise?

- plans must be designed in concert with general concerns over land use, watersheds, etc.
- difficulty in coordinating efforts with all other environment interested groups and existing support groups
- need in-depth thinking about impact; system must be set up which will survive the coming and going of elected officials
- need outside help to design, but will require major commitment of in-house people to carry it out over a long term basis; will need real professionals on staff to be around for a while
- dollars needed are damn big dollars
- as a practical matter, it's tough to do something this big with limited snob or heart appeal
- I fear it may be a system attempt not to have to fight with legislature for needed dollars
- most people will see it as something state should do
- perception that this is what my tax dollars go for

- contradiction with corporate objectives which tend to focus on human needs; infrastructure things like parks generally come much further down the list
- project is not an obvious winner
- competition from other voluntary sector needs
- that by giving, contributors do not have oversight or management influence
- these projects should be totally state funded
- must avoid becoming beholden to contributors
- the plea itself begs the question: I paid my taxes, why give too?
- DNR is somewhat of a maligned group; needs a clear agenda of purpose
- parks vs all other demands which are easier to relate to
- lack of emotional appeal
- why double fund? i.e. we're already paying for it in taxes
- already heavy demands for corporate support from human services field; pie is not getting any bigger which means slices are getting smaller
- state has never done this before, why now?
- difficult to get the word of need out
- the basic philosophy: system is already getting tax dollars, why put the hand out also; it competes with other causes with more appeal, more need
- need long-term education program to help businesses realize it can't all come from the state
- belief that this should be fully tax-supported; some might even be willing to pay more taxes rather than seek private support
- will be seen as more competition in the non-profit sector
- doesn't government already take care of this; maybe government's priorities are right in relation to its resources
- businesses are going to want to leave their mark; not a trail rehabilitation which has to be done again, but something of lasting value
- this is cutting new ground; most people believe tax dollars should take care of the system
- we've already given once, adequately, through taxes
- general economic condition; also, we pay enough taxes for state to do this

- environment, while important, takes second place to human services; emphasis will have to be placed on value to future generations
- great pressure on private dollars for other issues, social service needs, arts; inclination is to see this as something optional which can be deferred; economy is really tough, which could be turned into strength, make the case that in tough times, parks become even more important
- fact that the state's in tough times tells us overall economy is too; there's a perception that we don't effectively manage what we already have;
- present tightness of corporate budgets, prior commitments command most available resources; what's the case for contributions beyond taxes
- why now abandon the tradition of full state support; public already supports parks through taxes and fees; this is not directly within the focus of most corporate giving which already has too many other priorities
- feels simply like another kind of tax; concern about building, maintaining something for a public agency to own
- need a lot of lead time to fit within giving, promotional plans
- philosophical question of why private enterprise should now get involved with a tax-supported park system when it hasn't been asked before; must answer this or project won't get off the ground
- are some significant private sector reservations about ability of any state agency to handle money; need clear statements about how money would be used
- this is what we pay taxes for; seems like only a tax increase avoidance; question will be "where does this stack up in the priorities list" and with demands on human service today so high, answer will be "is good, would love to do it, but" which is the kiss of death
- except to benefitting or concerned organizations, and there are some, this will be perceived as a state function
- why must I pay taxes for parks, then pay a fee for use, then be asked to contribute; seems like multiple-dipping; people would prefer to see fees earmarked, even increased
- biggest will be lack of, tightness of contributions money solely derived from profits; also appropriateness of private help to public responsibility
- we're already paying for it and state administered things are wasteful;
- success probabilities not high and major contributors do not want to be embarrassed by failure; leary of getting involved with behavior/management pattern which is unknown; need assurance that will not happen
- question will be asked, what has state done about workers compensation
- prospects will want to see a well-organized, well managed program; will be pressed to provide that with thin staff system taxed pretty heavy now

- most will not want to get tied into a long-term project; must have a start well, effectively do it and be done approach; must persuade that this is a real significant need, not just out hustling bucks
- this is a new area of contribution need; will be hesitation until there is a good idea of how the system will work; will have to start small, watch results and work up; only good results will produce more results
- who's going to manage, provide accountability for this effort; where and what is the measurability of results
- heavy competition with all other projects; assessment and balance to the great human service needs we face
- budget crunch; that parks are a tax-supported operation; few understand how little of their tax load goes to parks; getting the person power to get the job done;
- credibility, accountability; if we give money, will it be well spent, specifically what will it accomplish, what happens after its spent
- we're already paying very substantial taxes; are plans, needs short-sighted; what's long-range view after contributions are spent; not that many people use, know parks (particularly at corporate decision levels)
- looks like just a way to substitute for tax dollars; scope, contributions concept of program is scary; why not just higher user fees; user pay is a basic private sector concept
- why can't this be done through existing tax structure; for how long need; how far go on
- is not something major contributors have been thinking about; must take some time, much effort to get them ready before they can consider requests
- competition from voluntary non-profits and their needs which they must meet without benefit of tax support base

29. Any other comments or suggestions.

From business/corporate visits:

- not sure contributions are the answer; perhaps users should pay what the value is really worth
- LCMR requests more than double every year
- would encourage companies to adopt specific parks, then manage their adopted park with state funding; state runs too much stuff now and none of it well; private sector could operate a park much better
- must be open to other ways in which people can provide support; example: soft loans without interest;
- needs much coordination with related groups about objectives, long-term impacts, etc.; can't just throw up a package and ask support

- approach state universities, private colleges through regional structure; all have ecology, environmental education programs
- best prospects are those certain companies more rooted to the state than others, not just by direct business ties, but those who bleed maroon & gold
- reach out to those companies trying to spruce up environmental image
- key will be to keep projects coordinated; plan suggests an "umbrella" approach with sub-groups either by activity type or by regions
- what parks and the DNR is doing to scope it out before charging ahead is sound and sensible
- order of priority for major funding:
 - 1) individuals - because giving is discretionary and non-accountable but not likely to be much
 - 2) foundations - but conservation with them is increasingly a dead issue
 - 3) corporations - who, on this issue, must be approached on a "what's in it for me" basis: i.e. those who need to wear good citizen badges and those who will have economic benefit
- would be far more effective for me and people like me to organize to get more support from the legislature
- park service does a very poor job of identifying its constituencies; instead of trying to raise money, they should be raising people, then using constituency groups to influence legislature; do not realize what a gold mine they have in users, a built-in constituency; don't understand why in all these years they've not defined and used it;
- system is not very good politically; frankly, if we contribute, I believe it will take the legislature off the hook
- am sometimes confused about issues of consistency: seeking money to plant more trees while DNR leases out land to be harvested
- not sure whether these are replacement dollars or add-on dollars
- dealing with a rather select audience
- need to be sure of coordination with related groups, Audubon society, Sierra Club, Raptor Center, etc.
- is a great system, but must ask, can we afford that many parks; should we continue to operate under-used parks; system must prioritize within budget just as state must do with over-all resources
- parks are about the most positive thrust in MN state government; should model fundraising after Nature Conservancy
- really need to stress that here we have over 200,000 acres set aside to preserve natural and cultural resources that, unlike endangered species areas, people can get into and see

- lots of people out there will respond if we can find a way to tell them about needs
- collaboration with nature and environmental education centers is essential; explain how parks do not duplicate, are also necessary
- use the excellent Volunteer magazine to explain needs
- hope Rod can do a good job; am extremely supportive of his programs, of him
- am concerned that this is state's attempt to abdicate its responsibility in relation to other pressures; this is really a "second tax;" would rather see state funding responsibility work
- key is finding ways to promote citizen involvement, not just seek additional funding from the private sector; use Volunteer magazine to explain need and promote
- we do fund a number of environmental education centers particularly to train people through internships; that sort of project we might fund
- legislature seems to be saying, you're going to be more on your own
- believe the legislature has obligations here; am very fearful of letting the legislature excuse itself; where would this concept end, are mental hospitals, treatment centers next?; at some point we must say these are societal needs; legislature must recognize that
- don't know how Morrissey stacks up in ability to convey mission or needs of parks to legislature; Sando is well respected in wildlife, don't know how he's viewed by park interested people; doubt if these problems can be cured by a couple of frustrated government people who can't get what they want and need from the legislature; if private sector is to be approached, it must be done from outside the DNR or the Park System
- hate to see parks deteriorate, but this will be very tough to sell
- consider a variable fee structure; one for just looking, another for hiking/day use, another for camping
- nothing worse than going to park and finding a dilapidated shelter; shouldn't build new stuff while not maintaining the old; keep funds raised for a specific park designated to that park
- will be a tough sell; must be seen as something above and beyond what public expects for its tax dollars; reducing allocation will not sell; if we shift from tax dollars to private dollars, tax dollars will never come back
- when I look at demands on the dollars we have to spend, it will have to be a very unique plan to meet competition from other needs; must combine dollar support with people involvement
- concerned about displaced workers; if budget is really tight, may need to close a few under-used parks;

- should consider the possibility of legislature matching private dollars
- should study fee structure; some parks are mostly local use, some are not; could double fees at some parks and still have them full; system has disincentives built in; must ask "who's the customer?" not taxpayers, but users; make customer decisions
- will need to build formal partnerships with major contributors; effective partnerships arise from the program bottom, not dictated from the top
- major fundraising would be a long-term plan; must remove it from an administration that must change or modify direction after each election; needs realistic goals over long haul; must design planning and evaluation procedure with an honest sense of measurability and accountability
- what are the linkages to other problems; environmental planning, youth education, etc.; need find ways to break bureaucratic rigidity
- need a joint plan with the Nature Conservancy; if attempt had been to give Glendalough directly to the state, there would have been a major uprising
- a well-organized plan to really encourage citizen participation, we might be interested in; this is not a cause at odds with us, just low priority
- with hard core human service needs so pressing, how can you think about parks; only as a real crisis can it be sold, then only with real heavy hitter leadership
- interesting concept; had never even considered private enterprise getting involved with state parks; surely primarily a state responsibility, but are some opportunities; competition will be very tough; soul issues, arts are more commanding; parks are seen as a birthright, something we're supposed to have
- no question that it's worthwhile; would be a travesty to go backwards, but people like me are besieged with requests; this would not be high because it is and should be state supported; I can do what I can do; state should do what it should do; problem is, state doesn't really effectively manage anything
- This is a new concept; needs a road map, will it work and how; should demonstrate with 1 or 2 examples; some successes will help sell others
- accessibility is the issue; state parks don't feel as accessible as metro, regional parks; private/public partnership is good, but how about public/public partnerships; should find a way to involve county boards in the project; how can we help counties enhance their image
- this is a great idea; perhaps can attract whole new group of people to the parks through involvement, perhaps unemployed, under-employed; people who do volunteer work become strident supporters
- reaction is that everybody's already a partner through taxes; need to lay out what's the role of tax dollars in relation to contributions

- support really has to be tied into employee willingness to become involved;
- idea of doing a study before charging ahead is commendable, surprising
- are more and more requests for private funding of government stuff; legislature is quick to enact programs for which they have no funding, especially future funding; they come to us for help, yet state government is not necessarily that kind to business and some of the programs for which they expect partnerships are not always in the best interests of business
- business must see where we can really best serve the community; really concerned about asking private sector to help with basic things to the point where we're letting government off the hook; what happens when the private money is spent; at what point does government lose its accountability for the use of tax dollars
- area economic impact of parks is significant; don't believe system helps area communities market parks as well as they ought; state parks are unique in their marketability; need get local communities involved in support and marketing; ask local chambers to adopt the area park

From legislative visits:

- must see if we can build upon the success of other partnership programs
- plan is to help solve our funding problems, do not believe parks are being singled out for cuts; believe state will continue its commitment, but doubt we can ever come up with all the dollars needed
- see this as bonus, not replacement dollars
- problem is that the system has spent too much energy and legislative lobbying for new parks at the expense of providing for present capital needs;
- believe we have a first-rate system and first-rate people; all the pieces for perfection except enough dollars
- is a need for closer coordination between DNR and legislature
- need to get park reservation system to a Minnesota company
- need to share much more information about parks with legislature
- in austerity, we cannot please everyone; system must better define what it can and cannot do; define its priorities
- system needs to be much more grassroots effective with legislature
- a heck of an idea! believe we can get support; hope these are indeed bonus dollars, but can see some folks view them as possible replacement dollars
- fact is we will not have much money for the next ten years; parks are deteriorating; need to find private sector support

- user support for parks is good; has been little resistance to increases
- parks are not a hot button issue; few people walk into my office asking for parks; state has 1400 lobbyists, not many talking about park needs, and legislators are short-term planners; need to give some serious thought, where do we want parks to be in ten to fifteen years
- think it's real important for local areas to adopt local parks; system is starting to show its lack of ownership by the public, not caring about it as much as it used to; park service on the whole does not now do a very good job of recognizing volunteer service
- park employees now give a great deal of personal time and dollars and no one knows it; have to get unions involved in the process; make them players, not just observers
- not sure government staff, parks, DNR, should be doing the asking; perhaps need a citizen organization
- parks are no different than the rest of the state; we have a dying infrastructure, like roads, etc.; parks need a tremendous amount, if this can provide it, fine; or perhaps project help can free up money to help with infrastructure
- we're very foolish if we don't maintain what we have; we simply have to address that issue, and to provide unique experiences of involvement; can't leave people out; system would prefer just to get dollars in, but that's not the intent; intent is involvement

From system people vists:

- some people do not want parks associated with corporate objectives
- major contributors would think in terms of ownership
- some people will equate sponsorship with endorsement, i.e. got some negative feedback on Pillsbury banner for Centennial sponsorship
- need to watch state statutes dealing with commercialization, private ventures getting benefit from something that's basically public, can work around this, but need to be careful
- not sure we need a program to duplicate what we're already doing; i.e. getting volunteers
- major giving would have to be coordinated on a state-wide basis to benefit the whole system, not just particular popular parks
- need be sure we do not rely on outside funding for on-going programming
- concerned that we may endanger consistency of state funding; this stuff must be over and above

- this is a scary concept; permits legislature to back off from its responsibility
- volunteerism is already going on; we have a gift program in place, maybe we just need to bring it up to date
- concerned about allowing a popular activity that may not be in the best interests of our resources and our priorities; we could be over-influenced by what people want to give us
- parks could be overwhelmed by secondary level gifts ignoring first priorities
- feeling of corporate ownership could imply or be interpreted as deserving special privileges
- danger of losing control of the final product in projects; designs, implementation to contributor's wishes might not be in keeping with our standards or needs
- taking on projects that volunteers want to do, even though good, could really strain the work load in a park
- need to address resource management issues; balance between recreational suppliers and resource managers; organizational structures need change; personnel development needs to happen
- we're new into the game; Centennial experience proves it is a fertile field to explore; need to go into this for the long haul; requires changing of attitudes, won't happen overnight
- need careful examination of existing state law to be sure we're consistent with legal mandate; with this project, parks are ahead of the policy curve; legislation is a band-aid to the issue, not in keeping with good policy planning; could end up with department policy six months from now prohibiting this; do not have as a department a clear policy on outside support which is an issue; parks have solved it by going to the legislature, have not dealt with policy determination
- some parks now have initiatives going on; some of them not well-supported, not well run; we lack the internal ability to manage external contacts
- has to be managed by department policy agreement, but has to happen at the park level; park manager has to stay in charge of his park
- have to manage projects against geographic jealousies which also carries a political problem; leads to park favoritisms
- need to be sensitive to competition with private sector interests in recreational fields; camping, boating, etc.
- hope we can find a way to make it work; need a couple of opportunities for fast success; must keep expectations realistic; will not be a panacea for the park system's needs

