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THE PUBLIC RELATIONS AND FUND-RAISING STRATEGIES OF THE TENNESSEE AQUARIUM

A Thesis

Presented for the

Master of Science

Degree

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Nancy W. Waller

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DEDICATION

TO JOHN

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ABSTRACT

The purpose of this study was to examine the public relations and fund-raising strategies used to build The Tennessee Aquarium in Chattanooga, Tennessee. Also studied were the rise and role of active publics.

This thesis was based on interviews with influential Aquarium supporters, on reports that appeared in The Chattanooga Times, The Chattanooga News-Free Press and other publications. Letters, memoranda, studies and task force reports were examined as well.

The study showed that the success of The Tennessee Aquarium can be traced to the volunteer spirit of active supporter publics; the leadership of an enlightened benefactor; an aggressive media campaign; and experienced volunteer fund raisers. Solid public relations efforts were at the heart of this success and proved to be the springboard from which successful fund-raising campaigns were launched.

Aquarium backers worked to win broad-based public support for the aquarium. However, the possibility of higher taxes threatened to undermine support for the project until the Aquarium was rescued with private funds.

Broad-based support also was sought in the fund-raising campaigns, which were volunteer-driven by experienced fund raisers with important connections.

Marketing Director James Hekkers worked to coalesce a "fractured" tourism industry in Chattanooga, and launched in 1992 a comprehensive public relations and marketing plan.

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CHAPTER I

INTRODUCTION

This is a case study of the public relations and fund-raising strategies of The Tennessee Aquarium, the only privately funded, freshwater aquarium in the world. This study focused on the efforts to build public support and the events which led to a decision to secure private funding. The early, intermediate and current strategies to manage publics and secure funding on an on-going basis were examined.

Statement of the Problem

The Tennessee Aquarium offered a unique opportunity to look into the fund-raising and public relations strategies of the only privately funded, freshwater aquarium in the world.

This is the story of a mid-sized American city that sought economic renewal by returning to its riverfront. Cities throughout America, and indeed the world, are looking to their riverfronts, harbors and shores to spark much needed economic revitalization. Aquariums have become popular and very successful centerpieces for urban revitalization.

Supporters of building an aquarium in Chattanooga were greatly impressed by the successes of The New England Aquarium in Boston, The National Aquarium in Baltimore and The Monterey Bay Aquarium in Monterey, California. Long before ground was broken, an aquarium emerged as the centerpiece of Chattanooga's riverfront development.

But from the start, Aquarium supporters faced a host of public relations and fund-raising challenges. Could the public be convinced that an aquarium will not only succeed, but also boost the city's economy and create new jobs? Would the people support the appropriation of public funds to its building and operation? How could supporters get across the concept of the modern aquarium, and avoid the "fish tank" impression that might arise? Would people come to Chattanooga to see an aquarium?

Over a period of 10 years before The Tennessee Aquarium became a reality, various citizen groups formed to address these and other questions pertaining to the city's economic future. This process of public involvement and the resulting "can do" spirit of involved Chattanoogans merit study.

The academic literature cites a lack of research on fund raising in general; particularly, the interface of fund-raising and public relations activities. Both of these efforts figured prominently in the 10 years prior to the opening of The Tennessee Aquarium. Clearly, the ability to organize and integrate public relations and fund-raising efforts helped move the Aquarium forward, even though the original concept of a publicly funded aquarium bowed eventually to private funding.

A comprehensive study of the development of The Tennessee Aquarium should add to the body of knowledge concerning successful public relations and fund-raising strategies.

Therefore, the following research questions are posed:

1. Ultimately, did the public relations function drive the fund raising, or did fund raising drive the public relations efforts?

2. How did citizen participation impact the success of the Aquarium? What were the roles of citizen groups?

3. What public opinion obstacles arose and how were these managed?

4. What was the role of the media, if any, in building public support?

5. Institutional autonomy is an important issue in fund raising. How were the goals and mission of the Aquarium protected from donors and external publics?

Methodology

Yin (1984) says that the case study method is appropriate in answering "how" or "why" questions. This method is also appropriate whenever a wealth of information needs to be obtained about a research topic.

In this study, the personal interview and primary documents concerning fund raising and public relations strategies were the main research tools. Newspaper reports also played a prominent role in the development of this thesis.

Primary data was obtained by interviewing top administrators, public relations practitioners and fund-raising specialists of The Tennessee Aquarium, primarily Jim Hekkers, marketing director, and Gene Pinder, public relations manager. Primary sources also were sought from the pool of citizen and business leaders associated with the development of the Aquarium, including H. Carey Hanlin, chairman of the Aquarium Board of Trustees; Mai Bell Hurley, chairperson of the non-profit group, Chattanooga Venture; William Sudderth, president, The RiverCity Company, which oversees development of Riverpark Master Plan; and Jack McDonald, chairman of the Aquarium Task Force.

Newspaper clippings were reviewed to formulate additional questions and to cross-check and clarify information obtained in the interviews.

Data was used to construct a time line of development, promotional activity and public response (see Appendix A).

This study relied heavily on memoranda, brochures, annual reports, press kits, news releases, polls, speeches, marketing studies and a brief history compiled by Aquarium staff.

This thesis is divided into five chapters. The introduction cites the lack of research in this area, introduces the problem statement, poses questions for research and discusses the research methodology. Chapter I describes the Aquarium. A review of relevant literature is offered in Chapter II. Chapter III describes the early involvement and activity of citizen groups. Chapter IV focuses on the early public relations and fund raising strategies employed, and on issues of autonomy. The conclusions presented in Chapter V summarize and interpret the findings.

CHAPTER II

BACKGROUND

Aquariums have been popular in the United States since the New York Aquarium opened on Coney Island in 1896. Even before that date, P. T. Barnum added aquarium attractions to his American Museum as early as 1856 (Taylor, 1993). Today, some 30 million people visit the 95 aquariums and marine parks across the country (Gavzer, 1993). From 1980 to 1987, attendance at American and Canadian aquariums increased by nearly 50 percent, from 7,968,000 to 11,944,000, according to the American Association of Zoological Parks and Aquariums (Schorow, 1990). Many cities have staked their economic revitalization on the popularity of this aquatic attraction. So it was in Chattanooga, Tennessee, where The Tennessee Aquarium serves as the centerpiece of the city's riverfront development.

The Tennessee Aquarium was the first major freshwater life center in the world. Located on the banks of the Tennessee River in downtown Chattanooga, The Tennessee Aquarium was founded as a nonprofit, educational organization, dedicated to understanding, conservation and enjoyment of rivers.

The Aquarium opened in May 1992, during a three-day Festival of Rivers celebration. The building is 12 stories tall with 130,000 square feet of space carefully arranged under a glass pyramid roof. This striking design is home to educational facilities that include a hands-on and interactive exhibits, a 200-seat auditorium, two fully equipped classrooms and a wet lab. Educational programs, including field trips, are organized throughout the year to benefit adults and an estimated 100,000 area children.

The Aquarium's exhibits, which contain some 400,000 gallons of water, were organized to guide visitors on a journey from the Tennessee River's sources in the Appalachian Mountains, through its midstream, to the Mississippi Delta, and on to the world's great rivers in Africa, South America, Siberia and Asia. Recreations of living environments accurately depict the habitats of fish, birds, amphibians, reptiles, mammals and insects that rely on rivers for their existence. Exhibits were built around these themes: Appalachian Cover Forest, Tennessee River Gallery, Discovery Falls, Mississippi Delta and Rivers of the World.

The Aquarium is home to more than 4,000 living specimens representing 350 species of fish, birds, mammals, reptiles and amphibians. Visitors can see river otters, paddlefish, piranha, tigerfish, and other specimens representing the rivers of South American, Europe and Asia.

The Demise of a Modest Beginning

Aquarium staff predicted that the one millionth visitor would walk through the gates by April 30, 1993. Instead, the one millionth visitor, a Dahlonega, Georgia, resident and his family, was welcomed on November 12, 1992, just a little more than six months after opening. What does this strong beginning mean for the future?

"I think it means that we have proven that we are an attractive and affordable facility to a large regional audience," said James Hekkers, marketing director. "I think it also means that Chattanooga will continue to benefit economically from the presence of the Aquarium, either by continued media coverage or direct spending by out-of-town visitors" (Interview, October, 1993).

Aquarium President William Flynn credited the early success of the project to "excellent coverage by the news media and effective cooperative advertising programs." World of mouth also was a factor, he said. There is little doubt that Chattanooga's location on the interstate system has contributed to the Aquarium's success (Interview, October, 1993).

An Aquarium in Chattanooga?

The Tennessee Aquarium is located in the historic Ross's Landing Park and Plaza on the banks of the Tennessee River in downtown Chattanooga.

"Chattanooga is really the ideal place for a freshwater aquarium," Flynn said. "The Aquarium not only reflects the city's environmental concerns and efforts, but serves as a showcase for the state's biological diversity" (Miller, 1992). In addition, he said Tennessee contains more species of freshwater fish than any other state in the union, and is the home of more varieties of plants and animals than any comparable inland, temperate zone in the world (Interview, October, 1993).

The Chattanooga area, which has a metropolitan population of more than 430,000, is located in southeastern Tennessee, about 100 miles from Atlanta, Birmingham and Nashville. According to The Associated Press, more than eight million people drive through Chattanooga each year via the interstate network. The nearest comparable modern aquariums are located in Baltimore and New Orleans.

In recent years, the City of Chattanooga has worked to improve its image, with the eventual goal of becoming known as "The Environmental City." Citizen leaders have looked to the city's river to provide the spark for revival and renewal. Like most rivers, the Tennessee River played an important part in the frontier life of the region. Chattanooga was founded as a trading post in the early 19th century. Later, Chattanooga became an important railroad hub and crossroads for commerce. As railroads declined in importance, the city was one of few in the South to switch emphasis to industrial development. However, with industrialization came new problems. By the 1970s, Chattanooga's air and water quality were among the worst in the United States (Summerlin, 1992).

"The coal mines, railroads, foundries, coke plants and a federal ammunition plant fumed, puffed and choked Chattanooga with economic progress. Automobiles coming into the city every day -- or passing it by through the valley -- contributed their own brand of ozone and unburned hydrocarbons to the city's air" (Summerlin, 1992).

The city was ranked least desirable in a number of areas: The air was so dirty that people kept extra shirts at work so they could change once they got to the office; the city's tuberculosis rate was three times higher than the national average; Chattanooga was second only to Los Angeles in benzene-soluble organic particles and placed first in total suspended particulates -- 2.90 times greater than the acceptable level set by the federal government. That was Chattanooga during the 1960s and 1970s (Summerlin, 1992).

For the first time, in 1981, the city achieved the Environmental Protection Agency guidelines for acceptable air in the category of total suspended particulates. Once these federal guidelines were met, air pollutant levels continued to decline. In 1991 Chattanooga's air pollution control experts monitored continual compliance for ozone, taking the city off the EPA list for that air pollutant, a goal Nashville, Knoxville and Memphis still struggle with (Summerlin, 1992).

Progress in the area of water quality came more slowly. Overflows of sewage and rainwater resulted in the discharge of untreated wastewater containing raw sewage. The Tennessee Department of Environment and Conservation (DEC) issued its most serious enforcement action in 1988 and 1990 against the city for failure to resolve water quality issues in a timely manner. Chattanooga Creek came to symbolize the water quality issues in the area. Signs warning against contact with water and eating fish were posted along the creek. Yet, not all the news was bad. A new cooperative effort to resolve Chattanooga Creek problems was initiated by the EPA in conjunction with the DEC. Chattanooga established two important pollution prevention programs: the pretreatment of industrial waters, which requires that industries control pollutants discharged into the sewage collection system; and a storm water runoff program designed to prevent non-point source pollution from being washed into area streams. In addition, the city created one of the first local erosion control ordinances in Tennessee (Summerlin, 1992).

City leaders -- both public and private sector -- organized partnerships among city, county, state and federal government agencies, corporations, private businesses, local and national organizations, clubs and individuals. Partners for Economic Progress, Inc. (PEP), headquartered in Chattanooga, formed a task force to seek citizen input. In time, a plan evolved.

"The board that developed a plan encompasses a good part of the leadership of Chattanooga," said Dr. Harry Wagner, environmental initiative consultant for PEP. "That includes the mayor, the county executive officer and a good cross section of private sector CEOs." It was their vision, he said, that Chattanooga had a great opportunity not only to improve the environment but to expand that notion into economic development, improved education and other spinoffs (Summerlin, 1992).

Thus, Chattanooga came full circle in recognizing its water resources as vital to its long-term economic growth. The city's leaders were determined to clean up the environment and to launch long-range plans for urban revitalization. Out of a disturbing environmental picture, Chattanoogans developed a "together we can do it" philosophy that would be called upon again in the building of The Tennessee Aquarium.

A Fishbowl . . . Or What?

What picture comes to mind when the word aquarium is heard? Is it a bowl, a tank, or a wall of water behind glass? The modern aquarium is different from its "fishbowl" counterpart just as a university is different from the one-room school. Visitors to a modern aquarium will never again think in terms of a single tank containing an isolated species of fish. Today's aquariums are entire eco-systems contained within a major social institution complete with buildings, gift shops, restaurants and educational facilities.

These large and popular institutions, that have been called aquariums since the word was first coined in 1854, can be found in almost every major city throughout the world in one form or another. As important social organizations, aquariums rival the great museums of art and science in popularity. Aquariums have their beginnings in England, continental Europe and America in the last half of the 19th century (Taylor, 1993).

Since their inception, aquariums have evolved to have certain characteristics. At first, the design and structure of the building was predominant; exhibits were secondary. The building itself seemed to announce that creation was for the benefit and pleasure of mankind.

Today, however, aquariums are different, although they still retain the civic monument tradition. "Today's best aquariums combine techniques from stagecraft, horticulture, marine biology, theoretical and field ecology, materials engineering, educational theory, and many more disciplines and sources of knowledge about the world," according to wildlife consultant Leighton Taylor (Taylor, 1993). These changes have come about in the last half of the 20th century with the emergence of new institutions in Japan and the United States.

In 1992 alone, four major aquariums opened in the United States (in Camden, New Jersey; Chattanooga, Tennessee; La Jolla, California; and Newport, Oregon), and one in Nagoya, Japan. The total annual attendance at American aquariums rivaled that at sports events and exceeded any single sport in ticket sales (Taylor, 1993).

An important change occurred in the exhibits themselves. The old exhibits that featured the lone species in a single tank gave way to displaying the communities in which these species live. At The Tennessee Aquarium, fish and other wildlife were displayed in a river ecosystem that corresponds to their state in the wild. Aquariums planned exhibits around themes and regions. The Monterey Bay Aquarium focused its exhibits on the ecology of Monterey Bay. The Aquarium of the Americas in New Orleans featured life of the Amazon and Mississippi rivers, the Gulf of Mexico and the Caribbean Sea. In Osaka, the area of emphasis was the entire Pacific Ocean contained within the geological boundary known as the Ring of Fire (Taylor, 1993). And in Chattanooga, The Tennessee Aquarium featured the watershed of the Tennessee River.

The modern aquarium had become a premier showcase for educating the public about responsible stewardship of the environment. Yet, those aquariums that exhibited whales and dolphins found themselves the focus of criticism. Complaints centered on the ethics of removing animals from their natural environment for public display. How, then, do aquariums justify their existence?

"The supporters of public aquariums claim a direct correlation between their institutions and a growing worldwide commitment to respect and protect the life of the seas, lakes and rivers" (Taylor, 1993).

It would seem that aquariums had two possible futures: one would show nature thriving under responsible human stewardship; the other would display the world as it once was and no longer is.

"A great aquarium touches the emotions and feelings of visitors while it engages their intellects. A great aquarium inspires love and concern for the natural world" (Taylor, 1993).

<u>How Are Aquariums Created?</u>

In the case of The Tennessee Aquarium, just how did a rough concept become a $45 million environmental, educational and entertainment complex?

"The establishment and operation of a public aquarium is a complex collaborative process, tantamount to the writing and production of a major motion picture or the establishment of a new corporation" (Taylor, 1993). In fact, the building of The Tennessee Aquarium was the establishment of a new nonprofit corporation. According to Taylor, each project needs a single champion who is devoted to the concept. Other groups form around these champions who then work to make the new institution a reality. Sometimes aquariums are championed by port commissioners and city councils whose motives are economic.

"The best aquariums are conceived and designed by a small team of creative yet practical people who guide the institution from conception (or shortly after) to opening day, and perhaps even during its continuous operations." Architects, exhibit designers, biologists, curators, educators and managers comprise such a team. On the other hand, some architects assume the reins of the project and become "conductors of an orchestra of specialists and designers." Good aquariums come from both methods (Taylor, 1993).

The Tennessee Aquarium was designed by world renowned aquarium architect Peter Chermayeff, the founding principal of Cambridge Seven Associates which completed aquarium projects in Germany, Britain, Italy and France, in addition to The New England Aquarium in Boston, The National Aquarium in Baltimore and The Ring of Fire Aquarium in Japan. He was president of IDEA, International Design for the Environment Associates Inc., of Cambridge, Massachusetts. Alan W. Derthick of Derthick, Henley & Wilkerson, of Chattanooga, served as associate architect.

According to Chermayeff, the greatest challenge facing Cambridge Seven was to take ordinary plants and wildlife that depend on the river -- rainbow trout from forest streams, river otters from mountain pools -- and exhibit them in such a way that they seem out of the ordinary.

"This building is a love affair with the river," he said. "We came to the conclusion that we should use the river as a story line, a linear sequence, literally from its origins in the Great Smoky Mountains through its midstream and down to the Mississippi delta. The key was to find the intrinsic interest, the excitement, in what seems ordinary, but isn't" (Gunts, 1992).

The Tennessee Aquarium featured many Cambridge Seven trademarks -- rooftop pyramids, a one-way circulation path, backlit graphics and fish-themed artwork. The Aquarium sits on a two-acre, $10 million park and plaza created to mark the birthplace of this city. Called Ross's Landing, the area was designed by the

New York firm SITE and Virginia-based landscape architects EDAW, in collaboration with Robert Seals Architects of Chattanooga and public artists Stan Townsend, Jack Mackie and others. The park was arranged as a series of 35 bands that connote the passage of time, tracing the history of the city (Gunts, 1992).

The goal, Chermayeff explained, was to put architecture in the service of a larger objective -- connecting people to the Tennessee River by setting up encounters that stimulate an emotional response. "The Aquarium is intended as an immersion experience, where visitors will be surrounded by the animals and feel their presence all around," he said. "We've tried to get the interior architecture to be so secondary that it seems to disappear" (Gunts, 1992).

Chermayeff had high hopes for this project. "One of our expectations is that the people of Chattanooga will rediscover their own river, their own sense of themselves," he said. "We've reached into the soul of the place, and I think that's going to have a strong meaning for the people of the region" (Gunts, 1992).

Linda Rhodes of Rhodes/Dahl, another respected architect, had a hand in the Monterey Bay Aquarium, Naples Aquarium, the Cleveland Aquarium and the South Carolina Aquarium. An advocate of the team approach to aquarium building, Rhodes explained her 10-step process for the design and development of a new aquarium at a conference on aquarium design in 1992:

1. Mission Statement. The first step is for the champions and supporters of the aquarium to honestly work out together what the purpose of the institution will be, to answer the question, "Why do this?"

2. Market Research. Learn about the audience, what the market size is, where people will come from.

3. Concept Plan. The team then develops exhibit ideas, the architectural program, site study, probable costs of building and operation and the projection of management costs.

4. Feasibility Study. Test the likelihood of the success of the institution. Representatives from market segments, universities, schools and community groups should be interviewed. This estimate will dictate the building size required to afford a comfortable and safe visitor experience.

5. Budget. Estimates include a variety of costs from construction to preopening expenses, from animal collection to advertising, from employee salaries to the opening celebration.

6. Fund-raising Feasibility Study and Fund-raising Program. Attempts should be made to identify all and best sources of funds.

7. Design Process. This lengthy team-drive process includes actual architectural schematic design of the buildings, the exhibits, the support systems, the development of construction documents, the careful definition of costs, and the choosing of contractors.

8. Construction. This is the actual tangible creation of buildings, the exhibits and all of the support structures.

9. Pre-opening activities. This is a vital series of activities that includes the collection of animals; the development and introduction of educational programs,

which begin even before the building is opened; membership development; marketing and advertising; hiring and training of staff; development and recruitment for a volunteer program; and systems testing and evaluation.

10. "What follows these steps, however, may really be the most important. That is the continuing operation, constant renewal, and perpetual dedication to standards of excellence and visitor satisfaction. In fact, it is a well-recognized risk that institutions may fail to plan beyond opening day" (Taylor, 1993).

Knowledgeable aquarium administrators anticipated a drop in admission after the popularity of their first two or three years. To prevent such a drop and to encourage repeat attendance, most found it necessary to commit to a program of special exhibits that change periodically and stimulate return visits. For example, in 1992, the Monterey Bay Aquarium spent $500,000 to mount a heavily advertised and highly successful exhibit featuring live jellyfish (Taylor, 1993).

Where Do Aquariums Get the Money to Operate?

Despite the commercial facilities such as Sea World and others, most modern aquariums are technically nonprofit and noncommercial institutions -- either because they are tax exempt under federal law or, less frequently, are agencies of city governments. Most must earn revenues in excess of their operating expenses. New institutions may also be responsible for paying debt service on the bonds that capitalize them.

The excess revenue earned by a tax-exempt organization is not profit but is considered "retained earnings," which can be used for a variety of purposes -- from educational programs to building expansion -- to improve the institution. The Phase II of the Monterey Bay Aquarium scheduled to open in 1995, will be financed by retained earnings accumulated since the aquarium opened in 1984. As in most aquariums, such revenues are earned in a variety of ways, principally through admission fees (Taylor, 1993).

Retail sales is another vital aspect of income. Most successful aquariums have large, well-designed shops tastefully stocked with gifts and books. Most aquariums view their shops as an extension of the visitor's exhibit experience. Purchases should extend the enjoyment and the learning of the aquarium long after visitors leave the facility (Taylor, 1993).

Gift shop sales at The Tennessee Aquarium during 1993 were projected to be $3.7 million, half of which was direct revenue for the Aquarium. This sales figure compared favorably to other aquariums, according to Aquarium Marketing Director James Hekkers (Interview, October, 1993).

Economic and Management Issues

The organizational structures for aquariums in the United States range from commercial, profit-making corporations to private, nonprofit, tax-exempt organizations. Among them is a trend toward a dedication to educational goals. There seems to be a strong positive correlation between success and commitment to an educational mission (Taylor, 1993).

In the United States, city government traditionally has operated the country's zoos, but this is not the case with aquariums, with the exception of the Seattle

Aquarium, which is run by the parks department of that city. Three American aquariums are supported in part by state universities: the Waikiki Aquarium is a department of the University of Hawaii; the Scripps Aquarium is part of the University of California's Scripps Institution of Oceanography; and the aquarium at the Hatfield Marine Science Center is associated with Oregon State University, and is also a cooperative institution with the neighboring nonprofit Oregon Coast Aquarium.

Aquariums usually are operated by a private nonprofit corporation called a 501(c)3 after the Internal Revenue Service's regulation that grants them tax-exempt status because of their educational goals and the restriction on use of any surplus revenue. They are administered by a volunteer board of directors who, in turn, hire a paid chief executive officer. This officer is responsible for hiring and managing the rest of the paid staff and volunteers.

Over the last two decades, the trend for most cultural institutions in the United States has been to earn their own way. Facilities that were once free to the public now charge admission that ranges from a "suggested donation" to a substantial adult ticket price that usually exceeds the cost of a movie ticket at a high-priced theater. The high attendance at most aquariums suggests that people are willing to pay such prices for a satisfying aquarium visit that is both entertaining and educational (Taylor, 1933).

In recent years, decreased support from city, state and federal governments, and competition for public attention, have caused museums and aquariums alike to be aggressive in marketing and fund raising. Modern aquariums now advertise, which was once frowned upon by the nonprofit aquarium and museum communities.

Nonprofit aquariums devote a significant part of their operating budgets to marketing departments and development departments, which are responsible for fund raising and donor prospecting. The 1993 calendar year marketing budget for The Tennessee Aquarium's marketing department was about $1.6 million, according to Hekkers (Interview, October, 1993).

Income from membership is another important budget element in every aquarium managed by a nonprofit organization. Not only is the money vital for operational support, but the involvement of community members in the aquarium's programs provides essential social endorsement. In a way, members are the "stockholders" in their aquariums. Members receive benefits for their support which can include newsletters, discounts, special tuition for classes, priority ranking for special events and field trips (Taylor, 1993).

"Surveys have shown, however, that most members feel they also receive a significant intangible member benefit. Members get considerable satisfaction in helping to support a successful institution that is devoted to serving the community and conserving the environment." The Monterey Bay Aquarium boasted a membership of 30,000 households of approximately 90,000 members (Taylor, 1993). The Tennessee Aquarium membership topped out at 46,000 during its first year and stood at about 30,000 in 1993, Hekkers said (Interview, October, 1993).

City and state governments are not good aquarium managers. The manner in which they grant operating funds varies yearly due to shifting priorities, mounting concerns and demands to meet social needs. "There is a demonstrated risk for a government to use a popular aquarium that produces a surplus of revenues as a source of funds for other programs that lack earning power. While such a practice can temporarily lessen budget crises, it eventually results in the diminishment of an aquarium's quality and success, with consequent drops in attendance and admission revenues" (Taylor, 1993).

In contrast, it should be noted that in most European countries and in Japan, cultural institutions enjoy strong and consistent support from public funds.

There are numerous successful combinations of nonprofit management in various kinds of partnerships with governments, usually municipal. The New England Aquarium is an example of private, nonprofit management. This tax-exempt corporation was funded initially by investors with financial interests in adjacent harbor-front development. The tax-exempt New England Aquarium Corporation purchased its site and with additional donations built and staffed the facility.

Encouraged by the New England Aquarium's success in redeveloping Boston's waterfront, the city government of Baltimore decided to build a similar aquarium. It too was expected to encourage commercial and recreational development of a decayed harbor. Rather than operate it as a municipal institution, then-Mayor William Donald Schaefer encouraged the formation of the private nonprofit Baltimore Aquarium Society. This corporation owns and operates the aquarium under a formal agreement with the city. The model is being followed in Charleston for the South Carolina Aquarium, which was scheduled to open in 1996 (Taylor, 1993).

Taylor found an interesting twist on the combination of philanthropy and government support in the Steinhart Aquarium which opened in 1923 in San Francisco. In 1917 philanthropist Ignatz Steinhart agreed to underwrite the cost of a new aquarium on one condition: that the city commit itself to perpetual support of the annual operating costs of the proposed aquarium. He demanded and won those terms in the form of an addition to the city charter. To this day the private, nonprofit California Academy of Sciences receives a significant annual operating contribution to the aquarium from the city's budget (Taylor, 1993).

Developers, noting the success of Marine World Africa USA and Sea World and the economic successes of nonprofit aquariums, are showing an interest in commercial aquariums. The West Edmonton Mall in Alberta, Canada, featured a huge aquarium (two million gallons) for the interest of shoppers. The new mega-shopping center planned for Minneapolis included an aquarium. Even the Mirage Hotel and Gambling Casino in Las Vegas, Nevada, featured bottlenose dolphin in what was advertised as an "educational context" (Taylor, 1993).

Whether commercial or nonprofit, aquariums are expensive enterprises to operate. The Waikiki Aquarium with an annual attendance of 350,000 had an annual operating budget of almost $2 million. At the larger Monterey Bay Aquarium, with an annual attendance of 1.79 million people, the annual operating budget was almost

$26 million (Taylor, 1993). The first year's operating budget for The Tennessee Aquarium was $9.4 million.

The importance of volunteer staff cannot be overstated, according to Taylor. "The annual dollar value to an aquarium of the time donated by volunteers (even calculated at the minimum wage per hour can easily exceed $100,000. Thus, to replace volunteers with salaried staff, aquariums would have to increase their operating budget significantly," Taylor says. Thousands volunteer at aquariums across the country. The Monterey Bay Aquarium had more than 300 people on its volunteer rolls. The Tennessee Aquarium averaged approximately 200 volunteers in 1993.

At least 10 new aquariums will open in North America between 1992 and 2002 (Taylor, 1993). Each will face the challenges of competition for public funds, ethical issues regarding the holding of animals for public display, increased competition for the public's attention and the constant need to revitalize exhibits to retain the public's support and attendance.

CHAPTER III

LITERATURE REVIEW

In order to understand the relationship between public relations and fund raising, this literature review centers on the concept of publics, autonomy, boundary roles of public relations and of fund raising; and finally, a discussion of new thinking that seeks to establish fund raising under the public relations paradigm.

The following definitions and concepts are offered to serve as a foundation for this chapter:

--Systems theory, according to J. E. Grunig (1984; J. E. Grunig & Hunt, 1984), explains the relationship between an organization and donors as environmental interdependencies, contrary to conventional wisdom, which views these relations as benevolent, business, or pseudo-relations. These fund-raising interdependencies constitute an ongoing exchange process that requires management and negotiation by the nonprofit organization so that it can protect and enhance its autonomy.

--The Norm of Reciprocity requires that a nonprofit organization return some benefits to its donors. The noneconomic value of gifts and reciprocal benefits are determined by the perception of those involved in the exchange process, and the most common situation is one in which one party gives something more or less than that received. The negotiations involved in such exchanges are critical to the amount of control a non-profit organization abdicates in the process (Gouldner, 1960).

--The Theory of Donor Relations holds that nonprofit organizations sacrifice some of their autonomy by managing interdependence with groups and organizations in their environment; but, by doing so, they reduce the risk of losing even more autonomy (Kelly, 1991).

--The Theory of Social and Power Exchange provides five conditions that lead to an imbalance of power in fund raising. A nonprofit organization may have: (1) strategic resources to induce a donor; (2) alternative sources for the gift, (3) power to coerce the donor, (4) ability to get along without the gift, or (5) no alternative but to comply with the donor's wishes. This theory also provides a hierarchy of reciprocal benefits that a nonprofit organization can use in a social exchange involving gifts from donors: gratitude, approval, services, material rewards and compliance (Mintzberg, 1983; Blau, 1986).

The Dynamics of Publics

According to J. E. Grunig (1989c), publics are formed around issues, as opposed to market segments for which products are created. Grunig (Grunig & Hunt, 1984) used definitions of publics advanced by sociologist Herbert Blumer and political philosopher John Dewey, which "suggest that publics consist of individuals who detect the same problems and plan similar behaviors to deal with those problems." The situational theory of publics, according to J. E. Grunig (1989b), begins with the assumption that publics form around specific situations or issues produced by the consequences that organizations have on people outside the organizations. The theory explains when and how people communicate about these situations and what effect communications about the situations might have.

J. E. Grunig (1989b, 1989c; J. E. Grunig & Hunt 1984) identified three independent variables in his basic theory: problem recognition, constraint recognition, and level of involvement. How a person sees a problem and how he/she perceives the constraints on his/her ability to act determine four communications behaviors: problem facing, constrained, fatalistic and routine. From these four behaviors, Grunig used eight combinations to define non-publics, latent publics, aware publics, and active publics who may or may not be likely to communicate about an issue or problem.

Cutlip, Center and Broom (1985) cite principles of persuasion that can be compressed into four funding principles:

a. Identification principle. Ideas, opinions or points of view generally are ignored unless people see clearly that their personal fears or desires are affected. Messages must be stated in terms of the audience's interests.

b. Action principle. People tend to shrug off appeals to do things unless a means of action is provided.

c. Principle of Familiarity and Trust. If the listener has no confidence in the speaker, the listener is not likely to listen, to believe or to act on what has been heard.

d. Clarity principle. People tend to see things in black and white. Messages must be clear, and not subject to several interpretations. Communicators must use words, symbols or stereotypes that the listener understands and can respond to.

Regarding how a public relations department should manage communications, Grunig says that an organization develops programs to communicate with the publics, both external and internal, that provide the greatest threats to and opportunities for the organization.

Yet, as Kelly (1991) points out, donor publics are rarely the responsibility of public relations departments in nonprofit organizations. In fact, in many nonprofits, public relations is a subfunction of fund raising (Kelly, 1989b).

Kelly cites a study of Public Relations Society of America (PRSA) members who work for educational and cultural organizations. It was found that in 40 percent of the organizations, the fund-raising function was dominant over the public relations function; in 42 percent the two functions were perceived as equal; and in only 19 percent of the organizations, fund raising was subordinate to public relations (Kelly, 1989b). Kelly (1991) notes that the first type of structures in the PRSA study can lead to a lack of attention to strategic publics that may constrain or enhance the autonomy of an organization.

Grunig advocates dynamic horizontal structures for public relations departments so that publics can be managed strategically. Strategic publics are not a constant. Over time, some publics are more important to an organization than others. According to Grunig, organizations plan public relations programs strategically;

therefore, when they identify the publics that are most likely to limit and enhance their autonomy they design communication programs that help the organization manage its interdependence with these strategic publics.

Grunig suggests an "integrated" public relations department that communicates with all strategic publics that may limit or enhance organizational autonomy. Only in an integrated department is it possible for public relations to be managed strategically. Arguing that public relations functions should not be subordinated under other departments, Grunig advised that dynamic horizontal structures be developed within the department, to make it possible to reassign people and resources to new programs as new strategic publics are identified and other publics cease to be strategic.

J. E. Grunig and L. S. Grunig (1989) stated that an organization can only respond to the parts of the environment of which it is aware. Public relations departments, therefore, contribute to organizational success through systematic monitoring of relevant external constituencies, those that can affect or are affected by the organization.

Public relations, as defined by Grunig (Grunig & Hunt, 1984), is responsible for all the publics in an organization's environment. This function differs from a marketing perspective, in which communication is used to develop and dispose of products. Grunig and Grunig (1989) said, "Whereas marketing communicators deal only with the consumer publics, public relations practitioners deal with all other publics that affect or are affected by an organization."

Regarding fund raising and marketing, Kelly (1991) cites three reasons why it is inappropriate to approach fund raising from a marketing perspective: (a) marketing is concerned with consumer publics, but donors and consumers are not synonymous; (b) the marketer's defined role is to generate sales by changing an organization's products and services, but the acknowledged role of the fund raiser is to support an organization's offering by generating gifts; and (c) in market exchanges some of the benefits spill over into society.

The problems in the development of Channel One by Whittle Communications illustrates what happens when public relations is subordinated to marketing strategies.

According to Plum (1991), Whittle Communications did not have a targeted, timed-action plan for introducing Channel One because the company lacked an established in-house public relations component to handle its execution. The company was forced to announce Channel One a month earlier than planned because a reporter already had prior knowledge of the project. "As a result of its lack of planning, the company exclusively supplied news releases to publications at which it had contacts and failed to discuss Channel One with policy-influencing groups, which had the effect of excluding the education community from knowledge of and participation in the early stages of the project."

In the resulting fallout, virtually every national education organization opposed Channel One, and their protests succeeded in slowing its implementation.

In addition, the company had rejected the advice of its public relations consultant, who had stressed the need to work with these groups to avoid Channel One's being labeled as a business rather than as an educational enterprise.

"The company's preoccupation with obtaining and installing equipment and with producing the programming, coupled with its lack of experience in the national public arena, caused its promotional efforts to have a marketing, rather than a public relations orientation," Plum said.

Protecting Organizational Autonomy

Aside from managing strategic publics, the importance of organizational autonomy further strengthens the case for placing fund-raising activities under the public relations umbrella.

Grunig (1984; L.A. Grunig 1986) says that the contribution of public relations is how well it manages interdependencies between an organization and its various publics. Organizations sacrifice some of their autonomy by managing interdependence with groups and organizations in their environment, but by doing so they reduce the risk of losing even more autonomy.

Grunig identified four models of public relations. In the press agentry, public information and asymmetric models, organizations adapt to their environment by domination. In the two-way symmetric model, organizations adapt by cooperation. The two-way model uses negotiation to enhance and protect organizational autonomy.

Four linkages between an organization and its environment help define strategic publics: enabling, functional, normative and diffused. Using these concepts, Kelly (1991) says that donors can be defined as an enabling public that provides necessary resources for organizations. Fund raising, therefore, can be viewed as managing interdependencies between an organization and its publics. "Through negotiations, the fund-raising function can help the organization save autonomy and decrease the risk of abdicating control of the organization to donors."

Based on reviewing three case studies of universities, Kelly (1991) draws the following conclusions:

1. All sources of donors -- foundations, corporations and individuals -- have potential for infringing on the autonomy of an organization through their gifts;
2. All types of organizations are vulnerable to losing autonomy during the process of raising private gifts;
3. All gifts have potential to affect organizational autonomy negatively.

A major concept of systems theory is that organizations strive to maintain their autonomy through the effective management of interdependencies. Grunig's theory of public relations, which is founded in systems theory, explains the relationship between managing external relations and organizational autonomy. A central premise of Grunig's theory is that autonomy is a primary organizational goal and that the purpose of public relations is to enhance and protect organizational autonomy by effectively managing communications between an organization and the various publics in its environment.

Levy and Oviatt (1989) support the controversial view that philanthropy is integral to the activities of a socially responsible corporation, and they provide arguments as to how contributions can be managed by public relations practitioners to yield economic and socio-political benefits for the corporation. The authors point out that 800,000 nonprofit organizations that spend $200 billion annually is a good reason to use corporate gifts to stimulate and sustain relationships. Corporate donors frequently are vendors to their recipient organizations.

Public Relations and Fund Raising as Boundary Roles

Kelly (1991) said that relationships between an organization and its donors can best be understood as environmental interdependencies. Robbins (1987) says one of the strategies an organization uses to reduce its dependence on the environment is to create boundary roles. Adams (cited in Robbins, 1987) said, "Boundary roles are the linkage or mechanisms that organizations create to relieve the threats of uncertainty posed by dependence." Grunig and Hunt (1984) described the boundary role of public relations as serving the organization with "one foot in the organization and one outside." Kelly (1991) says that fund raisers also serve in this same boundary capacity, helping organizations manage their interdependencies with donor publics. "Contrary to conventional wisdom, the primary purpose of fund raising is not to raise money, but -- as a part of public relations -- to enhance and protect organizational autonomy by effectively managing communications between an organization and the donor publics in its environment."

Relationship Between Fund Raising and Public Relations

Kelly (1991) notes that there have been few attempts, either by scholars or practitioners, to place fund raising within the public relations paradigm. A title search of research journals, such as Journalism Quarterly, Public Opinion Quarterly, Public Relations Review and Public Relations Research and Education, found few studies on fund raising. However, Grunig and Hunt (1984) mention corporate contributions in their discussion of community relations and include approximately four pages on fund raising in the chapter on "Promotion, Fund Raising, and Public Communication Campaigns."

The current situation regarding the relationship between public relations and fund raising is clouded by structural misalignments and misconceptions, Kelly (1991) notes. She points out that charitable organizations during the 1980s expanded fund-raising departments to manage the communications between them and their all-important donor segment. Structurally, the fund-raising department often has been set apart from or placed over the public relations function (Kelly 1989a).

"Although fund raising is generally recognized to have some relationship to the public relations function, neither has embraced the other as its own" (Kelly 1991).

Fund raisers, Kelly continues, are largely misinformed about the newer definitions of public relations, and perceive it to be a publicity or publications function and assign it to a supportive role. Dannelley (1986) said, "Fund-raising books tend to speak only in terms of publicity in connection with funding efforts." Yet, development officers are quick to turn to public relations officers to fix or improve the image of the organization so that more money can be raised (Kelly 1988).

The national consulting firm for colleges and universities, Gonser Gerber Tinker Stuhr (1986), describes public relations as a collection of techniques and a publicity function that is crucial to the success of fund-raising programs. In its 1986 publication, The Role of Public Relations in a Comprehensive Development Program, the firm said that communicating the right image, as well as "skills in doing layouts, meeting publication deadlines and keeping a brisk output of news releases" are important elements of an effective public relations program.

Public relations practitioners, on the other hand, view fund raising as being outside their area. According to Kelly (1991), public relations practitioners view fund raising as a mysterious process, as a demeaning activity that lowers the prestige of the organization and a somewhat shady occupation based on "raising a dollar and selling themselves to the next highest bidder."

A study of PRSA members who work for educational and cultural organizations found that the majority of public relations practitioners believe an equal, cooperative, but separate relationship with the fund-raising sector is the ideal (Kelly 1989b). Of the 184 respondents in the study, 106 (58 percent) reported responsibilities solely in the public relations function, with no responsibility for fund raising.

In addition, a study of the leading textbooks used in teaching public relations revealed that fund raising is neither well understood by public relations educators, or given much attention (Kelly 1990). "In spite of the fact that all of the textbooks mentioned fund raising, most give the subject only a nod in passing, while still managing to create confusion about its relationship to public relations," Kelly says.

Cutlip, Center and Broom (1985) gave two different views: (1) that fund-raising and membership drives are part of the larger organization function -- public relations; and (2) that "as a general rule it is best not to combine the function, whether in a university or in the Alliance for the Arts." Kelly notes that these contradictory views probably result from the addition of Broom as one of the authors. Broom perceives fund raising as a part of public relations, whereas Cutlip traditionally has subscribed to a separate-but-equal view, Kelly (1991) explained.

Cutlip (1965) said organization and communications are two separate elements important to fund raising, but said the role of public relations is one of communication, whereas fund raising is concerned primarily with organizing or managing programs. Yet Pearson (1989) argued that almost all current definitions of public relations, including Grunig and Hunt's (1984) have two elements in common: management and communication.

The oldest model for both public relations and fund raising is the press agentry model. In public relations, this model uses one-way communication with complete truth not essential for its purpose of propaganda (Grunig & Hunt, 1984). In fund raising, this same model uses one-way communication with complete truth not essential to propagandize a cause. Cutlip (1965) notes that the fund-raising leaders -- Pierce, Ward and the YMCA school of fund raisers -- conducted short, intense and highly structured campaigns to raise millions of dollars from a broad base of small donors through armies of volunteers.

"In short," Kelly (1991) says, "the oldest model of public relations envisions public relations as a publicity function unrelated to management, and the oldest model of fund raising envisions fund raising as a management function that uses public relations for publicizing its structured campaign." These historical models, she continues, have contributed to the separation of fund raising and public relations. Further, scholars and practitioners have been misled into believing that fund raising is a separate or superior function as compared to public relations because of a lack of understanding about fund raising and narrow definitions of public relations.

Cutlip pointed out that many emerging firms started as both fund-raising and public relations operations to help for-profit companies in the first half of the 20th century. However, Kelly (1991) notes that those firms either have split the functions between two separate organizations (e.g., the fund-raising consulting firm of Ketchum, Inc. and Ketchum Public Relations), or have dropped the public relations function (e.g., Brakeley, John Price Jones). "A few of the newer fund-raising firms (e.g., Gonser Gerber Tinker Stuhr) have incorporated public relations into their services, but...that function has primarily been limited to a role in support of fund raising," Kelly says. "Few, if any, of the major public relations consulting firms offer fund-raising services."

Yet, Kelly (1991) notes a striking similarity between the management practices of public relations and fund raising. The public relations decision model (cited in

Grunig & Hunt, 1984) advocates a four-step process of research, action, communication and evaluation. Dittman (1981) said that the development program is built on five sequential activities: "interpretation, communication, involvement, solicitation, and recognition."

According to Kelly (1991), the action and communication steps generally are interpreted as planning and executing communication programs, which correlate to the cultivation and solicitation stages of the fund-raising process. A formal evaluation step currently is not included in the fund-raising process because it is generally accepted that the only way to measure fund-raising success is by measuring dollars, Kelly says. However, "it is argued here that such a narrow focus on evaluation is inappropriate for measuring the effectiveness of fund raising, particularly because only five percent of the fund-raising process, according to Wood (1989), involves solicitation."

Grunig and Hunt's (1984) behavioral molecule consists of six steps: detect, construct, define, select, confirm and behave. According to Grunig and Hunt, fund raisers follow the same steps of developing and executing a program as do public relations practitioners. Grunig and Hunt identified segments of the behavioral molecule in Broce's description of the fund-raising process in Broce's (1986) book, <u>Fund Raising: The Guide to Raising Money from Private Sources</u>

Kelly (1991) maintains that fund raising is essentially a communication function. According to Grunig and Hunt (1984), there are five objectives for public relations programming that are based on the components of the entire communication process: (a) communication, (b) retention of message, (c) belief in a cognition, (d) formation of change in attitude, and (e) affecting behavior.

Grunig and Hunt (1984), in their book Managing Public Relations, listed some of the public relations techniques used by fund raisers: media relations techniques to announce and promote a campaign; letter writing and direct mail solicitation of prospects; writing of proposals to foundations or corporations; intensive campaigns that feature such techniques as media promotion, staged events, telethons and celebrity support; provision of ongoing information to donors or prospective donors through magazines, newsletters, or annual reports; speeches to donor groups and interpersonal contacts with key prospects.

"These communication techniques demonstrate little difference between the fund-raising and public relations function," Kelly (1991) says.

In addition, Kelly states that public relations is a management and communication function, which utilizes interpersonal and mass communication techniques. She argues that fund raising is a specialization, or branch, of public relations "based on the traditional organization of the public relations function by segmentation of an organization's publics, on an examination of the five communication objectives, and on a comparison of the common processes, programs, and techniques shared by fund raising and public relations."

Models of Public Relations

As stated earlier, Grunig (1976, 1984; Grunig & Hunt, 1984) developed the four models of public relations behavior: the press agentry/publicity model, the public information model, the two-way asymmetric model, and the two-way symmetric model. Following is a description of the four models of public relations.

The oldest public relations model is the press agentry/publicity model. The function of this model is one of propaganda with little concern for accuracy. The promotional tactics of P. T. Barnum in the 1830s are associated with this model.

The second model -- the public information model -- places the public relations function in the role of in-house journalist who disseminates information based on factual reporting. Associated with the work of Ivy Lee in the early 20th century, this model relies on press releases and in-house publications to disseminate information on the organization.

In the 1920s, Edward L. Bernays is credited with starting the third model of public relations -- the two-way asymmetric model whose purpose is scientific persuasion. Bernays recognized that by learning more about target audiences, messages could be shaped that would change attitudes and affect behavior. To that end this model uses social science theory and research on attitudes and behavior to help an organization sell products, create an image or persuade publics to accept the company line.

The fourth model of public relations that has emerged since the 1960s is the two-way symmetric model, which uses research not only to shape messages, but also to position the organization in harmony with its important publics. According to Grunig and Hunt (1984), practitioners of this model "serve as mediators between organizations and their publics," with a goal of mutual understanding.

Kelly (1991) contends that fund raising, as a specialization of public relations, can be explained by Grunig's (1976, 1984; Grunig & Hunt, 1984) four models. "It is important to repeat, however, that models are simplifications and that not everything any single fund raiser does will fit any of the four models perfectly."

In the press agentry model of fund raising, charitable organizations in early America sought to affect philanthropic behavior, as opposed to market behavior, by publicizing and staffing events, such as charity balls, fairs, auctions, debating contests and theatrical productions. In America's response to the famine in Ireland, Cutlip (1965) said, "This effort was powered by vast amounts of emotion-laden publicity, featuring graphic accounts of starvation in Ireland."

According to Kelly, little research is conducted by practitioners of the press agentry model, and fund-raising results are evaluated by dollar totals and the number of donors. Leading figures associated with this model include Charles Sumner Ward, Lyman Pierce and their YMCA associates.

"It is estimated that 50 percent of all charitable organizations practice the press agentry model, particularly national health and social services agencies, as well as most religious organizations," Kelly (1991) said.

Grunig and Hunt (1984) explained that public relations models evolved through stages toward maturity. "The emergence of a new model did not mean that demise of a previous stage, which explains why all four models are still in practice today. This staged progression is evident in the history of fund raising as well," according to Kelly (1991).

The YMCA method of fund raising -- an intensive campaign to raise large sums of money in a short period of time by bombarding the public with appeals and by recruiting scores of volunteers -- is a press agency model that has built hospitals, churches, colleges, civic centers and other capital projects in the United States. Disdain for its high-pressure tactics helped the advent of another approach -- the public information model as refined by Bishop Lawrence.

Both Lawrence and Ivy Lee developed the public information model of fund raising that was applied to the $5 million Church Pension Fund. "And a campaign of publicity based on facts more than on emotion is what these two shrewd students of public behavior agreed upon," stated Cutlip (1965). The public information model is dependent on a rational, intelligent and enlightened public.

John Price Jones is credited with developing the two-way asymmetric model following World War I. According to Cutlip (1965), Jones came from the world of journalism to bring a new approach and new intensity to the art of getting people to give money. He developed a lucrative fund-raising business quite independent of the influence and ideas of the Ward-Pierce-Y school.

Jones used research to sell the philanthropic needs of his clients. The purpose of the two-way asymmetric model of fund raising is to persuade giving scientifically, and the nature of the communication is two-way with unbalanced effects. It is hypothesized that 30 percent of all charitable organizations actively involved in fund raising today practice the two-way asymmetric model, according to Kelly (1991).

This model is practiced by private colleges, public universities and hospitals, and by most fund-raising consultants.

The newest fund-raising model -- the two-way symmetric model -- is so new that no leading historical figure is associated with it yet, according to Kelly. The purpose of the two-way symmetric model is to reach mutual understanding. The nature of its communication flows two ways with balanced, or symmetrical effects. "This characteristic is important in that the nature of communication for the other three models is portrayed as source-to-receiver," Kelly says. "The nature of communication for the two-way symmetric model, however, is group-to-group, which emphasized its orientation to systems theory and the environmental interdependencies of donors and charitable organizations." The two-way symmetric model is dependent on congruence with its donor publics.

According to Kelly this model uses research to identify opportunities for private funding and to identify issues that the charitable organization is not addressing through donor relationships. Effectiveness of this model is evaluated by its contribution to enhancing and protecting organizational autonomy through the fund-raising process.

It is hypothesized that only five percent of all charitable organizations practice the two-way symmetric model for fund raising, primarily a few universities and some fund-raising consultants.

Measuring the Effectiveness of Fund Raising

According to Kelly, the three methods of measuring the effectiveness of fund raising -- by annual percentage increases of total dollars, by cost-benefit ratios, and by the potential of the organization -- ignore the difference between effectiveness and efficiency. Further ignored are the contributions of fund raising to overall organizational effectiveness and how the fund-raising process can help a nonprofit organization enhance and protect autonomy.

Brittingham and Pezzullo (1990) note, "Too much concern for the bottom line in fund raising discourages both fund raisers and other institutional officers from discussing the relationship between raising funds for institutional priorities versus increasing the overall amount of support raised."

Fund raising, Kelly (1991) says, is effective not when it raises greater amounts of private dollars, but when it raises gifts in support of organizational goals, when it effectively manages communication with those donor publics that may enhance or limit the autonomy of a charitable organization, and when it contributes to the organization's freedom to pursue its goals without interference.

Kelly (1991) recommends that fund-raising effectiveness be evaluated by (a) measuring the impact of giving on the charitable organization (i.e., to what degree did gifts enhance or limit organizational autonomy?); (b) measuring the impact of giving on donors (i.e., to what degree did gifts satisfy the objectives of donors?); and (c) measuring the impact of giving on other strategic publics of the organization.

According to Kanter and Summers:

"The ideal performance assessment system in a nonprofit organization would acknowledge the existence of multiple constituencies and build measures around all of them . . . an explicit but complex array of tests of performance that balance clients and donors, board and professionals, groups of managers, and any of the other constituencies with a stake in the organization."

Kelly (1991) recommends that charitable organizations measure the effectiveness of fund raising by assigning values to specific gifts in relation to their utility for the organization, by adopting a three-year time period on which to measure effects (instead of annual evaluations), and by utilizing process evaluation to provide a continual measurement of the effectiveness of specific programs and the performance of fund-raising practitioners.

<u>Selecting a Fund-Raising Model</u>

According to Grunig (1989a), organizations use models in two ways: First, they function as situational strategies for use with different publics and problems; and second, the "presuppositions of the models function as part of an organization's ideology." The dominant coalition, or the organization's power elite, identifies strategic publics in the environment as the target for public relations, then turns the problems over to the public relations directors and "dictates to the director which model would be appropriate strategy." Grunig said, "Which model the dominant coalition chooses depends on whether that model fits with organizational culture and whether the public relations director has the expertise to carry out the model."

Charitable organizations may not choose the most appropriate fund-raising model because the choice is made by the dominant coalition, which is influenced by its asymmetrical presuppositions about fund raising. These presuppositions can be described as being pragmatic, conservative or radical social roles. All three are asymmetrical presuppositions, Kelly says. Furthermore, few charitable organizations practice the two-way symmetric model because their view of fund raising does not include that model. Kelly (1991) advocates the adoption of the two-way symmetric model of effectively managing external interdependencies with foundation, corporate and individual donors.

Kelly's theory of donor relations, which places fund raising within the public relations paradigm, encourages practitioners to:

a. recognize the tensions inherent in the interdependencies of an organization with its donor publics;

b. consider potential loss of autonomy as a primary factor in negotiating the purposes and conditions of major gifts and in planning annual giving programs for lower level gifts;

c. calculate and communicate the gift-utility cost involved in accepting every gift;

d. implement and evaluate everyday decisions with a keen awareness of their role in and influence on organizational autonomy;

e. prioritize fund-raising programs and activities by institutional agendas;

f. decline gifts that are inappropriate to the organization's goals or that will limit the organization's means to pursue its internally determined goals (i.e., gifts that "cost" too much to accept);

g. evaluate the results of fund-raising programs, not by dollar total or by interorganizational comparison, but by how much the programs contributed to organizational effectiveness; and

h. research, plan, execute and evaluate fund-raising activities with the understanding that donors are not an organization's only public. In dynamic environments, organizational problems change and strategic publics may also change so that donors may at times be less important than other publics of the organization; for example, in a university setting -- legislators, faculty or students.

In conclusion, Kelly (1991) states,

"The theory of donor relations helps charitable organizations and their fund-raising practitioners recognize the trade-offs inevitably associated with the private sources of financial support. In most cases, efforts by donors to externally control charitable organizations will not be covert or even intentional, but may still lead organizations to change in unanticipated ways. Recognition of this basic proposition can be considered essential to the future well-being and survival of charitable organizations."

CHAPTER IV

THE ROLE OF CITIZEN GROUPS

By the 1970s, Chattanooga was a city in decline. It had the worst particulate air pollution in the country during the years 1961-65, according to the U.S. Environmental Protection agency.

Textile and steel mills shut down in the late 1970s and early 1980s. Downtown was deteriorating. Population dropped in the 1980s, as residents opted for cities that could offer better jobs, education and recreation (Williams, 1993).

In the early 1980s, a number of citizen groups came to the same conclusion -- that Chattanooga's greatest unused resource was the Tennessee River, which could become the center of the city's redevelopment.

Five architectural students at the University of Tennessee at Knoxville made one of the first recommendations for an aquarium, following an exhibit in the summer of 1981.

"In that study we were concerned about the center of the city as well as reaching the river," said Stroud Wilson, professor of architecture at UT Knoxville and consultant for the Urban Design Studio in Chattanooga. "One of the possibilities to reinforce that reaching back to our origin of the river was to create an aquarium which would become both a spiritual and educational step as well as a physical bridge to reconnect the community to the river" (Unpublished history, Tennessee Aquarium, undated).

At about that time, a nonprofit group interested in landmark preservation, Landmarks Chattanooga Inc., had its eye on the historic Walnut Street Bridge. But the group's final report included other renovations like a river walk from Ross's Landing to the Hunter Museum, a trolley system across the renovated bridge, and an aquarium.

Studies continued in 1982 as the Urban Land Institute (ULI), an independent, nonprofit research and education organization, reviewed the Moccasin Bend property. ULI focused on Moccasin Bend because of its significance to former Native American communities and Civil War encampments. ULI's final report recommended the establishment of the Moccasin Bend Task Force, a citizen-based group that would advise the city and county government on long-term uses of the Moccasin Bend property.

Moccasin Bend Task Force

"The five-member task force set out to create a vision that would accomplish three objectives," said Rick Montague, task force chairperson. "It would set a new quality standard for development, capitalize upon the Chattanooga area's natural environment and historic cultural resources, and create a series of places that would not only be open, available and accessible to all citizens, but would also act as a true community crossroads" (Unpublished history, The Tennessee Aquarium, undated).

Soon, the task force realized that the scope of the study was too narrow. It began studying all 20 miles of the river corridor from Chickamauga Dam to the Marion County line, emphasizing the area where the city and the river met. Finally after three years of study and some 65 meetings, a final plan was born. The result was a 20-mile-long concept called the Tennessee Riverpark, a series of connecting riverwalks that would include museums, fishing piers, walking paths, retail shops, a hotel and apartment complexes. It was suggested that Moccasin Bend become a special meeting place for the city, "focusing on the creation of a cultural heritage park." The showcase of the development at Ross's Landing would be the "River's Bend" plan, which would include a visitor's center, Living River Center museum, and an aquarium. Surrounding these facilities would be retail shops and office complexes linked to the river by ramps and walkways. Unveiled in 1985, the master plan proposed that Chattanooga invest $750 million over the next 20 years for riverfront and downtown development (Moccasin Bend Master Development Plan, 1985).

While recreation and economic use studies continued, a music festival clearly indicated the site's potential. Riverbend began in 1982 as a small music festival that quickly grew into one of the largest such events of its kind in the country. Hundreds of thousands of festival-goers came to see rock, country, jazz, classical and country music performers.

"What the festival has done is present to Chattanooga a major development at Ross's Landing -- a people place," said Jack McDonald, a Moccasin Bend Task Force member who would later chair the Aquarium Task Force. "Were it not for the festival, the idea for the aquarium would have fallen on deaf ears" (Interview, September, 1993).

Chattanooga Venture

The Moccasin Bend Task Force was drawing to a close as another major player in the history of the Aquarium was forming. In 1984 Chattanooga Venture, a nonprofit community-based planning organization, launched "Vision 2000," a 20-week goal-setting process based on citizen involvement. Citizens were invited to help formulate ideas in a series of public meetings. Nearly 800 people eventually were involved. Hundreds of citizens' ideas were proposed and narrowed down to a "commitment portfolio," according to Mai Bell Hurley, Vision 2000 chairperson, member of city council and major player in the development of the Aquarium.

"Clearly, its role with the aquarium was that the Vision 2000 process produced this portfolio which said that people wanted to return to the river," Ms. Hurley said. "The Moccasin Bend Task Force, and before that the Landmarks Chattanooga Study, had come up with the idea that an aquarium would be an important vehicle to revitalize the city. Venture also helped move the idea forward" (Phone interview, September, 1993).

The momentum continued in 1984 with a series of meetings called "Dialogue '84." Sponsored by Allied Arts, an umbrella organization for Chattanooga arts groups, the meetings were designed to bring together national urban experts and citizens to focus on the city's image. The urban specialists, including nationally-known developer James Rouse, cited the river as the city's best resource (Unpublished history, The Tennessee Aquarium, undated).

It became clear that state funding would be needed for the ambitious development plans. A group of several Chattanooga leaders met with then-Gov. Lamar Alexander to ask for money to renovate the historic Tivoli Theater in downtown Chattanooga. Alexander asked the group to return with a broader plan to encompass a river park and fishing park and a jazz hall dedicated to jazz and blues singer Bessie Smith. Alexander supported the idea of an aquarium and suggested that the city build the largest facility it could afford, according to McDonald (Interview, September, 1993).

The mid-1980s saw the idea of an aquarium gaining speed in the community. The concept got a bigger boost when in 1985 RiverCity, a nonprofit downtown development company and outgrowth of the Moccasin Bend Task Force, received $14 million in pledges for an aquarium and other riverfront projects from several Chattanooga foundations and individuals. One month later, Gov. Alexander's 1986 budget provided $9.6 million for the city's various capital projects. A portion was earmarked for an aquarium.

The Aquarium Task Force

An Aquarium Task Force headed by Jack McDonald formed in May 1986, under Chattanooga Venture, whose goals were to educate the public about the project and receive ideas concerning the type, size and nature of the project. "The biggest need in Chattanooga is jobs," McDonald said. "Every expert who has been in this community in the last five years has pointed out our natural tourism, on the basis of history, scenery, and the fact that we have a crossroads of interstates which carry a major number of tourists, points to the development of a visitor-based economy." An Aquarium at Ross's Landing presents the best opportunity "for Chattanooga to build a new base to make us an economic leader as we go into the 21st century." This was the message that he and others on the task force brought to the community in speeches, informal talks to small groups including school children, and by means of a video presentation (Miller, 1986a).

"I think that once the task force began to go around and sell the idea of the Aquarium, the concept of what it would be grew as the task force made about a thousand speeches," said Mai Bell Hurley, chairperson of Chattanooga Venture. The task force also visited and collected information from major aquariums in the country. It also consulted business leaders and government officials on sources of funding (Phone interview, September, 1993).

According to McDonald, a number of funding methods were available at the time that would protect taxpayers from absorbing the brunt of the Aquarium's costs:

--Gov. Lamar Alexander already had allocated $3.35 million toward the project;

--the projected $316,000 profit on the Aquarium's annual operation could finance city and county debt of $3.21 million;

--the Economic Development Administration grants up to $1 million for projects like the Aquarium;

--the fact that the Aquarium would become an educational and perhaps a research facility would attract other state and federal grants (Miller, 1986b).

In December, 1984, the Tennessee Riverpark Master Plan was completed for the Moccasin Bend Task Force by Carr, Lynch Associates. Urban planner Steven Carr recommended that a public-private corporation carry out the riverfront development.

In January, 1985, it was announced that the Tennessee Riverpark was projected to cost $750 million over its 20-year implementation -- the largest public-private development in the city's history. Envisioned was a 20-mile array of museums, marinas, parks and plazas, trails and tree-lined malls, a fleet of ferries, gardens and golf courses. The plan called for the establishment of a Tennessee Riverpark Corporation, a nonprofit public-private corporation to design, fund, build and manage the entire system. Strict controls on land acquisition and zoning were proposed. The $750 million price tag would be covered by $180 million in public funds, and $570 million in private funds (Dedman, 1985).

Dissenting Groups

Rumblings of dissent would be heard for months to come from disgruntled citizen groups and individuals. For example, the Alliance Against the Aquarium charged that the Vision 2000 consensus did not reflect the need or desire for an Aquarium, and that Chattanooga Venture had perpetuated a fraud on the taxpayers by including an aquarium and a request for funds for Ross's Landing in their "wish list" of budget items presented to the governor. Charges of a "hidden agenda" flew ("New group...").

"If the river itself and free access to it could be made the major attraction, we wouldn't need a $30 million aquarium to attract development and people to the river," said the group's letter to the Chattanooga News-Free Press. The group said it also sent letters to each member of the state Legislature asking that the funds earmarked for Chattanooga in Gov. Alexander's budget be put into escrow until a legislative hearing could be held regarding Chattanooga Venture's recommendations.

Another grassroots group of 12 citizens formed to seek a referendum on whether the aquarium should be built in Chattanooga. "We do not think it will ever pay off," said Dean Reece of Citizens for a Referendum in a Nov. 11, 1987 article in The Chattanooga Times. While not opposed to the idea of the aquarium, the group was opposed to public funding of the project and planned to circulate petitions calling for a referendum when the city and county issued bonds for the project (Rawlins, 1987).

Another group, "Citizens for Truth about the Aquarium," climbed on the referendum bandwagon. In the March 3, 1988, edition of The Chattanooga News-Free Press, the group sponsored an ad/ballot which asked two questions: (1) Do you favor the use of tax money for the building and/or maintaining an aquarium in Chattanooga? and (2) Do you favor a referendum on an aquarium? Citizens were asked to check either a "yes" or "no" response on each question and mail the ad to the group's address ("Citizens for..") (see Appendix B).

The group's leader, Edna Taylor, was told by the county registrar that more than 8,000 registered Chattanooga voters would have to sign petitions in order to force a referendum on the proposed aquarium. The group subsequently submitted a petition draft to the Hamilton County Election Commission. The group was told that the petition ultimately would have to clear a gantlet of procedural red tape. The draft was mailed to the state election coordinator, with a request for a prompt opinion on its legality, according to registrar Steve Conrad (Morgan, 1988a, 1988b).

Shortly thereafter a Chattanooga man filed a complaint with the city's Human Rights and Human Relations Commission, saying a referendum should be held on the proposed aquarium if public money would be used to build or maintain it.

W. L. Schultz, a retired railroad supervisor, filed what he called a "document of complaint" regarding "disenfranchisement of voters' right to vote for or against the proposed Tennessee aquarium issue by our elected officials."

Shultz claimed "a power structure in Chattanooga is making decisions concerning the Aquarium issue that does not represent everybody."

"They refuse to disclose names, the promised amount of money the prospective private donors have pledged, and to what degree their promised money is secure," Schultz said. For better human relations in the community, he said, "we need positive documented answers to questions" about the aquarium, and a right to vote on it if local public money is involved (Morgan, 1988c).

Related Issues

Fear of higher taxes was not the only concern. A number of concerns surfaced as public meetings continued on the master plan. Archaeologists and environmentalists were troubled that the proposed development would destroy important Indian and early white settlements as well as Civil War sites ("Task force..."). Eventually, these groups won approval for a cultural overview study of the site's archaeological and historic features prior to development. Concern also was voiced about the fate of the Moccasin Bend State Mental Health Institute. And residents along Suck Creek feared that their land might be taken by the development. Black citizens wanted assurances that financial assistance would be guaranteed minority business enterprises along Riverpark (Morgan, 1987).

Meanwhile, the Moccasin Bend Task Force moved ahead with requests for letters of endorsement from all current riverfront businesses in an effort to gain support for the project.

Tennessee-American Water Company responded by being the first to give the city and county permission to use a strip of its riverfront property at the mouth of Citico Creek. The company also donated $1,000 toward archaeological work at the site. Similar commitments followed from Olan Mills, Inc., Chattanooga State Technical Community College and The University of Tennessee-Chattanooga.

Others lent their support to the concept of riverfront development and the idea of an aquarium. Nationally known urban developer James Rouse was one of the first to recognize the potential of the river when he urged the city to think boldly about riverfront development in 1984. Later in 1986, architect Peter Chermayeff said that Chattanooga had an "extraordinary opportunity" to build a world class aquarium on the banks of the Tennessee River.

An editorial in the April 17, 1985, Chattanooga Times urged that the city "take the recommendation for development in the first five years and get it done in 18 months."

Shortly thereafter, River Night celebration unveiled the Tennessee Riverpark plans to the public. In October, 1985, the County Commission adopted the master plan for the Tennessee Riverpark development.

Yet, opponents and proponents continued to wage their battles in the media.

Jack McDonald, chairman of the Chattanooga Venture's Aquarium Task Force, said in July, 1986, that project planners were considering drawing about $425,000 annually from the hotel/motel tax revenues to help fund the Aquarium. At that time a three percent tax on hotel and motel rooms, enacted in 1980 to fund the University of Tennessee-Chattanooga Arena, was scheduled to expire in June 1988 when the arena's bond debt would be paid. The state Legislature could have continued the hotel/motel tax or let it expire. This idea was supported by the Chattanooga-Hamilton County Hotel and Motel Association. But state Sen. Ray Albright said any plan to give the hotel/motel revenues to the Aquarium would be resisted by satellite city governments.

Meanwhile, Jack McDonald claimed the Aquarium Task Force's efforts to sell the Aquarium were gaining support. Unofficial exit polls of some 39 civic and professional groups reportedly revealed that approval rates among those polled had jumped from 82 percent to 91 percent following a task force presentation, McDonald said (Rawlins, 1986b).

When the "fish-tank" idea was first announced in Chattanooga, the concept was met with great disdain "because people conjured up visions of the tanks we've seen in the doctor's office," he said (Miller, 1986b).

Local officials discounted the survey results, doubting that the polls reflected broad-based support. And, although speaking favorably of the Aquarium, officials stopped short of speaking out for allocation of future hotel/motel tax revenues to help fund the project (Rawlins, 1986b).

By November, 1986, the cost of building the Aquarium had jumped from $15 million to $25 million. Architect Peter Chermayeff agreed that $25 million would be needed. "An aquarium is an opportunity to build a landmark," Chermayeff said. "Aquariums are inherently expensive. You're dealing with capital costs that are high, operating costs that are high" (Rawlins, 1986c).

Just one month later, the Convention and Visitors Bureau board members voted in favor of funneling a portion of the hotel/motel tax into the aquarium, following a presentation by Jack McDonald (Miller, 1986c).

Another survey of public support was taken in the form of an unscientific telephone survey of 400 area residents, conducted by radio station WGOW in February, 1987. The results of the random-dialing survey were not statistically valid, according to Jim Beasley, WGOW news director. The survey, nevertheless, claimed that among more than 400 Chattanooga-area residents over age 18, that 73 percent were aware of the redevelopment plans. While 165 favored the construction of the Aquarium, 143 opposed it ("Aquarium survey...").

Meanwhile, state Sen. Ward Crutchfield maintained that the public would not support the project if it included a tax hike.

"At this time, the Aquarium doesn't have majority support of the people of Chattanooga and Hamilton County -- I'm confident of that," Crutchfield told the Citizens Taxpayers Association of Hamilton County. "People are concerned about whether or not the Aquarium will be self-supporting and whether or not it is going to cost more money than they are being led to believe. I think the general public is very concerned about a tax increase and perhaps that all this money going for an aquarium might preclude some other, more worthwhile projects that they consider to be more worthwhile options" (Flessner, 1987).

But Aquarium supporters insisted that a complex costing up to $30 million could be built without a tax increase.

"The objective of the Aquarium Task Force has always been to build the biggest and best aquarium that can be built without requiring a tax increase," said Jim Bowen, then executive director of the RiverCity Company. "As a matter of fact, I think if you consider the long-term benefits that this kind of place will generate this is going to be paid back many times over in new property, sales and other tax revenues." (Flessner, 1987).

Meanwhile, supporters were awaiting news as to whether Gov. Ned McWherter would include an additional $4.1 million in the next state budget to go with the $3.3 million in state funds already earmarked for the Aquarium.

Concept Gathers Momentum

In February, 1988, supporters said they had raised $20 million in private contributions needed to construct the Aquarium and anticipated construction would begin early the following year. The announcement was made to 1,200 Chattanoogans gathered for a gala reception at the Chattanooga Choo Choo. "Twenty-three million of the $30 million Aquarium costs is now assured," announced Olan Mills II, picture portrait magnate and then-chairman of RiverCity Company. "We expect to extend this (private fund-raising) effort to include the entire community." Architect Peter Chermayeff then unveiled to the group his plans "to present entire ecosystems, not just fishtanks" (Flessner, 1988a).

The Chattanooga News-Free Press responded with an editorial stating that "the challenge to our community is to provide information and assurances that are needed to answer the questions and bring about a cooperative civic consensus." The enthusiasm of supporters "has failed to answer the question of the critics."

"From these two camps, there unfortunately has developed a 'they vs. us' attitude. Sometimes it has seemed that Aquarium enthusiasts have loftily looked down their noses in disdain at the critics, while the critics have been derisive toward people who have indicated a willingness to give both money and work for community development. This is a corrosive situation that needs to be overcome, regardless of what is done about the Aquarium" ("The Aquarium...").

In April, 1988 then-Mayor Gene Roberts threw his support behind the Aquarium in a speech to the Citizens Taxpayers Association. The Aquarium, and other proposed downtown riverfront development would generate $3.5 million a year in local taxes and is "a bargain any way you look at it." He said more than $30 million will be made available for the Aquarium "without the city or county putting in any up-front money" (Morgan, 1988d).

Private Money to Fund Aquarium

It seemed there would be no end to the claims and counter claims of combatants on both sides of the issue. After all of the wrangling, debating, posturing and picketing, the funding issue was about to be resolved. On May 16, 1988, boosted by a $4.5 million contribution from the Benwood Foundation of Chattanooga, developers decided to build and operate the proposed riverfront facility privately and use state and local tax monies for roads, parks and other public improvements at Ross's Landing. RiverCity Company directors had agreed at their annual meeting to finance the entire $31 million in Aquarium costs with private donations.

"The community support that has been demonstrated to date for this project is overwhelming," said Olan Mills II. "We've raised $26.5 million in contributions and pledges to this point and we're confident we can raise the other $5 million or so through an appeal to the community for its support. This will allow us to operate the aquarium without any government funds and as a private operation not beholden to government bureaucracies or politics."

The decision to have a private firm operate the Aquarium also will avoid the need for future city or county financial support of the facility, he explained.

However, Mills said he still expected the Aquarium to remain controversial for some people (Flessner, 1988b).

Edna Taylor, chairperson of Citizens for the Truth about the Aquarium, said she intended to continue to circulate petitions calling for a referendum on the project.

"RiverCity says a lot of things and I don't trust them," she said. "Until I see something in writing before our group that specifically says that no tax dollars will be used to either build or maintain the Aquarium, then we intend to go ahead with our petition drive" (Flessner, 1988b).

William Sudderth, RiverCity Company president, maintained that the proposed developments should generate more than $3.5 million of additional sales and property tax revenues at virtually no cost to the city or county.

"This should help eliminate some concerns that local government might be called upon in future years should there ever be an operational deficit," Sudderth said. The facility will open debt-free and we feel confident that the annual operating costs will be covered by admissions, memberships, retail sales, rental income, events, private grants, donations and investments" (Flessner, 1988b).

At the time of the private funding announcement, RiverCity Company had spent more than $1.5 million on the initial design of the facility and another $5 million to acquire 10 acres of riverfront property to house the Aquarium and related projects (Flessner, 1989b).

Meanwhile, Chattanooga State Technical Community College had announced its intentions to offer a training program in aquarium operations and sciences. The new curriculum would not only help staff The Tennessee Aquarium, but also train workers for comparable facilities elsewhere, since no other college now offers such courses, according to Dr. Harry Wagner, president of Chattanooga State (Flessner, 1988b).

On May 28, 1988, Mills and Sudderth wrote a letter to the editor in The Chattanooga Times, stating that "to meet our goal, we will need the support and participation of everyone in the community. We will shortly announce a broad-based, community-wide fund-raising campaign to raise the final $5 million. RiverCity Company had set up a separate fund for Aquarium contributions and gave an address for those who wanted to donate to the cause (Mills II, 1988).

In an unexpected development on July 1, 1988, William Sudderth of RiverCity Company asked County Commission to go back to the state and ask that the $7.35 million in state money earmarked for the Aquarium and other riverfront development should be used for the "public spaces" involved. The Commission quickly agreed.

A stunned Commissioner Bill Bennett -- who apparently could not believe what he had heard -- asked Sudderth to repeat it.

"I want to read your lips one more time," Bennett said. I want to be sure I heard what I think I heard. Tell me that the Aquarium will be built with all private money" (Morgan, 1988e).

Sudderth repeated it.

It was all over but the shout. Years of studies, public meetings, charges and counter charges, ups and downs were now over. The decision to go to private funding had put a quick end to all of that. By November, ground was broken.

The search for a redevelopment plan had plunged Chattanoogans into a model of citizen participation that was occurring in many other cities in the United States, according to Mai Bell Hurley, Venture 2000 chairperson. Scores of ideas had surfaced amid endless meetings as citizens came together to seek a stronger economic future for the city. In the end, Hurley said, the quest for an aquarium "changed the way we Chattanoogans felt about ourselves" (Phone interview, September, 1993).

CHAPTER V

PUBLIC RELATIONS AND FUND-RAISING STRATEGIES

Chapter III described the rise and role of active publics and their efforts to promote or oppose The Tennessee Aquarium. Speeches and informal talks to just about anyone who would listen, and the media coverage that this generated, helped to keep the Aquarium issue in the public eye.

However, it was not until the creation of the RiverCity Company that professionally developed public relations strategies were introduced in 1988 to promote the riverfront development. These strategies will be explored following a brief discussion of the RiverCity Company.

The RiverCity Company

The creation of the RiverCity Company in 1986 was the natural outgrowth of efforts to revitalize the city's downtown and the riverfront. The Chamber of Commerce, Chattanooga Venture, mayor and city council, and Hamilton County commissioners joined forces to organize and fund the beginnings of this new non-profit corporation (Tindall, 1991).

RiverCity Company's public-private-partnership format allows the public sector (government) and private sector (corporations and individuals) to work closely together to accomplish goals that enhance the public good by use of public and private means.

RiverCity Company, however, is not a public-private corporation. Rather it is a private, nonprofit development corporation. According to a fact sheet developed by RiverCity, "most public-private corporations are created by acts of the state Legislature and vested with powers that organizers did not want this body to have. In fact, much of the power that is usually held by a public-private corporation was sacrificed in the creation of the RiverCity Company. Here, these powers will continue to reside in local government, and this corporation will use its leveraging power, persuasive power and powers of good judgment and experience to achieve its ends" ("The RiverCity...").

A nonprofit development corporation may engage in profit-making development. However, because it is a nonprofit corporation, any profits are plowed back into new projects. They are not distributed to directors, owners or stockholders. The directors of this corporation serve as volunteers without pay and without any ownership of the corporation.

Similar corporations in Baltimore, Denver and Charlotte were studied. The Lowertown Development Corporation of St. Paul, Minnesota, emerged as the model of choice. This corporation has generated millions of dollars in development, several thousand jobs and hundreds of housing units ("The RiverCity...").

The RiverCity Company initially was capitalized by corporations, foundations and individuals. Because the corporation is a 501(c)3 public charity operated for the public good, contributors received a tax deduction for their gifts.

Formed to facilitate the implementation of the Tennessee Riverpark Master Plan, the goals of the company were to:

--stimulate new capital investments;

--acquire and hold downtown parcels for future development by private companies or public agencies;

--improve public facilities and public spaces; coordinate development strategies for the downtown and both sides of the riverfront; and

--provide financial aid and technical assistance for economic growth (Tindall, 1991).

Professional PR Plan Launched

Communicating these goals and the company's purpose was one challenge that RiverCity Company officials did not feel they could ignore. To this end, they hired in 1988 a Chattanooga marketing and communications firm, Judy Britain and Associates, to help formulate a public relations strategy to sell the idea of the Aquarium. This move represented the first purchase of public relations expertise, although it should be noted that experienced volunteers had exhibited some public relations skills from the outset of the project.

"We had to somehow get the public excited about a concept they had never experienced--the modern aquarium," said William Sudderth, RiverCity president (Interview, August, 1993).

In February, 1988, the RiverCity Company unveiled plans for a $30 million Aquarium to more than 1,200 Chattanoogans at a gala held at the Chattanooga Choo Choo. As several pickets marched outside, Olan Mills II, then-chairman of

RiverCity, announced that $16 million in private contributions for the Aquarium had been collected, supplementing the $7.35 million in state funds. Earlier, the state had approved two separate grants for the Aquarium. RiverCity Company had also asked to receive some of the proceeds from the hotel/motel room tax to help finance the facility. Mills said $23 million of the $30 million needed to build the Aquarium was then assured (Flessner, 1988a).

However, even at that time the public still perceived two conceptual risks in the Aquarium, Sudderth said. (Interview, August, 1993). First, people were concerned that Chattanooga was not as large as some of the cities with successful aquariums, like Baltimore and New Orleans.

"We had to counter that argument with the fact that the market area of The Tennessee Aquarium embraced some 10 million people in the region," Sudderth said. "We also needed to remind them that Chattanooga sits at a major crossroads of transportation."

The other concern rested on doubts that a freshwater aquarium would be interesting.

"We had to tell people that the diversity of freshwater ecosystems was indeed colorful and interesting," Sudderth said. "Aquariums don't have to be just saltwater to be pretty."

It was also during this same time that organized opposition groups continued to protest the building of the Aquarium, citing fears that taxpayers would be saddled indefinitely with higher taxes.

In response to these public relations challenges, Judy Britain and Associates devised a strategy designed to "energize proponents so they could be heard" (Interview, August, 1993).

"A lot of people had heard from the opposition to the Aquarium, but not too much had been heard from the supporters," Britain said. "It was very important to build a communications bridge to the media. A cooperative relationship with the media was essential."

According to Britain, their charge was to change public opinion through a communications campaign that would heighten word-of-mouth communication about the Aquarium, and to formulate an organized, factual presentation of the Aquarium.

A multi-faceted plan emerged. A campaign was launched to win endorsements from important groups for the development of Ross's Landing and the Aquarium. Target groups for these efforts were identified within the business, manufacturing, education, government and civic sectors. Benefits of the proposed riverfront development to each of these sectors were identified ("The RiverCity...Draft").

The manufacturing community was told that the aquarium/freshwater fish focus could mean new manufacturing opportunities, new markets and the potential relocation of new companies to the area. Service-related companies (hotel, food, entertainment, warehousing) were sure to follow. Developers and realtors were told of opportunities in commercial, industrial, manufacturing, education and residential properties. This increased economic activity meant new opportunities for all types of financial institutions as well.

The education community would benefit from research opportunities in marine biology, conservation and aquaculture, with the potential for grants, endowments and centers of excellence. Development of the riverpark would mean new training opportunities to develop a qualified labor pool. For school children, the Aquarium would be a living classroom.

Political leaders and elected officials were told that increased tax revenues specifically generated by the riverfront developments would enable governments to provide more and better infrastructure (roads, schools, etc.), not to mention a revitalized environment in which to live and work.

Community and civic groups were told of increased employment and recreation opportunities, better public infrastructure and a better quality of life overall. A revitalized downtown, they were told, would attract new shopping, entertainment and housing.

This grassroots approach to win support for the project utilized a speakers bureau, traveling exhibit, media briefings and a series of print and electronic ads called "Riverpark Update," similar to the "Bicentennial Minute" format used during the nation's bicentennial celebration.

A newsletter called "Riverpark Update Bulletin" was sent to elected officials, heads of local agencies, contributors, and other key influencers in the community. Presented in a "Kipplinger Report" style, the newsletter kept recipients abreast of current developments and suggested potential areas of opportunity for the community.

In addition, public meetings were organized to update the community at key points in the developmental process. Reaction to group presentations was measured by pre- and post-test methods.

Materials used in the process included a video presentation, displays, brochures, fact sheets, newsletters, print and electronic ads and a constant stream of news releases. Stickers, buttons and T-shirts featuring the Aquarium logo also were employed.

Local Newspapers Analyzed for Aquarium Coverage

A content analysis was done of Aquarium coverage by Judy Britain in The Chattanooga Times and in The Chattanooga News-Free Press, covering the period January 21 through September 1, 1988. Articles or letters were analyzed as to the position/section they appeared in, tone of article (positive, negative or neutral), length of article and whether a photo appeared with the article. Of the 76 articles concerning RiverCity and/or the Aquarium, 33 articles and 10 letters appeared in The Chattanooga News-Free Press; 43 articles and 21 letters ran in The Chattanooga Times. While The Times ran more articles than The News-Free Press, the articles in The Times (16.5 column inches) were shorter than articles in The News-Free Press (21.7 column inches). Eighty-eight percent of the total number of articles in The News-Free Press were positive, six percent negative and six percent neutral. In The Times, 58 percent of articles were positive, 30 percent negative and 12 percent neutral. In The News-Free Press, 52 percent (17) of the articles and editorials appeared in Section A, and 21 percent (7) appeared in a special section. In The Times, 33 percent (14) appeared in Section A and 42 percent (18) appeared in Section

B. Times columnist Bill Casteel wrote about the Aquarium four times during the content analysis review period, all negative articles in tone (Britain, 1988).

By May 1988, 22 endorsements eventually were obtained: Allied Arts of Greater Chattanooga; American Institute of Architects, Chattanooga Chapter; Chattanooga Area Chamber of Commerce; Chattanooga Bass Club; Chattanooga Building and Construction Trades Council; Chattanooga Convention and Visitors Bureau; Chattanooga Downtown Alliance; Chattanooga Life & Leisure magazine, Chattanooga Nature Center; Chattanooga State Technical Community College; Chattanooga Venture; Citizen Taxpayers Association; Friends of the Festival; Leadership Chattanooga Alumni Association; M. L. King Boulevard Community Development Corporation; Partners for Economic Progress, Inc.; Private Industry Council; Tennessee Conservation League; The Associated General Contractors of East Tennessee, Inc.; The Chattanooga Times; The University of Tennessee at Chattanooga; and Trout Unlimited, Appalachian Chapter (Northern, 1988).

Behind the Scenes Fund Raising

While the public relations campaign continued through 1988, a separate fund-raising campaign launched by RiverCity Company ran quietly along. Its distinguishing characteristic was that it was volunteer-driven.

"These two separate activities -- the public relations campaign and the fund raising -- played off of each other," Britain said. Judy Britain and Associates was not consulted in the fund-raising campaign, because RiverCity officials saw fund raising as a separate activity to be implemented by hand-picked, experienced volunteers.

The Role of John T. "Jack" Lupton

The fund-raising drive unmistakably was grounded on the gift from John T. "Jack" Lupton II's Lyndhurst Foundation, according to those who were close to the project.

"The major fund-raising event centered around Jack Lupton's initial interest in and subsequent gift to the project," recalled Mai Bell Hurley, city council member and chairperson of the fund-raising drive. "Jack has never been involved in anything that wasn't done just right" (Phone interview, September, 1993).

In a letter to Howard Sompayrac of Hixson, Tennessee, dated September 29, 1987, Lupton explained his position on the Aquarium. "I was diametrically opposed to the whole idea when it originally surfaced -- what in the world could an aquarium do for Chattanooga?" (see Appendix C).

Lupton explained that a trip to the Monterey Bay Aquarium in California "began to turn my wheels in another direction." Clearly, the commerce and jobs that would be created by the Aquarium came into focus.

"I can see enormous benefits in the following sequence: (1) educational tool; (2) the aquarium will more than likely be profitable in its own right; (3) attracting numbers of different business such as (a) boat manufacturers, (b) fishing equipment manufacturers, (c) boat motor manufacturers, (d) national headquarters for several fishing societies (bass, trout); (4) continuation and enhancement of tournament fishing here in Chattanooga; (5) continuation and enhancement of power boat racing in

Chattanooga; (6) increase by a significant percentage the tourist trade which, in turn, does all the things already known about," Lupton wrote.

In conclusion, he said, "An aquarium by itself for the sake of an aquarium -- I vote "No"! An aquarium that has the potential and the qualities that I've briefly outlined above -- I vote "Yes"! (Lupton, 1987).

"Jack Lupton was the godfather of the Aquarium," said H. Carey Hanlin, Aquarium board president and former CEO of Provident Life and Accident Insurance Company. "But Jack let everyone exercise their expertise in their own area" (Interview, August, 1993).

"The Lyndhurst Foundation has a history of being good to Chattanooga," said Aquarium Task Force Chairman Jack McDonald. The "Lyndhurst style," he said, is to bring together the right people to work on a project, fund them and then step out of the way (Interview, September, 1993).

The Lyndhurst Foundation was endowed from the Coca-Cola bottling fortune of the Lupton family. Lupton's grandfather by the same name was the original bottler of Coca-Cola. He is credited with personally saving then-struggling Baylor School from extinction in the early 1900s and once gave $100,000 to Oglethorpe University in Atlanta. Both schools named large buildings for him. (Shearer, 1992).

Jack Lupton's father Cartter gave liberally and often anonymously to various causes until his death in 1977. And Jack himself continues the tradition. In December, 1985, he made a surprise appearance before the city council saying that he was willing to pump in millions of his own money to get riverfront development projects off and running. Lupton offered to pay the architect's $100,000 fee and pledged $11 million to fund the Aquarium.

"Mr. Lupton became the catalyst who brought them to reality. He may not have been the originator of all the ideas, but he has been the one who has done the most to make them a reality," (Shearer, 1992).

Lupton assembled the RiverCity fund-raising team that included himself, RiverCity President William Sudderth, Councilwoman Mai Bell Hurley and soon-to-be-named Aquarium Board Chairman H. Carey Hanlin -- all experienced fund raisers.

"Jack Lupton and Bill Sudderth solicited the major gifts and then enlisted the help of Olan Mills II," Hurley said. Together, they solicited foundations and individuals -- the wealth of Chattanooga" (Phone interview, September, 1993).

Lupton's fund-raising role was crucial, Hanlin said. A man of his wealth and stature in the community was able to call upon people of comparable influence. This demonstrates a fundamental principle of fund raising -- equals calling on equals, Hanlin explained.

Ms. Hurley and Hanlin worked together to solicit gifts of $10,000 and up. Influential people were targeted for solicitation. Either individually or in groups they were sold on the Aquarium by Hanlin's presentation, illustrated with an actual Aquarium model.

"The campaign was not really structured along levels of giving," Ms. Hurley explained. "Carey and I asked for a wide range of gifts. We asked for $1 million gifts, but we didn't get any. We did get gifts in the half million dollar range like the $700,000 gift from Digital." (Phone interview, September, 1993).

Ms. Hurley said she and Hanlin concentrated on the major national corporations that had offices in Chattanooga and who had helped with other community projects like United Way. In all, about 150 individuals and/or corporations, or both, were invited to hear presentations.

"And like all good fund-raising strategies you try to find the right person to make the right pitch to the right people," she explained.

Potential donors, she said, were sold on the fact that the Aquarium would be an educational institution that taught environmental values. "We set out to make partners of key corporations with ties to Chattanooga, recognizing that industry was beginning to see its importance as stewards of the environment," she said.

More good news came in May, 1988, when the Benwood Foundation of Chattanooga contributed $4.5 million to the Aquarium fund drive. Previously, the Tonya Memorial Foundation pledged $3 million to the Aquarium (Flessner, 1988b).

<u>From Public to Private</u>

Bolstered by the Benwood Foundation contribution, RiverCity Company stunned the community by announcing in May 1988, that the Aquarium would be built totally with private funds and that it would open in 1992.

"The move to private funding allows us to operate the Aquarium without any government funds and as a private operation not beholden to government bureaucracies or politics," said Olan Mills II. The move also would avoid the need for future city or county financial support of the facility, he said (Flessner, 1988b).

"The announcement of private funding completely defused the highly vocal opposition to the Aquarium," recalled Gene Pinder, Aquarium public relations director (Interview, July, 1993). As discussed previously, RiverCity Company then requested that state funds earmarked for the Aquarium be used instead for development of the public plazas around the building. It was clear that no public monies would be used in the construction of the Aquarium itself (Flessner, 1988c).

In a letter dated May 28, 1988, to The Chattanooga Times, Olan Mills II and William Sudderth announced that $26.5 million in private funds had been pledged by local individuals and foundations, and that 22 organizations had submitted official endorsements of the Aquarium and Ross's Landing development. They also asked the community to support a drive to raise a final $5 million (Mills II, 1988).

In groundbreaking ceremonies in November 1988, H. Carey Hanlin was named chairman of the Aquarium board (McGee, 1988). The following July, Hanlin announced that an additional $10 million would be needed to complete the project. A major breakthrough came later that month when E. I. du Pont de Nemours & Co. was successfully solicited.

"Jim Hill, then general manager of DuPont in Chattanooga and Dan Frierson, CEO of Dixie Yarns, Inc., a major local customer of DuPont, flew to DuPont's corporate headquarters in Wilmington, Delaware, to solicit its support. DuPont responded with a $500,000 gift, Hurley said. "This was a watershed moment for the

Aquarium. We were then able to use DuPont's gift as leverage with other major corporations" (Phone interview, September, 1993).

The DuPont gift represented the largest gift made by a company headquartered outside Chattanooga (McGee, 1989b). More sponsorships were to follow (see Appendix D).

DuPont and other corporate contributors considered their participation a win-win situation. "The best corporate sponsorship is one...that benefits us and the organization we're sponsoring," Krystal Company officials said later on the eve of the Aquarium opening. Komatsu was impressed by the Aquarium's educational goals, its role in the riverfront revival and its anticipated spur to growth of the entire community, according to Jack Sample, Komatsu general manager of administration (Mitchell, 1992b).

In June 1990, Digital Equipment Corporation agreed to provide $700,000 in computer equipment for the computer education classroom and other information needs. TVA announced its $600,000 contribution ("An Exceptional Year...").

Many people worked in the fund-raising efforts. Among them was Jack McDonald, chairman of the Aquarium Task Force established by Chattanooga Venture, and one of the early vocal supporters of the Aquarium.

"The most effective solicitations came from local companies with local ownership, and national companies with local offices," McDonald said (Interview, September, 1993).

In making his presentations, Carey Hanlin "skillfully communicated to prospective donors that the leaders behind the Aquarium were willing to go the extra mile financially, and that others were expected to do so, too," McDonald said.

"With rare exceptions, I think people gave at the top level of their ability. They stretched. Sometimes they took a while to fully grasp the mission and importance of the Aquarium, but Mai Bell (Hurley) kept pushing and working, scheduling meetings again and again. In the end, they gave in such a way that made us more aware than ever just what a contagious spirit of giving the people of this city have," McDonald said (Henderson, 1992).

Also, another important question had to be answered for prospects: "What's in it for me?" McDonald explained. "I remember one donor who had just married and was eager to please his bride," McDonald recalled. "When he realized that a donation meant an automatic invitation to a very important social event, he didn't hesitate to get on board" (Interview, September, 1993).

A professional fund raiser initially was hired but was released early on, McDonald said, citing the high expense of hiring a professional. "We already had more in-house talent than we could hire."

"The breadth and depth of giving has been incredible," McDonald said. "People who've never given before in fund-raising drives for various projects have stepped forward to give $5,000 to this Aquarium" (Henderson, 1992).

The Nickajack Circle Campaign

In April 1990, a second funding phase focused on the Nickajack Circle exhibit, the largest freshwater exhibit tank in the world. This ecosystem illustrates life within a reservoir lake created by a TVA dam, and is home to more than 1,000 specimens representing 30 species of fish.

Again, this effort was volunteer-driven. Approximately 100 volunteers were asked to make their own pledge before calling on prospects, and to make those calls in person.

"We are encouraging people to contribute in monthly amounts for 25 months," said Campaign Chairman Jerry V. Adams, in a letter to Nickajack Circle Campaign volunteers. "A $25,000 gift could be paid $1,000 monthly or a $5,000 gift could be paid $200 monthly. Please ask for contributions in this manner -- people will generally give more in installments than they will in a lump sum" (Adams, undated) (see Appendix E).

Volunteers were supplied with a comprehensive packet of information materials, including fact sheets about the Aquarium, specific facts about the Nickajack Circle Exhibit, Nickajack Circle brochure, instructions on how to solicit gifts, pledge cards, prospect information, and business reply envelopes.

The goal of the Nickajack Circle Campaign was to:

-- underwrite sponsorship of the Nickajack Exhibit and support environmental education programs at The Tennessee Aquarium;

--obtain at least 500 pledges of $1,000 to $49,000 by calling on 1,000 to 1,500 prospects;

--provide ownership in the Aquarium to a broader base of givers;

--communicate that an investment in The Tennessee Aquarium is a valuable commodity by providing a permanent opportunity for advertising dollars and individual memorials; and

--generate excitement and good public relations through well informed, committed community leaders.

"Campaign leaders had considered an 'Adopt-A-Fish' program that might involve the school children," said James M. Hekkers, who was hired in June 1990, as the Aquarium's marketing director. "But the idea was rejected because such a program would have been very labor intensive -- staff intensive. The fund-raising philosophy included the idea that 'if we can't do something well, we won't attempt it'. Secondly, we felt that memberships were where we really wanted to focus our next efforts" (Interview, October, 1993).

On April 25, 1992, major donors and benefactors were treated to a reception and dinner at the Aquarium. The evening included a tuxedo-clad diver feeding the catfish in the Nickajack Lake tank. A reception for the Nickajack Circle campaigners was held the following day to celebrate the $500,000 raised by the campaign ("An Exceptional Year...").

Soon thereafter, Coca-Cola became the first official sponsor of The Tennessee Aquarium with a six-figure donation (Pare, 1992b). Red Food Stores followed suit and its stores became locations for signing up charter members. Both companies are listed at the top of the donor list in An Exceptional Year, 1992-93 Anniversary Review as Aquarium Presenting Sponsors. They were the only two sponsors to have that designation.

Just one week prior to opening, the campaign had come within $1 million of its goal of $45 million (Pare, 1992c). The cost of the Aquarium had escalated over the years, from an unrealistic $15 million in the early conceptual period to a more realistic $30 million. Then, as time passed, the scope of the total expenses began to be fully realized. When pre-opening expenses -- salaries for 120-130 people, computers, animal/fish acquisition, laboratory equipment and related costs to setting up a company -- were tallied, the final price tag for the Aquarium had topped at $45 million, according to Aquarium President William Flynn (Interview, October, 1993).

In June 1992, Cargill Inc. lifted the Aquarium over is goal of $45 million with a $100,000 contribution, assuring that the Aquarium would open debt free (Pare, 1992d).

The Membership Campaign

"The membership campaign further extended the idea of involving a broad base of donors," Hekkers said. "We found in our surveys that people bought memberships in order to contribute to the Aquarium" (Interview, October, 1993) (see Appendix F).

Family memberships cost $49; individual memberships $29. About 80 percent of all memberships are family memberships, he said. With membership come privileges, like no waiting in line, a newsletter, notice of special programs, and gift shop discounts.

Memberships at the Aquarium of the Americas in New Orleans are $35 for individuals and $59 for families. At the National Aquarium in Baltimore, the cost is $25 for individuals and $50 for families (Pare, 1991).

By the end of the first year of operation, The Tennessee Aquarium had logged a record 43,000 memberships.

"These 43,000 memberships meant, as far as I can tell, that we had exceeded what anyone else (other aquariums) had ever done," Hekkers said (Interview, October, 1993).

Aquarium surveys showed members visited an average of three times, and they brought some three visitors each (Pare, 1992e).

Currently, the membership fluctuates between 25,000 and 30,000 and eventually will stabilize at around 20,000, Hekkers said. If The Tennessee Aquarium stabilizes at 20,000 memberships, then it will be on a membership par with The Monterey Bay Aquarium which has been in existence for some 10 years.

"People who bought memberships in the beginning did so in order to make a contribution," Hekkers explained. However, today, when they consider renewing their membership, they think in terms of whether the membership is a value to them" (Interview, October, 1993).

As memberships began to accrue at a rate of 200 or more per day at one point (Mitchell, 1992a), Hekkers' multi-faceted marketing plan was in full swing. This, from a man who said he "had never had a job before with the word marketing in it."

Yet, Hekkers came to the job well prepared in June, 1990. He had a newspaper background, taught at a junior college, did a little promotions work, and was a former public relations officer for the Colorado Department of Natural Resources for 12 years prior to moving to Chattanooga.

"I guess most of my jobs have been problem-solving jobs. And that's what this job is with the Aquarium," Hekkers said (Interview, October, 1993).

James Hekkers' Early Strategies

Upon his arrival, Hekkers immediately began working on what he called a "fractured" tourist industry in Chattanooga.

"People in the tourist industry here had tried to come together to market Chattanooga as a package, but it had not been completely successful. That was one of the things I focused my own time on -- the Convention and Visitors Bureau, trying to stitch together a cooperative spirit."

Hekkers said the tourism sector looked forward to the Aquarium as the catalyst that would cause the industry to coalesce.

"Today the strategy has matured into presenting Chattanooga as a tourist destination," he said. "We felt strongly that the Aquarium had a mission. And that was to provide the anchor that would encourage economic development for everyone.

Besides, it was in the Aquarium's best interest to bring people to Chattanooga to do more than just see the Aquarium."

We had a decision to make early on, he said. "Would we concentrate on the day-trippers, or would we try to get people to stay for at least one night?" The choice would dictate the direction of his marketing plan. "We decided to go after the people who would most likely spend the night."

The Aquarium target visitor market took on a regional focus to include primarily those living within a two or three hours drive from Chattanooga. That meant that Atlanta, Nashville and Birmingham would be prime markets.

"Our marketing area can be illustrated by drawing a circle around Chattanooga that represents a distance of about 180 miles," he said. That's what our initial market looked like."

Yet, an early survey prepared for the Chattanooga Convention and Visitors Bureau by R L Associates of Princeton, N. J., revealed that few people outside Chattanooga were aware of the Aquarium (McGee, 1989a).

"That's when we launched the news media program," he said. "We worked cooperatively with the Chamber of Commerce and its newly formed News Bureau."

Run by Hekkers' wife, Sally, the Chattanooga News Bureau basically works with the national media on behalf of all of Chattanooga, Hekkers said.

"The News Bureau had to place the Aquarium in the context of a developing city, part of an overall development scheme," he said. "It was important that the press understood this. Naturally, the Aquarium was a top story that had great potential in the press."

While the News Bureau courted the national media, Hekkers' staff wooed the press locally and regionally by "personally contacting every media outlet within 120 miles of us," Hekkers said. "We visited every newspaper -- daily and weekly, every television and every radio station and put a press kit in their hands."

In the two weeks prior to the May 1992 opening, videos of the Aquarium were distributed so that every television station in the United States would have access to a clip of the 130,000-square-foot facility. On April 27, The Chattanooga Convention and Visitors Bureau launched a $430,000 radio advertising campaign featuring the Aquarium aimed at Atlanta, Birmingham and Nashville. Three- to four-minute segments were prepared to air Saturdays on the cable sports station ESPN. And Aquarium staff began looking at international media outlets after churning out some 1,000 news releases to U.S. travel editors, another thousand to the nation's top outdoor writers and an equal number to specialty magazines (Pare, 1992a).

Response of National Media

Soon, word about the Aquarium was out, resulting in "a groundswell of media feeding on itself," Hekkers said (Interview, October, 1993). An undated "In the News" fact sheet compiled by the Chattanooga News Bureau boasted of its success in introducing the Aquarium and the city to the national press. The sheet reads like a journalistic Who's Who:

"By reinvesting in its river heritage, Chattanooga seems to have restored its faith in itself, and it appears to be well on its way to becoming one of the prettiest cities for its size in America." --The Washington Post, June 7, 1992;

"Chattanooga is banking that a world-class aquarium highlighting the world's great rivers, including the one in its own back yard, will help give the city a new, upscale image." --USA Today, May, 1 1992;

"Ross's Landing Park and Plaza...is pure delight. Part history lesson, part civic space, part park, it triumphs over the monotony of so many plazas through unpredictability and layers of incident. It is, as artist Stan Townsend says, 'a place of discovery'."--The Atlanta Journal, April 26, 1992.

"The Tennessee Aquarium (is) said to be the first major freshwater aquarium in the world." --The New York Times, April 26, 1992;

"Chattanooga is networking with the rest of the world. Through its fledgling World Trade Center, business people in this Southeast Tennessee city have an avenue into global markets." --The Christian Science Monitor, July 2, 1992.

"(Chattanooga) has made environment and sustainable development central themes in its planning." --The Boston Sunday Globe, July 12, 1992.

"(Chattanooga is) the alluring Cinderella of the Tennessee River." -- The Times-Picayune, July 5, 1992;

"It's an ichthyologist's dream come true: The Tennessee Aquarium, the first major institution dedicated to freshwater ecosystems." -- Conde Naste Traveler, May, 1992.

"The fact that there was a story in The New York Times or USA Today may not bring you a lot of visitors, but having a story in those papers gave us a lot of credibility," Hekkers recalled.

Additional help with the press came from the Kreisberg Group, a public relations firm in New York City "who were good at opening up some doors in New York."

The Kreisberg Group organized a boat ride on the Hudson River to introduce the Aquarium to 60 or more members of the national press. The public relations firm also coordinated the Aquarium's grand opening in May, 1992, just as they had done for the Ring of Fire Aquarium in Japan ("PR firm...").

Hekkers said, in retrospect, the efforts that sparked attendance came from his staff. He credits The Chattanooga News Bureau and the Kreisberg Group for establishing the Aquarium's image as a significant national institution.

Not all of the press had been good. A June 24, 1991 issue of U. S. News & World Report sought to debunk the "if you build it they will come" philosophy. "Major ventures like Chattanooga's freshwater aquarium -- billed as America's first -- often develop a momentum of their own as officials extol their urban rejuvenation potential. Many of the country's 250 festival malls, like Toledo's Portside project, are suffering hard times after a heavy publicity buildup from local authorities." The article pointed out that while Montreal lost $980 million on the 1976 Olympic Games, "the fiasco didn't stop New Orleans and Knoxville, Tenn., from hemorrhaging millions on world's fairs in the 1980s" (Tannen, 1991).

Jean Allen of The Sun-Sentinal of Ft. Lauderdale, Fla., pointed out that not all aquariums have been successful. "An aquarium in Norwalk, Conn., is a financial flop and a planned aquarium in St. Louis fell through" (Allen, 1993).

A Comprehensive Plan Takes Shape

Hekkers launched in July 1992, what he considered to be the first comprehensive marketing plan, an updated version of the more limited pre-opening marketing plan created in October 1990. This early campaign had a promotional purpose and included the following techniques: news releases, in-person visits to regional cities, speakers bureau, newsletter mailings of 3,500, radio interviews, TV news coverage of project, displays in local hotels with information brochures, traveling exhibits, group tours of the building under construction, tent display at Riverbend Festival, local school educational projects, paid advertisements in Tour Association Magazine, direct mail for memberships to 30,000, and the luncheon cruise for national media on the Hudson River (Tindall, 1991).

Building upon the research done for the pre-opening phase, the goals of the more comprehensive 1992 plan were to:

--generate general admission attendance of 800,000 between January 1 and December 31, 1993;

--generate 60,000 marketing group visitations and 40,000 pre-paid ticket visitations between January 1 and December 31, 1993;

--maintain membership base at no fewer than 28,000 at any time in 1993;

--generate facility rental income of at least $180,000 in 1993;

--sign up and maintain a base of at least 100 business partners during 1993; and

--continue to position The Tennessee Aquarium as a world-class, internationally recognized cultural and educational institution which is an integral and important part of Chattanooga, the state, and the Southeast.

However, there were several challenges that had to be confronted at the outset of the 1992 Marketing Plan:

--the pre-opening and opening media coverage received by the Aquarium was directly related to its newsworthiness as a new institution. Once the newness wore off, it will be more difficult to obtain that much coverage again;

--the success of the membership program was outstanding; however, the high number of member visits received initially by the Aquarium led to lines and complaints from some members;

--the importance of members to the institution had not been communicated well enough internally;

--visitors expressed interest in a number of options that did not exist early on, including reservations, pre-purchase of tickets, a grandparents' membership, senior discount, pre-paid member guest tickets, and a number of other possibilities;

--marketing efforts were not adequately supported by The Tennessee Aquarium's computer and information systems;

--a wide range of research was needed to gather information which would help guide future marketing efforts (Hekkers, 1992).

However, there were a number of positive factors at work, Hekkers said. The Aquarium was off to an excellent start with more than 160,000 visitors in May and in June 1992. All revenue sources were exceeding projections by a large margin. Media coverage had been unprecedented before, during and after the opening. This coverage was broad-based and included both electronic and print media at the local, regional and national levels. The membership drive had netted some 28,000 charter members. New members could sign up either at the Aquarium or at Red Food Stores. The Aquarium had pooled its marketing efforts in a cooperative venture with the Chattanooga Convention and Visitors Bureau and the Chattanooga Chamber of Commerce News Bureau. This multiplied the Aquarium's ability to reach potential visitors, Hekkers said.

The Aquarium had drawn visitors from all target markets locally, regionally and nationally. Those markets included an area population of some 850,000, a regional population of 8.6 million, and a visitor market of an estimated 9.5 million, as well as special markets such as sport fishermen, tour groups, convention and business travelers, and environmentally interested and active people. The Aquarium's visitors and members had been a tremendous source of word-of-mouth advertising. Other new projects were slated for opening in Chattanooga to increase the tourist draw, including the Bessie Smith Hall, which would celebrate the noted Blues singer; the historic Walnut Street Bridge; and the Children's Museum. And, of course, the 1996 Olympic Games in Atlanta would draw people to the region.

Improvements to Ross's Landing Park and Plaza had garnered public approval. Parking near the Aquarium was adequate, with the help of the city shuttle bus system that allows visitors to park farther away and ride the shuttle to the Aquarium. The area around the Aquarium was bustling with new development which included a new Visitors Center and a retail/food complex adjacent to the Aquarium (Hekkers, 1992).

And finally, the continued success of the Festival of Rivers indicated that Ross's Landing is a good site for large special events. Subsequently, Chattanooga was selected to host the National Folk Festival in 1993, 1994 and 1995. Chattanooga also will host the Outdoor Writers Association annual convention in 1995. Aquarium officials went to North Dakota to help secure that convention ("An Exceptional Year...").

Strategies Take Shape

From the 1992 Marketing Plan, 11 strategies emerged to meet the challenges of the Aquarium's first year of operation. First among them was an aggressive public relations plan to increase awareness and enhance the Aquarium's public image among local, regional, national and special audiences (Hekkers, 1992). An aggressive media program would target messages to each of these audiences. Media would receive continuous updates on Aquarium news. Local angles would be developed. Husbandry staff would appear on regional talk shows, using animals when possible to generate interest. Special story angles would be developed for publications in the following categories: environmental and nature, sportfishing, travel and tourist, and education and science. Placement for these stories would be pursued in regional corporate and non-profit newsletters.

Work would continue with the Chattanooga News Bureau, the Chattanooga Visitors Bureau and the Tennessee Department of Tourism to develop and implement news coverage of the city and the Aquarium.

Riverwatch, the Aquarium's bimonthly newsletter, would be developed as an important link to the membership.

Efforts would be ongoing to work with nature and sportfishing groups and to work with economic development groups to encourage future growth.

A speakers bureau was developed, as well as a photo/video library.

Aquarium staff were updated regularly on media and public relations functions, specifically to:

--conduct ongoing media relations community programs, including broadcast training;

--keep staff informed of all significant media visits and presentations;

--continually inform all aquarium staff regarding response to media inquiries;

--keep staff informed of significant community events affecting The Tennessee Aquarium.

Materials and methods used to implement the strategy included news releases, talk show presentations, media contacts, newsletters and fliers, posters, brochures, displays, seminars, videos, photographs and slides.

The second strategy involved developing aggressive promotional and advertising programs that were cost effective, targeted and took advantage of potential help from other entities.

This would be accomplished by distributing brochures, developing displays at prime locations, tying into other cultural institutions, participating in the Convention and Visitors Bureau's cooperative advertising program, securing donations of advertising space in various media, developing and distributing public service spots, taking advantage of cost sharing opportunities through the State Tourism Department, working with the Tennessee Department of Tourism to ensure that the Aquarium is an important part of the state's tourism, serving on the Convention and Visitors Bureau Marketing Committee to encourage a unified marketing plan, negotiating paid or trade-out radio promotions for the Atlanta and Nashville markets in order to stimulate tourism, providing prize packages in exchange for advertising in smaller markets like Knoxville and Birmingham, co-sponsoring register-to-win promotions with out-of-market Coca-Cola bottlers, developing and implementing a major holiday campaign, offering a discounted ticket promotion sponsored by a major company, and capturing University of Tennessee football fan traffic on I-75 and I-24 with strategic advertising.

A third strategy involved developing festival and special events through unified marketing efforts. Important groups to work with would include the Convention and Visitors Bureau, Chamber of Commerce, Partners for Economic Programs, the RiverCity Company, and Allied Arts. A cooperative effort among other aquariums and zoos was launched for a "Do Something Wild" promotional campaign. A Seafood Festival on the plaza in March, a Street Performers Festival in April, and holiday promotionals in November and December were devised to keep people coming.

A fourth strategy would define market segments, goals and strategies for the group travel industry and facility rental. Goals were set to achieve 150 motorcoach visitations, 450 visits by religious organizations and churches, and 150 student/educational groups. Some 40 convention and meetings groups were hoped for as well as some 350 visits from youth and seniors clubs and organizations.

The facility rental segment is comprised of conventions, corporate accounts, meeting planners, private events and other situations in which the Aquarium could be rented for after hours events. Strategies were implemented to obtain the goal of 75 rentals.

A fifth strategy was to develop and participate in cooperative projects that fulfill the Aquarium's mission, establish credibility and increase the Aquarium's visibility. This would be accomplished through an environmental puppet show (which gained national recognition) and an art calendar contest for high school art students. Aquarium marketing staff would work with the Chattanooga Convention and Visitors Bureau to secure important meetings and conventions for Chattanooga. Promotional activities and programs would be planned in conjunction with the Year of Clean Water sponsored by the Clean Water Foundation. Staff also would work with Chattanooga State Technical Community College to host a television course entitled

Behind the Headlines. A 30-minute program would be developed with WTCI-TV 45 about the Aquarium to be shown on the local public television station and made available to other public stations in the Southeast.

A sixth strategy was to manage a membership program that includes Individual, Patron and Business Partnership components. This would involve a membership renewal program, marketing members through mass mailings, piggyback mailings, joint promotions, shopping center and event booths, speaker's bureau, and public service advertising. The program would be evaluated by utilizing member surveys and an advisory committee.

A seventh strategy was to plan and implement a development program to help subsidize the Aquarium's operations, educational efforts and research programs. Current members would be asked to upgrade patron-level memberships to encourage contributions to the Aquarium's education programs. Major capital gift prospects would be identified, and grants would be sought for education and research projects.

An eighth strategy was to ensure that visitors and members of the Aquarium have an outstanding experience that causes them to recommend the facility to friends and neighbors. To this end a comprehensive customer service plan, including periodic telephone surveys of members, would be developed.

A ninth strategy would implement a market research plan to understand the demographics of both members and visitors, to solicit feedback on the experience and to understand the economic impact of the Aquarium on the Chattanooga area.

A tenth strategy was to augment staff expertise through the experiences, resources, connections, creativity and problem solving abilities of the Board of Advisors.

And finally, an eleventh strategy was to develop and implement a plan within the Aquarium to maintain a positive image. This would be an internal activity that stressed setting an example of positive leadership through effective communication and cooperation; understanding other departments and communicating all marketing activities to those departments; and through activities that demonstrate marketing leadership. In addition, the marketing department would assist with the orientation of new Aquarium employees and the training of current employees.

The Aquarium marketing department, headed by James Hekkers, was comprised of 23 professionals, and some seasonal and part-time help, in the areas of public relations, advertising, development, membership, group sales and facility rental. It was essentially a horizontal structure, in which each sector was responsible to Hekkers, yet each was allowed leeway to function within its full range of expertise and talent, Hekkers said.

"The term marketing here is a broad umbrella that covers public relations, media relations, membership, development and group sales -- any of those things that we do to bring visitors to the Aquarium," he said. Marketing, he said, is not just sales.

"One of my first goals was to hire a good staff. I focused on finding good people," he said. All of them were local people. I thought it was important to get local people. It's a large staff, but you have to commit the resources to doing this work" (Interview, October, 1993).

The 1993 calendar year budget for Hekkers' department was $1.2 for operations and another $600,000 for salaries.

"Our total budget is anywhere from $1.6 to $1.7 million, which is pretty comparable to other aquariums," Hekkers said. "I know the Monterey Aquarium's marketing budget is about $2.2 million. That's an institution that brings in $25 million in revenue."

With his staff in place, and strategies at work, Hekkers would oversee the birth and first steps of Chattanooga's premiere world-class attraction, a modern aquarium.

Success Came Fast and Furious

By opening day in May 1992, more than 27,000 charter members had signed up, almost five times the number originally predicted.

By May 20, 1992 the Aquarium topped the 100,000 visitor mark.

In June, the largest advertising campaign ever conducted by the Chattanooga Convention and Visitor's Bureau was begun. Thirty-second television commercials aimed at Atlanta and Nashville prominently featured the Aquarium.

The Riverbend Festival once again drew large crowds in late June, and more than 19,000 people visited the aquarium during the first three days of the festival.

During the Fourth of July, more than 23,000 people visited during the three-day weekend.

Also that month a business partnership program began, which gave area businesses guest passes and other amenities. Southern Threads, Inc., and Komatsu Dresser Company were the first to sign up.

By July 25, some 500,000 visitors had walked through the doors. By the end of that month more than 206,000 people had visited the Aquarium, making July the most successful single month of 1992.

The largest single attendance occurred on Saturday, August 8, as 8,948 visitors toured the facility.

On August 17, the 650,000th visitor was noted. The Aquarium had reached its first-year attendance goal in just three and one-half months.

The Labor Day weekend broke the three-day attendance record with 24,236 people. Membership topped 40,000, making it one of the largest memberships of any aquarium in the country.

On November 12, a resident of Dahlonega, Georgia, became the one millionth visitor. This attendance milestone was reached in just over seven months (see Appendix G).

Total visitation for 1992 was 1,114,145. Membership stood at 41,415. The first full year of operations ended on April 30, 1993. Total visitation stood at 1,486,841. Aquarium officials marked the anniversary with musical entertainment and a fireworks show in conjunction with the re-opening of the Walnut Street Bridge (<u>"An Exceptional Year..."</u>).

"Bill Flynn (Aquarium president) expected that we would have the same experience as other aquariums; that is, a significant dropoff in attendance," Hekkers explained. But we did not have that. We had a dropoff in member visits, but we expected that."

Hekkers said the biggest attendance challenge facing the Aquarium is keeping the concept fresh. Marketing efforts have to be aggressive to minimize the decline in attendance that is expected in 1994.

"But don't forget that in 1995 Chattanooga will get a Children's Museum and in 1996 the Olympics will be in Atlanta," he said. The long-term challenge for the Aquarium is to find something that will bring people back, whether that means developing special exhibits or developing a second phase, which has been discussed but tabled for now. "The last thing we want to do is go out there and raise more money so soon on the heels of the last campaign" (Interview, October, 1993).

But for now, Hekkers said an improved admission procedure designed to alleviate long lines during the peak season has helped attendance. The number of ticket counters doubled and moved to the new visitor's center, and a new computerized ticket reservation system was added. Ticket prices are similar to those of other area attractions. Admission for adults is $8.75; $4.75 for children.

Hekkers said it originally was thought that the Aquarium would draw the drive-through traffic going South.

"That's not proven to be true and I didn't ever think it would be," he said. People don't do that. People plan trips. Most don't show up on a whim. Most people come here because they planned to come. We've found that Chattanooga is the primary destination for two-thirds of Aquarium visitors."

Slowly but surely, Hekkers said he's expanding the Aquarium's market area.

"We try to focus on three cities a year. So in 1994 we'll focus on Birmingham and Huntsville, Ala., and Columbus, Ga.," he said. "You have to be careful with market expansion because it is a cost/efficiency question. Will the number of paid visitors offset the advertising costs to attract them?"

Hekkers said more will be done to attract the senior citizens market and the Afro-American market. "African-Americans tend to have more family reunions than most people," he said. "These reunions tend to be bigger and more elaborate. That fact is, Chattanooga would be a great place to have a family reunion" (Interview, October, 1993).

Utilizing the Convention and Visitors Bureau cooperative advertising program has proven to be a useful tactic. "We (the Aquarium) can't afford to do TV on our own, but if we pool our money with everyone else then that pool can afford to do TV," Hekkers said. This is what the bureau has done for us and others. We are the biggest contributor to this pool, but it's well worth it to us."

The use of highway billboards to advertise the Aquarium was a troubling issue, Hekkers said.

"There is the feeling that billboards represent an environmental issue. I'm not so sure it is environmental as much as it is an aesthetic issue," he said.

As they struggled with the issue, the highway department provided the Aquarium with directional signs that were small and inadequate. "They just didn't believe we were going to draw these kinds of numbers."

Hekkers responded by buying four billboards, but said they were not good directional signs and did not truly convey the scope of the Aquarium to the public.

"Now there are people who totally disagree with that, saying that we should string billboards out along Interstate 75 for miles and miles like Rock City does," Hekkers said. "But we found that people who visit Rock City or Ruby Falls were attracted by the billboards. Yet Rock City visitors do not fit the demographics of the people we normally get. So just throwing out billboards for the Aquarium isn't necessarily going to pull those people in. When you look at the costs of billboard advertising and compare those costs to the number of Rock City visitors we might attract, then you know that billboards wouldn't be worth it. We couldn't draw enough people, based on that research to justify it. We can spend that $50,000 somewhere else" (Interview, October, 1993).

At the time of this writing, billboards advertise the Aquarium along interstate highways in Chattanooga. Highway directional signs have been improved and feature the Aquarium logo.

So, with all the fuss about markets -- how to attract them and keep people coming -- just what is the profile of the average Aquarium visitor? (see Appendix H).

According to Aquarium research, Aquarium visitors are highly educated. Seventy-five percent have attended or graduated from college. They have good incomes (82 percent have household incomes over $30,000). Weekend visitors come from Atlanta, primarily, Nashville, Knoxville and increasingly, from Birmingham. Daytrip visitors come from up to 150 miles away. Overnight visitors in the summer come from 50 to 700 miles away on a multiple-stop vacation. Fall visitation is mostly senior citizens and adults traveling without children. Seventy-five percent of out-of-town visitors come specifically to see the Aquarium. Up to 40 percent of visitors say they heard about the Aquarium from someone else who had visited (Pare, 1992e).

In conclusion, Hekkers based the Aquarium's success on one philosophy that permeated the fund raising, public relations and marketing of the Aquarium: "We won't attempt anything that we can't do well. We've stuck to that commitment to quality from the very beginning."

Aquarium President William Flynn echoed that sentiment. "The quality of the Aquarium drives the marketing efforts. If the quality isn't there, the marketing efforts will fall flat" (Interview, October, 1993).

The year 1992 closed on a high note. The three-day Festival of Rivers, which celebrated the opening of the Aquarium, was named the best event in 1992 by the Southeast Tourism Society ("Three-day..."). In November, the Southeast Chapter of the National Society of Fund-Raising Executives chose the many Aquarium donors as recipients of the "Philanthropist of the Year Award" ("Aquarium arranges..").

Aquarium Marketing Director James Hekkers left The Tennessee Aquarium at the end of October, 1993, to accept the position of vice president of marketing and external relations at the Monterey Bay Aquarium in California.

CHAPTER VI

CONCLUSIONS

In evaluating and interpreting the events of this study, it is helpful to review the original thesis questions. The primary purpose of this study was to determine the relationship between the public relations efforts and fund-raising efforts. Was one driven by the other? Did one have precedence over the other? This study also covered in depth the rise and role of active publics.

The specific research questions that guided this study were:
Ultimately, did public relations drive the fund raising, or did fund raising drive the public relations? How did citizen participation impact the success of the Aquarium? What were the roles of these active citizen publics? What public opinion obstacles arose and how were these managed? Institutional autonomy is an important issue in fund raising. How were the goals and mission of the Aquarium protected from donors and external publics? What was the role of the media in building public support?

Fund Raising and PR: Separate or Symbiotic?

The year 1988 was a busy one for Aquarium supporters. Most of the main players were involved in both public relations and fund-raising activities. However, there was no coordinated strategy that linked the two functions. They remained separate activities. In 1988, the RiverCity Company hired a Chattanooga public relations firm, Judy Britain and Associates, to handle the public relations for Ross's

Landing development and the Aquarium. In the words of Britain, "These two separate activities -- the public relations campaign and the fund raising -- played off each other." Indeed, the many public presentations of the Aquarium to just about anyone who would listen complemented the parallel fund-raising campaign. Key supporters like Hurley, Hanlin, and McDonald wore two hats during this period. Each was involved in promotion activities as well as solicitation of prospective donors.

The first fund-raising announcement came in February 1988, when it was announced to supporters gathered at a gala at the Chattanooga Choo Choo that $23 million in private funds had been collected. These funds had been solicited quietly by Jack Lupton and William Sudderth from local foundations and philanthropists. Certainly, an announcement of this magnitude provided a huge psychological lift to the project and the much-needed, go-ahead signal. From this point on, major national corporations with offices in Chattanooga were solicited.

Meanwhile, Judy Britain and Associates carefully targeted key publics in the business, manufacturing, education and civic segments. Ms. Hurley, Hanlin and McDonald continued to make informational presentations to these groups.

The fund-raising effort began to gain momentum as more and more major corporate and individual donors came forward. Yet, the issue of a publicly funded aquarium remained controversial and hotly contested. Then on May 16, 1988, boosted by a $4.5 million contribution from the Benwood Foundation of Chattanooga, developers decided to build and operate the proposed riverfront facility privately and use state and local tax monies for roads, parks and other public improvements at Ross's Landing. By that time, $26.5 million in contributions and pledges had been raised. The general public was then invited to contribute to the fund-raising effort, although the public response would not play a significant role until memberships were offered later in 1991.

In 1989 DuPont donated $500,000 and Digital Equipment Corporation and TVA followed in 1990 with donations of $700,000 and $600,000, respectively. By that time, the total costs of the Aquarium had been fully realized. The cost of the building, acquisition of fish and animals, staffing costs and other set-up costs had pushed the price tag toward a $45 million figure.

In 1991 the Aquarium launched a smaller Nickajack Circle campaign which financed the largest freshwater tank in the world. The membership campaign got under way and eventually resulted in a record-breaking 46,000 memberships. The public clearly responded to the chance to contribute to the project through affordable memberships.

In 1992, the rewards of the public relations and fund-raising efforts began pouring in. The Aquarium was reeling in splashy headlines around the country. Major donors like Bowater Inc., Coca-Cola USA, Red Food Stores and others climbed aboard the bandwagon. The Nickajack Circle Campaign celebrated a successful campaign. On May 1, more than 70,000 gathered at Ross's Landing to mark the opening of the Aquarium. Attendance milestones would be reached again and again in the coming months.

There can be no doubt that the early public relations efforts of Jack McDonald and the Aquarium Task Force and the professional services of Judy Britain and Associates contributed to the success of the Aquarium. McDonald brought the Aquarium to the public, who responded in 1991 by purchasing memberships. Judy Britain and Associates helped narrow the efforts in 1988 toward key publics in the business, manufacturing, education and civic sectors. Their combined efforts resulted in the local public support that followed on the heels of Jack Lupton's quiet fund-raising efforts with private foundations and philanthropists.

Cutlip (1965) holds a separate-but-equal view on the relationship between public relations and fund raising, saying that although they are intertwined in the art of raising money, they are "distinctly separate professions." However, Grunig (Grunig & Hunt, 1984) applied models of public relations to fund raising. Kelly advocates the placement of fund raising under the umbrella of public relations. Yet, she says, "There are few advocates who would attempt to explain fund raising within the paradigm of public relations ... A relatively small number of scholars have examined the relationship between the two organizational functions of public relations and fund raising, and only a few have provided evidence of more than a symbiotic relationship, although they have made no attempts to demonstrate a stronger connection between the two" (Kelly, 1991).

Aquarium supporters clearly saw public relations and fund raising as two separate activities, along the lines of Cutlip's argument. Aquarium activists, as well as Judy Britain, described this relationship as symbiotic with each having positive implications for the other. For example, the public relations activities kept the Aquarium issue before the public; and the successful solicitation of prestigious donors gave heightened credibility to the public relations efforts.

Elements of public relations were clearly evident in the fund raising process, as solicitors sought to inform and recruit donors. The Tennessee Aquarium emerged as a contingency model, which included aspects of Grunig's public information, one-way asymmetrical and two-way symmetrical models of public relations and fund raising. The tenor of the public relations and fund-raising campaigns was to reach mutual understanding on the purpose and benefits that the Aquarium would bring to Chattanooga. On this foundation, one would expect to see two-way communications with balanced effects. Clearly, supporters and donors were convinced that there was something in it for everyone.

In light of the previous discussion, how would one answer the main research question of this study: Did public relations drive the fund-raising activities, or did fund raising drive the public relations activities? This question was posed in each interview with prominent players in the Aquarium's development. Each one responded that public relations and fund-raising activities complemented each other, and that neither was dominant. Kelly (1989b) cited a PRSA study of members who worked for educational and cultural organizations. It was found that in 40 percent of the organizations, the fund-raising function was dominant over the public relations function; in 42 percent the two functions were perceived as equal; and in only 19 percent of the organizations fund raising was subordinate to public relations.

It would seem, therefore, that public relations and fund raising for The Tennessee Aquarium followed the more traditional perceptions expressed in the PRSA study. It is this writer's view that their relationship was complementary overall, but would not have been successful without a strong public relations base on which fund-raising was carried forward. Aquarium supporters unwittingly broke new ground in public relations by employing some elements of Grunig's two-way symmetrical model. In doing so, they joined the few organizations (15 percent) that use this model today. The driving force behind the public relations and fund raising for the Aquarium was the goal of mutual understanding between the RiverCity Company, Aquarium supporters and their publics, including donors.

When considering the makeup of the key Aquarium players, one might expect that they would try the mutual understanding approach that characterizes the two-way symmetrical model. Grunig said that educators and professional leaders are associated with this model. Lupton, Hanlin, Hurley, McDonald and Sudderth are all experienced fund raisers with a keen sense of business and government affairs, and they possessed an appreciation for a project with an educational mission. It would seem that just the right people came together around the right project at just the right time. The mix of enlightened leadership and educational mission coaxed elements of the two-way symmetrical model into being.

Not through propaganda, dissemination of information, or scientific persuasion alone were key publics made Aquarium converts. It was mutual understanding -- the heart of the Grunig's two-way symmetric model -- that won over influential publics and donors.

Grunig is an advocate of the strategic targeting of only relevant publics. He would wince, no doubt, at the process of blanket appeals to the public in general, which categorized early efforts on behalf of the Aquarium. Grunig would argue that securing everyone's support wasn't necessary or possible. Likewise, he would caution that people on limited or fixed incomes, those with limited education or limited business sense would probably never catch the Aquarium vision. Apparently, it was important to Aquarium backers that the public in general be informed about the Aquarium. Supporters seemed to see this as an important civic obligation and a necessary and desirable end. While laudable, their mass approach to garnering support was inefficient in a public relations sense. Ironically, however, the payback came in 1991 when Aquarium memberships were sold in record numbers.

Over the course of events, however, there was a gradual narrowing of publics in both public relations and fund-raising efforts. The emphasis shifted more and more to influential groups and individuals. Judy Britain and Associates, in its public relations plan for the RiverCity Company, wisely identified specific publics in the manufacturing, banking, education and civic sectors. Meanwhile, the natural process of identifying potential donors greatly narrowed the field of prospects; although here, too, a wide base of supporters was a goal.

A Model of Citizen Participation

The role and impact of citizen participation on the development of the Aquarium is one of the most instructive aspects of this project. The construction of The Tennessee Aquarium was rooted in a declining city's desire to revitalize itself around its major natural resource, the Tennessee River.

Chattanooga had suffered from environmental problems during the 1960s and 1970s, and loss of jobs and population during the 1980s. Clearly, Chattanooga's back was against the wall.

Yet, Chattanooga had citizens willing to work for change and had the added advantage of a number of local foundations that were interested in the city's future, primarily the Lyndhurst Foundation. Following models of citizen participation observed in other comparable cities, Chattanoogans came together around a public forum called Vision 2000, established by Chattanooga Venture. Through a series of public meetings, citizens came to a consensus on Chattanooga's future. In the words of Mai Bell Hurley, the forums had "changed the way we thought of ourselves."

They envisioned a city returning to its river and becoming a flagship of environmental progress. However, this meant cleaning up their own act -- the water and air -- and encouraging cleaner industry to replace the pollution-belching smokestacks of yesteryear. They saw the city's salvation in the area's natural beauty, and secondarily in its historic past. In time, the linchpin of the revival would become The Tennessee Aquarium.

A curious, but wary, public heard appeals of support for the Aquarium from Jack McDonald and the Chattanooga Venture Aquarium Task Force. Dissenters feared rising taxes, primarily, and put up a vocal fight. But in a surprise move, the wealth and influence of one man -- John T. "Jack" Lupton -- propelled the project above the fray and into the realm of private funding.

There is no doubt that Jack Lupton, and his Coca-Cola fortune, championed the Aquarium. His support meant influence with comparably wealthy men and access to corporate boardrooms. Olan Mills II, the picture portrait magnate, was an Aquarium supporter. Experienced volunteer fund raisers like Mai Bell Hurley and Carey Hanlin worked under Lupton's auspices in a quiet, but effective fund-raising effort.

Those close to the project talked about the Lyndhurst Foundation "style" of operating. It was Lupton's view that the right people be found for the job, that they be funded and then left alone to do their work. This attitude stands in stark contrast to the philanthropy of Ignatz Steinhart, who earlier in this century imposed conditions on the running of the San Francisco aquarium that bears his name. Instead, it was Lupton's style to work behind the scenes, quietly orchestrating events.

<u>The Aquarium, Step by Step</u>

In Chapter 1, architect Linda Rhodes advocated a team approach in this business of aquarium building. Her 10-point approach was evident throughout the progress of The Tennessee Aquarium:

1. Mission Statement. The supporters of the Aquarium worked out the purpose of the facility and could honestly answer in detail the important question, "Why do this?"

2. Market Research. Confidence in the Ross's Landing development was based on numerous studies that dated back to the early 1980s. Among these were studies by Urban Land Institute and the Moccasin Bend Task Force.

3. Concept Plan. There was no doubt that Architect Peter Chermayeff and his firm were more than capable of rendering a world-class plan for a freshwater aquarium. Chermayeff is considered the world's premiere aquarium builder.

4. Feasibility Study. The Development Feasibility, Aquarium and Mixed Uses, Ross's Landing, study completed in 1987 by Economics Research Associates of Boston was an exhaustive market and financial analysis that identified outstanding potential for development of Ross's Landing.

5. Budget. William Flynn, former president of the National Aquarium in Baltimore, was recruited to be president of The Tennessee Aquarium. A veteran aquarium builder, he was more than qualified to guide the budget process.

6. Fund-raising Feasibility Study and Fund-raising Program. The Aquarium was blessed with experienced volunteer fund raisers who had connections. Jack Lupton, City Council member Mai Bell Hurley, and Carey Hanlin, former CEO of Provident Life and Accident Insurance Company, quickly identified and accessed prospects. A professional fund raiser was hired, but subsequently was dismissed because he just wasn't needed. By all accounts, the fund raising was an informal process executed

among experienced, civic-minded volunteers who knew how to proceed. If any written fund-raising strategies ever existed, this writer was unable to obtain them.

7. Design Process. Again, in the experienced hands of Peter Chermayeff and William Flynn, this process was easily executed.

8. Construction. Ground-breaking was an important psychological hurdle identified by RiverCity Company President William Sudderth. Staking out the dimensions of the building with blue paint and balloons helped to give the vision a tangible shape. Construction proceeded and prompted many interesting stories that are beyond the scope of this thesis.

9. Pre-opening Activities. The greatest of care was taken to build a crescendo of national interest in the Aquarium prior to its opening. So much excitement was created that Marketing Director James Hekkers referred to it as a "groundswell of media feeding on itself." The Kreisberg Group who managed the opening of the Ring of Fire Aquarium in Japan helped with the opening of The Tennessee Aquarium. Everyone from Gov. Ned McWherter to the tiniest tot was there on May 1, 1992, for opening festivities.

10. "What follows these steps, however, may really be the most important. That is the continuing operation, constant renewal, and perpetual dedication to standards of excellence and visitor satisfaction. In fact, it is a well-recognized risk that institutions may fail to plan beyond opening day," Taylor wrote. That brings us to James Hekkers and his 1992 Marketing Plan.

Selecting the Right Model

Public relations activities were incorporated into a total marketing package devised in July, 1992 by James Hekkers. Executed by Gene Pinder, public relations activities at the Aquarium occupied a horizontal position to the other departments -- membership, advertising, group sales and facility rental. Only recently has Hekkers established a one-person development office which will address planned giving and other traditional forms of institutional development.

Hekkers chose more of a marketing approach in establishing his department. Public relations and marketing are not one and the same, he said. "Marketing is the sum total of all the things you do to present the Aquarium to the public -- that's what marketing is here," he said.

Setting up his department in such a manner reflects the complex and varied tasks that Hekkers' staff of 23 has to perform. The Aquarium is not just a public relations challenge, nor is it just a fund-raising challenge. It is as Taylor in his book described: "The establishment and operation of a public aquarium is a complex collaborative process, tantamount to the writing and production of a major motion picture or the establishment of a new corporation."

This might explain why Hekkers chose a marketing approach in organizational terms. Public relations activities are only part of the total picture. Consider Kelly's (1991) model that positions public relations above fund raising and other functions. Her model seems workable in the less complex university settings she discusses the her book. It is arguable whether her model would be comprehensive enough to drive a complex structure like The Tennessee Aquarium. This is where the theoretical water becomes muddied. Would the Aquarium be best served by a public relations model or by a marketing model? The Aquarium is about managing publics, but it is also very much concerned with selling a product. Hekkers obviously chose a more circumspect marketing approach, which appears to be a hybrid model that combines public relations and marketing strategies.

Gifts Too Costly to Accept

Kelly (1991) also discussed the issue of institutional autonomy, that is, protecting the institution from publics and donors that may try to influence or disrupt the goals of the institution. In the case of the Aquarium, many groups -- donors and otherwise -- could have negatively impacted its goals. Jack Lupton, with his unprecedented financial support, could have demanded certain stipulations. He already had single-handedly dismantled the vocal opposition with his offer of private funding. The Aquarium Board of Trustees chaired by Carey Hanlin could have wielded an iron hand, as could have RiverCity Company which oversees the riverfront development. And then there were all those powerful corporations and individual philanthropists whose money built the Aquarium and its exhibits.

Certainly, it would be foolish to suggest that these powerful factions always agreed, or refrained from power plays. But there seemed to be an overriding spirit of cooperation and altruism among supporters, both meek and mighty, which permeated the course of events.

"Our Board of Trustees has done what they are supposed to do," Hekkers said. "That is, provide the resources, support and policy oversight, and let the staff run things on a day-to-day basis." Encroachment on internal institutional autonomy "has not been a problem."

"What you really worry about," he continued, "is the corporate gift. I think New Orleans (Aquarium of the Americas) got money from an oil company and did an oil rig exhibit. That could be a little suspect in people's minds. I think it was on the up and up, but the perception of the situation could have been a problem. We didn't go after donations from liquor companies or oil companies."

Clearly, there are gifts that are just too expensive to accept, he said. "There are gifts that carry with them some baggage. The same is true of public money that carries with it some strings. That's why the board gave back the initial money the state pledged to the Aquarium. They didn't think it was worth the strings that were attached."

What was the quid pro quo that satisfied corporate and individual donors? In other words, what's the "What's in it for me?" Clearly, the two-fold mission of the Aquarium -- the educational and environmental aspects -- was a powerful draw, particularly for corporations looking for the perfect public relations alliance. DuPont, for example, surely saw the immediate advantage of being an Aquarium sponsor. If DuPont is blamed in the future for some environmental disaster, the company can point to its already existing sponsorship of the Aquarium as evidence of its commitment to environmental concerns. DuPont never stated its intentions in this manner, but the benefit is obvious. The Komatsu Dresser Company was excited about the Aquarium's educational potential, not to mention having a novel and prestigious place to entertain corporate guests in Chattanooga. The Krystal Company and Red Food Stores said the Aquarium represented a worthwhile investment that demonstrated their companies' commitment to Chattanooga's future.

Educational and environmental focus, prestige and proof of commitment to the city were all powerful inducements to sponsorship for local companies and national companies with local offices. Sponsorship also provides a hedge against some future public relations crisis, particularly of an environmental nature.

The Role of the Media

The media unquestionably played a part in the development of the Aquarium. Of course, the opening of a new aquarium would be a marketable story. But it was apparent that great pains were taken to court the press and to generate excitement prior to the Aquarium's opening. Whether the national news frenzy impacted attendance figures is arguable. But, as Hekkers noted, "Having a story in The New York Times or USA Today gave us great credibility." The Chattanooga News Bureau was an important local player in this process. So was the desire on Hekkers' part to place the Aquarium within the framework of Chattanooga as a total tourist destination. His efforts, as well as others, to bring a "fractured" tourism industry to coalescence provided the springboard to progress that the industry had lacked. Hekkers understood that the promotion of the Aquarium would involve many people and agencies beyond its walls.

In conclusion, the success of The Tennessee Aquarium can be traced to the volunteer spirit of active supporter publics, the benevolence of an enlightened benefactor, experienced volunteer fund raisers, an aggressive media campaign, a comprehensive marketing plan and the coordinated efforts of the Aquarium, the Chattanooga Convention and Visitors Bureau and related tourism agencies. At the heart of this success were solid public relations efforts which drove the fund-raising activities.

It should be noted that the road from Aquarium concept to reality was years, not months, long. Aquarium backers and supporters were wise to consider that public support, either in spirit or in money, would take time to cultivate. Even then, the threat of higher taxation undermined support for the project until it was rescued with private funds.

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APPENDICES

APPENDIX A

TIMELINE FOR THE TENNESSEE AQUARIUM

1981

Five University of Tennessee-Knoxville architectural students recommended an aquarium in plans exhibited at the Urban Design Studio, Chattanooga.

Consultants for Landmarks Chattanooga, a nonprofit historical preservation group included an aquarium in a plan for waterfront development.

1982

The first Riverbend Festival dramatized recreational and business opportunities along the Tennessee River.

1983

The Moccasin Bend Task Force, charged with studying improvements of land use on the Moccasin Bend property, extended its scope to the entire 20-mile Tennessee River corridor.

1984

Chattanooga Venture, a community-based planning organization, held its first meeting and launched a citizen-directed, goal-setting process called Vision 2000.

1985

Gov. Lamar Alexander asked Chattanooga to identify specific capital projects, preferably including an aquarium, toward which the state could appropriate funds.

The Moccasin Bend Task Force unveiled its master plan that outlined several uses for the Tennessee River, including an aquarium, as part of the riverfront development.

Chattanooga civic leaders presented a $15 million "wish list" of capital projects to Gov. Alexander. The list included an aquarium.

Greater Chattanooga Partnership, a private nonprofit development company, was created to implement city plans for riverfront and downtown development. It later was renamed the RiverCity Company.

Businessman Jack Lupton and the Lyndhurst Foundation pledged millions in seed money toward riverfront development.

<u>1986</u>

The new year began with an announcement that Gov. Alexander's budget would include $9.6 million for Chattanooga's "wish list," a portion of which was earmarked for an aquarium.

Chattanooga Venture created an Aquarium Task Force in May to move the project from concept to reality. The task force recommended a freshwater emphasis, named Peter Chermayeff as architect, and suggested that the aquarium be named The Tennessee Aquarium.

<u>1987</u>

Chermayeff, of Cambridge Seven Associates, Boston, was named Aquarium architect.

Citizens for a Referendum formed. The 12-member grassroots group sought a referendum on whether the Aquarium should be built.

<u>1988</u>

Chermayeff unveiled the Aquarium design plans and projected it will open in May 1992.

RiverCity Company hired Judy Britain and Associates to create public relations strategies for the Aquarium.

Several groups continued vocal opposition to the Aquarium.

Major fund-raising efforts targeted philanthropists and foundations.

Directors of RiverCity Company agree to finance the Aquarium through private fünds. The $7.3 million in state funds earmarked for the Aquarium was diverted to the development of public plazas around the Aquarium.

Fund-raising activities targeted national corporations.

Groundbreaking for the Aquarium took place November 11. RiverCity Company turns over responsibility of the Aquarium to a board of trustees, which names H. Carey Hanlin as chairman.

<u>1989</u>

William Flynn was named president of the Aquarium. Turner Construction Company began site excavation.

$10 million capital campaign was launched.

DuPont donated $500,000.

<u>1990</u>

James Hekkers was hired as Aquarium marketing director.

Digital Equipment Corporation donated $700,000 in computer equipment.

TVA announced a $600,000 contribution.

Media campaign was under way.

<u>1991</u>

Aquarium launched Nickajack Circle Campaign.

Membership drive began.

National media were given a sneak preview of the Aquarium aboard a yacht in the Hudson River in New York City.

<u>1992</u>

Bowater Inc. gave $100,000.

Aquarium announced that the $45 million funding goal was in sight.

Aquarium reeled in splashy headlines around the country.

More than 20,000 charter members were treated to at special preview.

Major donors and benefactors were honored. Nickajack Circle Campaign donors celebrated success.

May 1 opening was a major media event. Seventy thousand attended the festivities.

Coca-Cola USA became first official sponsor of the Aquarium with a six-figure donation. Red Food Stores followed suit.

Aquarium topped 100,000 visitors on May 20.

Chattanooga Convention and Visitors Bureau launched largest advertising campaign ever and featured the Aquarium.

Cargill Company donated $100,000 and lifted the Aquarium over the $45 million goal.

Aquarium recorded 500,000 visitors by July 25.

Membership topped 40,000.

Aquarium donors were honored by the Chattanooga chapter of the National Society of Fund-Raising Executives.

On November 12, the one-millionth visitor was recorded.

Donors were honored at a "thank you" party.

More than 30,000 visitors toured the Aquarium during the last week of December. Total visitation for 1992 was 1,114,145.

APPENDIX B

CITIZENS FOR THE TRUTH BALLOT

CITIZENS FOR THE TRUTH ABOUT THE AQUARIUM

- Do you favor the use of tax money for the building and/or maintaining an aquarium in Chattanooga?

YES ☐ NO ☐

- Do you favor a referendum on an aquarium?

YES ☐ NO ☐

MAIL TO: CITIZENS FOR THE TRUTH ABOUT THE AQUARIUM
P.O. BOX 17095 CHATTANOOGA, TN 37415

Chattanooga News-Free Press, March 3, 1988

APPENDIX C

LETTER FROM JACK LUPTON

John T. Lupton
700 Tallan Building
Two Union Square
Chattanooga, Tennessee 37402

September 29, 1987

Mr. Howard Sompayrac
147 Baltusrol Road
Hixson, Tennessee 37343

Dear Howard:

I have read your quote in The Times concerning the aquarium. Let me jot down several of my thoughts about the above subject.

I was diametrically opposed to the whole idea when it originally surfaced -- what in the world could an aquarium do for Chattanooga?

Lamar Alexander then jumped on the bandwagon and it became his "pet" -- I still was unconvinced that it was the thing to do. Then I went to Monterey, California, and saw what to me was one of the most intriguing sights of my life. This, in turn, began to turn my wheels in another direction -- commerce and jobs created by the aquarium.

Bob Caldwell then introduced the idea of a National Sports Fishing Center as the theme, and my wheels turned even faster. When any community houses a "National Center", they have hit a home run.

I can see enormous benefits in the following sequence: (1) Educational tool. (2) The Aquarium will more than likely be profitable in its own right. (3) Attracting numbers of different businesses such as (a) Boat manufacturers (b) Fishing equipment manufacturers (c) Boat motor manufacturers (d) National headquarters for several fishing societies (bass, trout) (4) Continuation and enhancement of tournament fishing here in Chattanooga (5) Continuation and enhancement of power boat racing in Chattanooga (6) Increase by a significant percentage the tourist trade which, in turn, does all the things already known about.

An aquarium by itself for the sake of an aquarium -- I vote "No"! An aquarium that has the potential and the qualities that I've briefly outlined above -- I vote "YES"!

I would encourage a meeting between the two of us -- I have lots more to say if you're interested.

Kindest personal regards.

Sincerely,

JTL:dl
blind copies to: Mr. Jack McDonald, Jack Murrah
(with enclosure)

APPENDIX D

LIST OF AQUARIUM BENEFACTORS

Following is a partial list of principal benefactors from the business and foundation sectors, including primary individual donors. Not included are extensive lists of Nickajack Circle contributors, Gallery Sponsors and Co-Sponsors, Executive Partners, Managing Partners, Partners, and Capital Donors.

PRINCIPAL BENEFACTORS

The Benwood Foundation
Rudolph B. and Elizabeth L. Davenport
John T. and Alice P. Lupton
The Lyndhurst Foundation
Olan and Norma Mills
The Tonya Memorial Foundation

MAJOR DONORS

Coca-Cola USA
Digital Equipment Corporation
E. I. du Pont de Nemours and Company
J. Frank Harrison
Tennessee Valley Authority, Inc.
The Caldwell Family
Komatsu Ltd. and Komatsu Dresser Company
McKee Foods Corporation
Bowater Incorporated
Cargill
Chattanooga Coca-Cola Bottling Company
Jo Ann Cline
Community Foundation of Chattanooga, Inc.
Dixie Yarns, Inc.
The Evans Foundation
Gerber Products Company and Buster Brown Apparel
Ruth S. and A. William Holmberg
The Junior League of Chattanooga, Inc.
The Krystal Company
Mr. and Mrs. John R. H. McDonald
NationsBank
The Navarre' Company

North American Royalties, Inc.
Dorothy E. Pattee
Provident Life and Accident Insurance Company
Republic Parking System
Ruby Falls
Southeastern Salvage Building Supply
Vulcan Materials Company
American National Bank and Trust Company
Astec Industries, Inc.
The BBC Foundation
Mary Navarre' Bailey
Blue Cross and Blue Shield of Tennessee
Brock Candy Company
CBL & Associates, Inc.
Chattanooga News-Free Press
Mr. and Mrs. Charles B. Chitty
Constar International, Inc.
Bob and Elizabeth Corker
Daelansa Foundation
Mr. and Mrs. Joseph H. Davenport, III
Electric Power Board of Chattanooga
First American National Bank
First Tennessee Bank
J. Burton Frierson, Jr.
Mr. and Mrs. Daniel K. Frierson
The Gherkin Foundation
T. A. Lupton, Jr.
Mayfield Dairy Farms, Inc.
Jack McDonald
Evelyn D. Navarre'
Bryan and Kathy Patten
Pioneer Bank
Pregulman and Siskin Families
Mr. and Mrs. Scott L. Probasco, Jr.
See Rock City, Inc.
Siskin Steel and Supply Company
Tennessee-American Water Company
John & Eileen Thornton
The Westend Foundation, Inc.

Source: An Exceptional Year, 1992-93 Anniversary Review, The Tennessee Aquarium

APPENDIX E

LETTER FROM JERRY ADAMS, NICKAJACK CAMPAIGN

Tennessee Aquarium

537 Market Street • Suite 12 • Chattanooga, TN 37402 • (615) 266-3467 • FAX (615) 265-2871

Dear Campaigner:

Your help in this campaign is important to Chattanooga!

The Tennessee Aquarium is already becoming the signature structure of the city and will soon be a key Chattanooga attraction.

Those who become Nickajack Circle Sponsors will have a sense of ownership and participation in this most significant riverfront addition. People will want to have a part in this one-time capital campaign, so don't be reluctant to ask for major gifts.

We are encouraging people to contribute in monthly amounts for twenty-five months. A $25,000 gift could be paid $1,000 monthly or a $5,000 gift could be paid $200 monthly. Please ask for contributions in this manner -- people will generally give more in installments than they will in a lump sum.

Two other basics of fundraising are these:

1. Make your own pledge before you call on anyone else.

   and

2. Make your calls in person.

Some of you may want to work together by making team calls, or you may want to have your spouse participate in making calls. Use your own style, but please make your calls promptly.

Special thanks,

Jerry V. Adams, Chairman
Nickajack Circle Campaign

APPENDIX F

MEMBERSHIP ADVERTISEMENT

Celebrate the River

®

Become A Charter Member of the Tennessee Aquarium

T10-17-91 p.A5

Charter Members get a sneak preview of the Aquarium in April - be among the first!

Unlimited free admission for a full year thru May 1, 1993

Use of the Member Express Entrance...no waiting in long lines!

Purchase guest tickets at Member Express Entrance

10% off Gift and Book Store purchases

Free subscription to *Riverwatch* Newsletter

Exciting, informative and entertaining programs for adults and children.

Clip and Mail Membership Application to: 537 Market Street, Suite 12, Chattanooga, TN 37402

Select The Membership That's Right For You And You Will Receive All Of The Benefits Listed Above

- ☐ $49 Family (1 or 2 adults, plus children under the age of 18 at the same address. $10 off for Senior Citizens [62 and over] and full-time students.)
- ☐ $29 Individual ($5 off for Senior Citizens and full-time students.)

For an even more significant role in helping to support the Tennessee Aquarium's educational programs, join the Patron's Circle:

- ☐ $100 Aquarist (includes all Family membership benefits plus name listed annually in *Riverwatch*, tax deductibility and a VIP membership card)
- ☐ $250 Curator (includes all Aquarist's benefits plus an exclusive surprise annual gift)
- ☐ $500 Director (includes all Curator's benefits plus an annual Tennessee Aquarium tour and program led by an Aquarium Director)

APPENDIX G

ONE MILLIONTH VISITOR MILESTONES

On November 12, 1992, The Tennessee Aquarium welcomed its one milllionth visitor. Here's a look at when some other aquariums hit the million mark.

AQUARIUM	LOCATION	OPENING DATE	TIME TO REACH 1 MILLIONTH VISITOR
Tennessee	Chattanooga	May, 1, 1992	6 months
New Jersey State	Camden	Feb. 29, 1992	8 months
Texas State	Corpus Christi	July 6, 1990	5 months
Aquarium of the Americas	New Orleans	Sept. 1, 1990	5 months
Monterey Bay	Monterey, California	Oct. 20, 1984	5 months
National	Baltimore	Aug. 8, 1981	9 months

Source: The Chattanooga Times

APPENDIX H

THE TENNESSEE AQUARIUM VISITOR PROFILE

Tennessee
Aquarium

September 28, 1993

Visitor Profile

The following report includes both demographic information gathered from various visitor surveys and summaries of attendance data recorded daily.

The survey summary shows information gathered from eight surveys of exiting guests administered during the following time periods: 8/3/92 - 8/9/92, 10/27/92 - 11/1/92, 2/22/93 - 2/28/93, 3/23/93 - 3/29/93, 5/19/93 - 5/26/93, 6/14/93 - 6/19/93, 6/23/93 - 6/30/93, and 7/12/93 - 7/17/93. The surveys were administered systematically at all hours of operation.

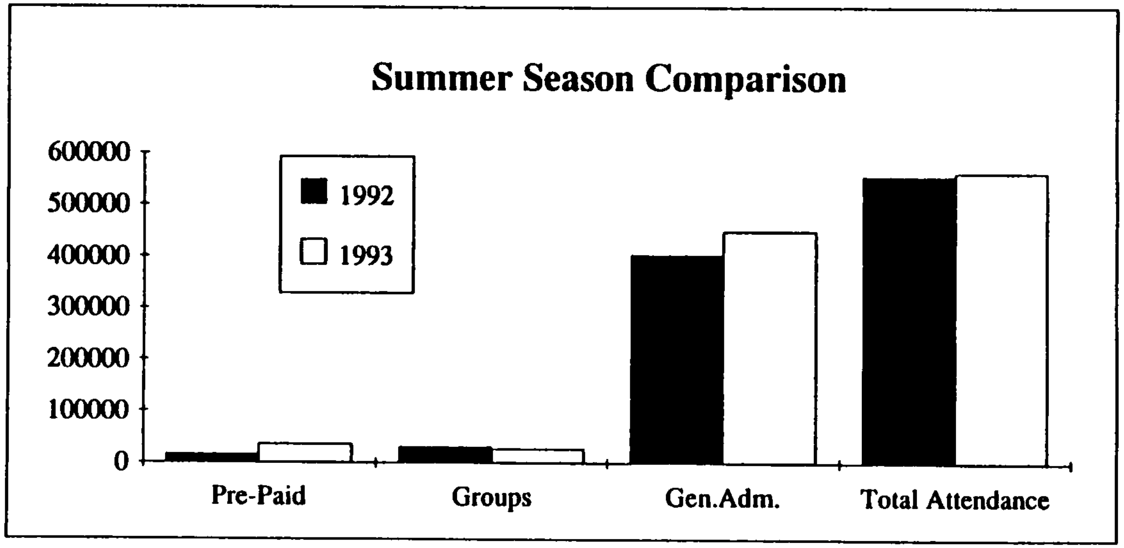
The attendance charts provide a wide array of visitation information, focusing on the attendance generated since the opening of the Tennessee Aquarium on May 1, 1992.

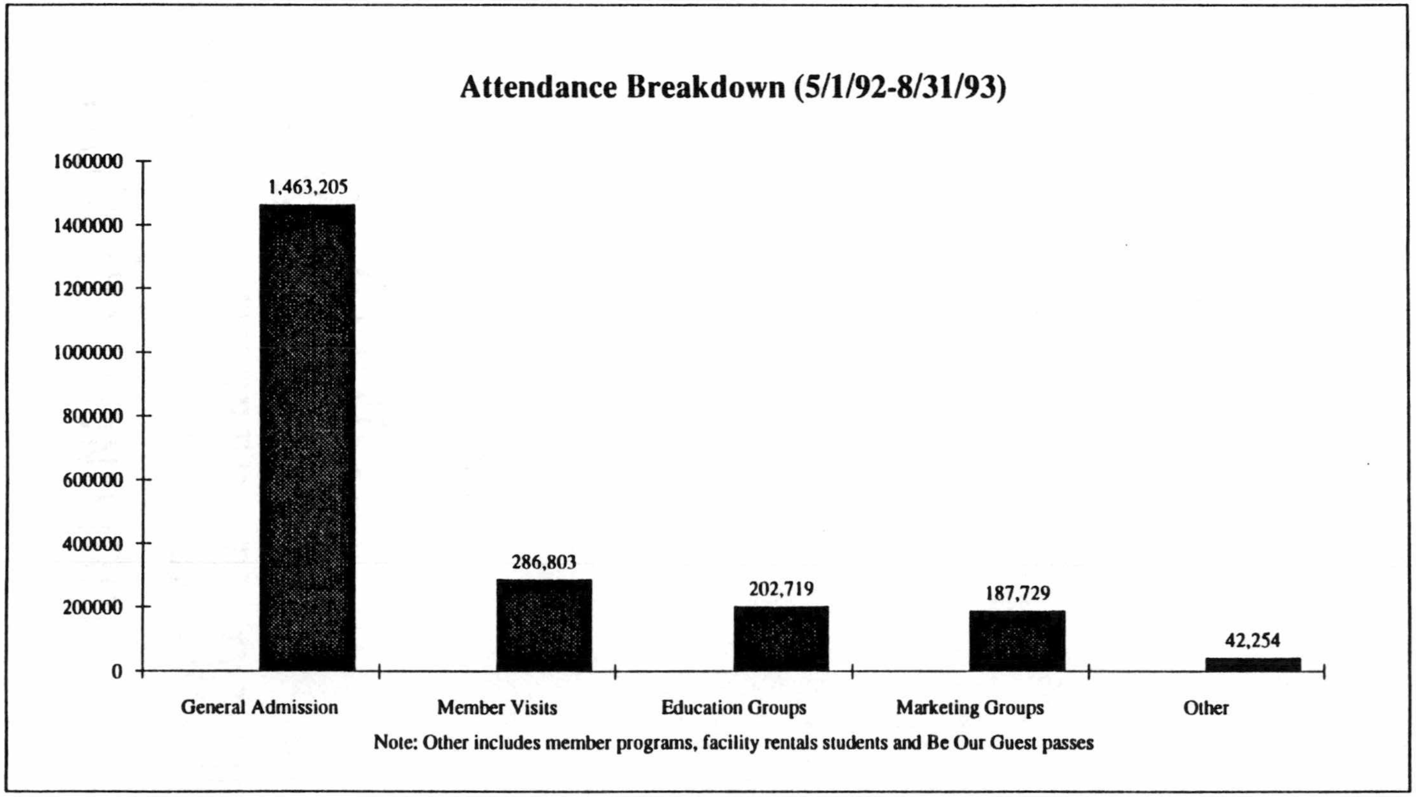
Becky Seagle
Marketing Research Assistant

P. O. Box 11048, Chattanooga, TN 37401-2048 Tel: 615.265.0695 Fax: 615.756.1849

Summer Season Comparison

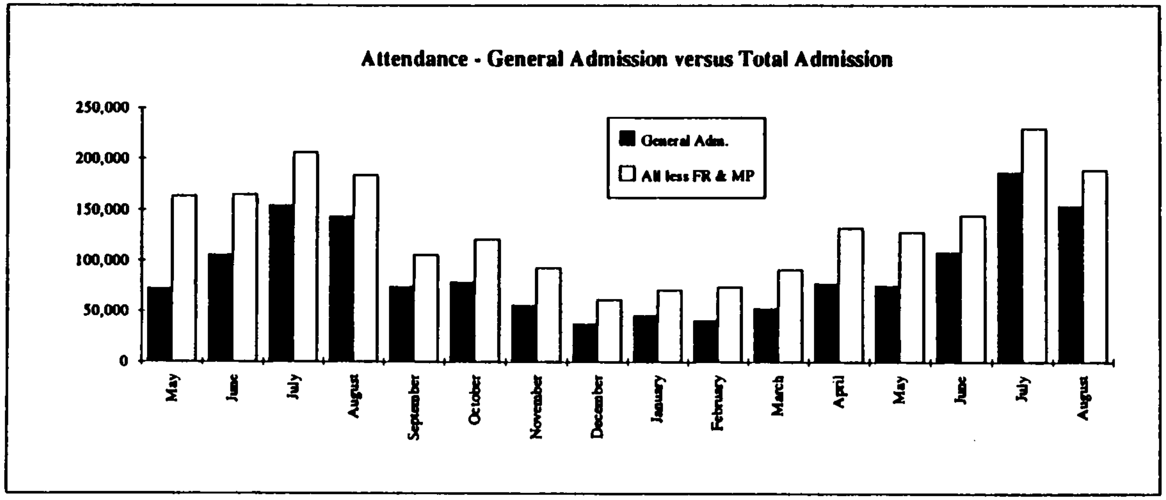
	Pre-Paid	Groups	Gen.Adm.	Total Attendance
1992	15541	30528	403922	554773
1993	34716	26234	448269	562067
Variance:	123%	-14%	11%	1%




Attendance Breakdown (5/1/92-8/31/93)
1600000
1400000
1200000
1000000
800000
600000
400000
200000
0
1,463,205
286,803
202,719
187,729
42,254
General Admission
Member Visits
Education Groups
Marketing Groups
Other
Note: Other includes member programs, facility rentals students and Be Our Guest passes

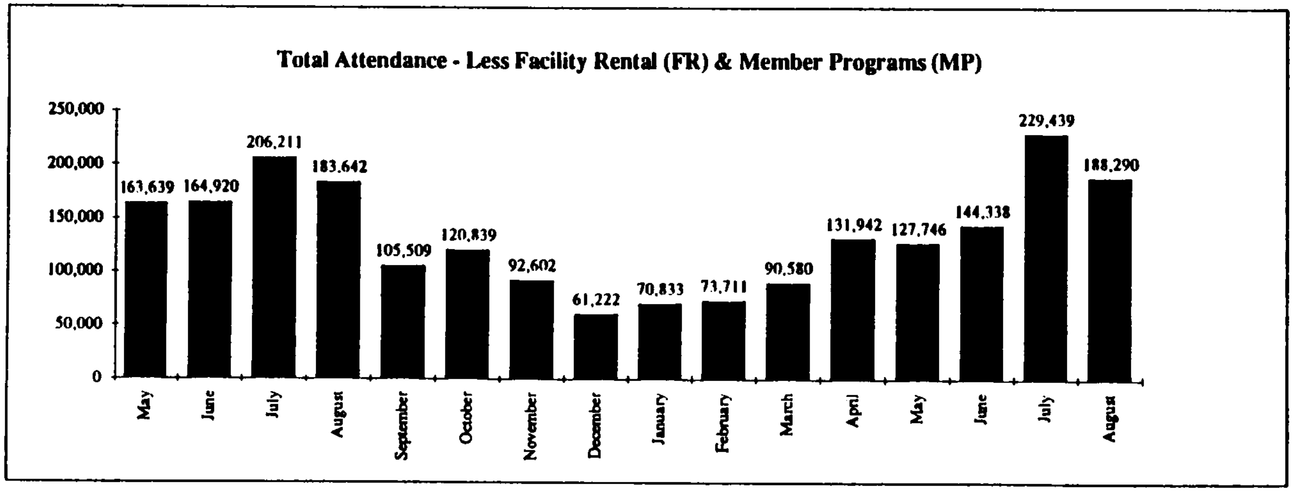
Total Attendance Monthly Summary

Month	Attendance General Adm	All less FR & MP	GA % of All
May	72,142	163,639	44.1%
June	105,418	164,920	63.9%
July	154,672	206,211	75.0%
August	143,832	183,642	78.3%
September	74,241	105,509	70.4%
October	78,560	120,839	65.0%
November	55,827	92,602	60.3%
December	37,667	61,222	61.5%
January	45,815	70,833	64.7%
February	40,878	73,711	55.5%
March	53,116	90,580	58.6%
April	77,310	131,942	58.6%
May	75,458	127,746	59.1%
June	108,171	144,338	74.9%
July	186,532	229,439	81.3%
August	153,566	188,290	81.6%
Total	1,463,205	2,156,463	67.9%



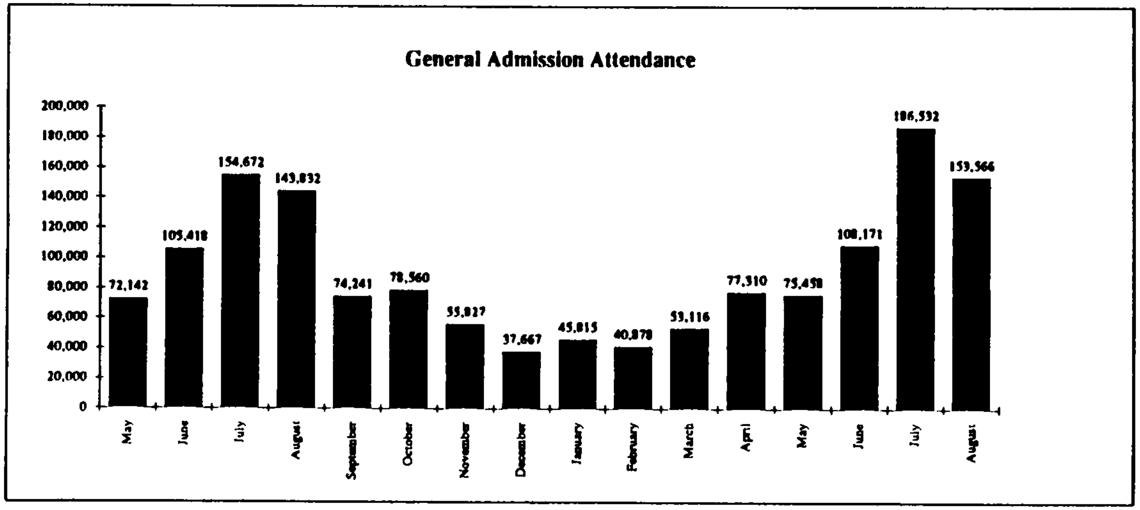
Total Attendance Monthly Summary

Month	Attendance All less FR & MP
May	163,639
June	164,920
July	206,211
August	183,642
September	105,509
October	120,839
November	92,602
December	61,222
January	70,833
February	73,711
March	90,580
April	131,942
May	127,746
June	144,338
July	229,439
August	188,290
Total	2,155,463



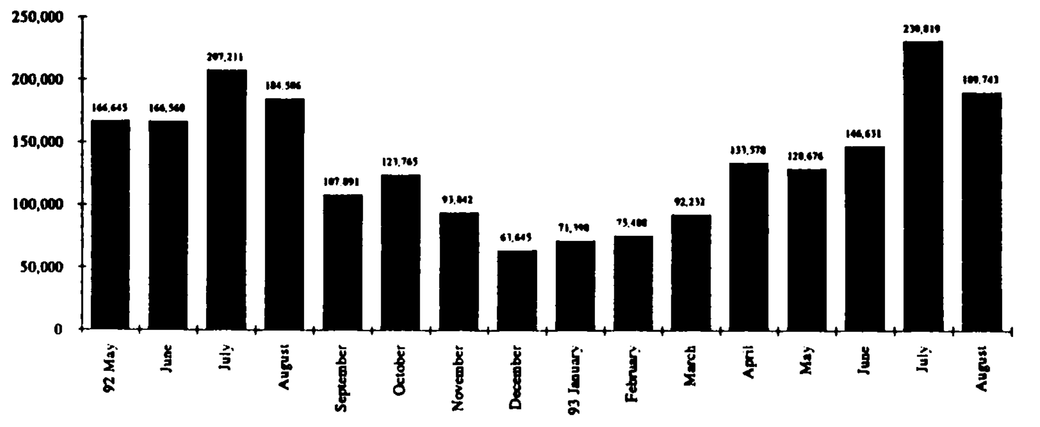
Total Attendance Monthly Summary

Month	Attendance General Adm.
May	72,142
June	105,418
July	154,672
August	143,832
September	74,241
October	78,560
November	55,827
December	37,667
January	45,815
February	40,878
March	53,116
April	77,310
May	75,458
June	108,171
July	186,532
August	153,566
Total	1,463,205



Tennessee Aquarium
Monthly Attendance by Admission Category, May, 1992 to August, 1993

	92 May	June	July	August	September	October	November	December	93 January	February	March	April	May	June	July	August
General Admission	72,142	105,418	154,672	143,832	74,241	78,560	55,827	37,667	45,815	40,878	53,116	77,310	75,458	108,171	186,532	153,566
Member Visits	59,078	40,668	30,322	21,768	11,655	9,943	11,894	12,016	12,331	9,823	9,819	12,844	9,541	9,350	14,223	11,528
Marketing Groups	6,095	12,004	17,300	16,765	10,585	15,255	7,427	3,206	4,492	5,420	7,229	9,983	11,018	18,174	22,804	19,972
Education Groups	25,887	6,378	3,182	741	8,726	16,605	16,734	7,827	7,654	17,037	19,469	29,669	30,674	7,310	3,500	1,326
Other	3,443	2,092	1,735	1,480	2,684	3,402	1,960	2,929	1,106	2,330	2,599	3,772	1,985	3,626	3,760	3,351
Total	166,645	166,560	207,211	184,586	107,891	123,765	93,842	63,645	71,398	75,488	92,232	133,578	128,676	146,631	230,819	189,743



Tennessee Aquarium Attendance by Month May, 1992 to August, 1993

Age of respondent.

Rating	August 3 - 9 Cases	August 3 - 9 Percent	Oct. 27 - Nov. 1 Cases	Oct. 27 - Nov. 1 Percent	Feb. 22 - 28 Cases	Feb. 22 - 28 Percent	March 23 - 29 Cases	March 23 - 29 Percent	May 19 - 26 Cases	May 19 - 26 Percent	June 14 - 19 Cases	June 14 - 19 Percent	June 23 - 30 Cases	June 23 - 30 Percent	July 12 - 17 Cases	July 12 - 17 Percent	Total Cases	Total Percent
No Response	na	na	na	na	na	na	na	na	na	na	na	na	na	na	12	3%	12	0%
Under 18	11	2%	16	3%	0	0%	2	1%	1	0%	0	0%	5	1%	4	1%	39	1%
18-21	25	5%	8	2%	3	1%	5	2%	12	3%	12	3%	15	3%	7	2%	87	3%
22-24	34	6%	20	4%	14	7%	14	5%	29	7%	18	5%	38	8%	23	5%	190	6%
25-34	102	19%	97	21%	57	27%	56	21%	108	26%	74	20%	112	22%	109	25%	715	22%
35-44	180	33%	113	24%	59	28%	99	37%	116	28%	143	40%	158	31%	159	36%	1027	32%
45-54	104	19%	90	19%	36	17%	52	19%	63	15%	66	18%	109	22%	87	20%	607	19%
55-64	51	9%	52	11%	25	12%	22	8%	49	12%	26	7%	42	8%	31	7%	298	9%
65 and older	41	7%	76	16%	19	9%	18	7%	41	10%	23	6%	23	5%	12	3%	253	8%
Total	548	100%	472	100%	213	100%	268	100%	419	100%	362	100%	502	100%	444	100%	3228	100%

Please state the highest level of education completed.

Rating	August 3 - 9 Cases	August 3 - 9 Percent	Oct. 27 - Nov. 1 Cases	Oct. 27 - Nov. 1 Percent	Feb. 22 - 28 Cases	Feb. 22 - 28 Percent	March 23 - 29 Cases	March 23 - 29 Percent	May 19 - 26 Cases	May 19 - 26 Percent	June 14 - 19 Cases	June 14 - 19 Percent	June 23 - 30 Cases	June 23 - 30 Percent	July 12 - 17 Cases	July 12 - 17 Percent	Total Cases	Total Percent
No Response	na	na	na	na	na	na	na	na	na	na	na	na	na	na	15	3%	15	0%
Some H.S.	20	4%	29	6%	10	5%	6	2%	10	2%	12	3%	10	2%	13	3%	110	4%
H.S. Degree	99	21%	99	22%	41	19%	42	16%	121	29%	103	29%	127	25%	119	27%	751	24%
Some College	127	27%	114	25%	61	29%	76	28%	119	29%	90	25%	141	28%	124	28%	852	27%
College Degree	149	32%	150	33%	69	32%	88	33%	119	29%	98	28%	144	29%	101	23%	918	29%
Post Grad Degree	73	16%	68	15%	32	15%	57	21%	47	11%	52	15%	77	15%	72	16%	478	15%
Total	468	100%	460	100%	213	100%	269	100%	416	100%	355	100%	499	100%	444	100%	3124	100%

Please state your household income.

Income (000)	August 3 - 9 Cases	August 3 - 9 Percent	Oct. 27 - Nov. 1 Cases	Oct. 27 - Nov. 1 Percent	Feb. 22 - 28 Cases	Feb. 22 - 28 Percent	March 23 - 29 Cases	March 23 - 29 Percent	May 19 - 26 Cases	May 19 - 26 Percent	June 14 - 19 Cases	June 14 - 19 Percent	June 23 - 30 Cases	June 23 - 30 Percent	July 12 - 17 Cases	July 12 - 17 Percent	Total Cases	Total Percent
No Response	na	na	na	na	na	na	na	na	na	na	na	na	na	na	57	13%	57	2%
less than 20	36	9%	44	10%	22	11%	14	6%	44	12%	29	9%	41	9%	34	8%	264	9%
20-29,999	38	9%	46	11%	18	9%	21	9%	43	12%	44	14%	57	13%	36	8%	303	11%
30-39,999	100	25%	99	24%	46	23%	34	14%	76	21%	75	24%	102	23%	101	23%	633	22%
40-49,999	51	13%	52	12%	24	12%	42	17%	48	13%	42	13%	58	13%	48	11%	365	13%
50-59,999	65	16%	59	14%	40	20%	44	18%	65	18%	50	16%	76	17%	74	17%	473	17%
60-74,999	43	11%	53	13%	20	10%	36	15%	36	10%	35	11%	53	12%	41	9%	317	11%
75-99,999	45	11%	34	8%	14	7%	26	11%	29	8%	31	10%	31	7%	34	8%	244	9%
100 or more	25	6%	34	8%	17	8%	25	10%	18	5%	12	4%	23	5%	19	4%	173	6%
Total	403	100%	421	100%	201	100%	242	100%	359	100%	318	100%	441	100%	444	100%	2829	100%

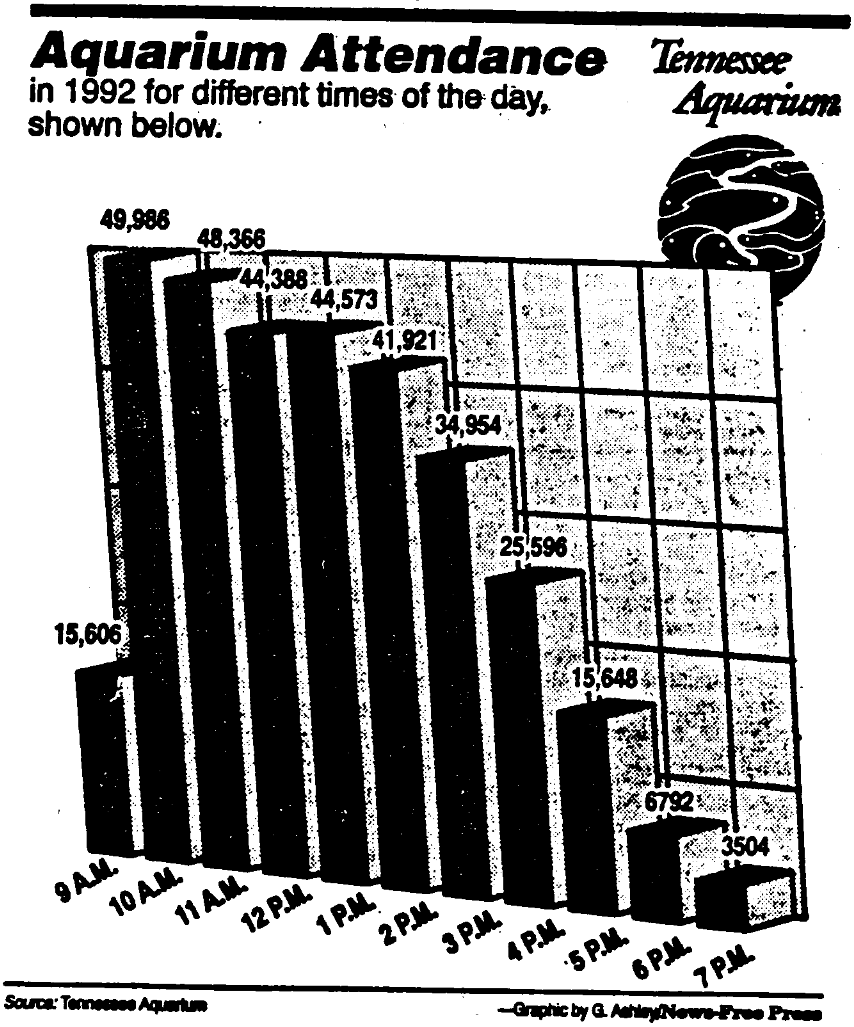
Please indicate your race.

	August 3 - 9 Cases	August 3 - 9 Percent	Oct. 27 - Nov. 1 Cases	Oct. 27 - Nov. 1 Percent	Feb. 22 - 28 Cases	Feb. 22 - 28 Percent	March 23 - 29 Cases	March 23 - 29 Percent	May 19 - 26 Cases	May 19 - 26 Percent	June 14 - 19 Cases	June 14 - 19 Percent	June 23 - 30 Cases	June 23 - 30 Percent	July 12 - 17 Cases	July 12 - 17 Percent	Total Cases	Total Percent
No Response									na	na	na	na	na	na	28	6%	28	2%
Caucasian	Not asked		Not asked		Not asked		Not asked		366	92%	325	93%	437	91%	380	86%	1508	90%
African Amer									14	4%	12	3%	26	5%	30	7%	82	5%
Hispanic									4	1%	3	1%	4	1%	2	0%	13	1%
Asian									4	1%	4	1%	3	1%	1	0%	12	1%
Other									8	2%	4	1%	9	2%	3	1%	24	1%
Total									396	100%	348	100%	479	100%	444	100%	1667	100%

Attendance During Time Periods	August 3 - 9	Oct. 27 - Nov. 1	Feb. 22 - 28	March 23 - 29	May 19 - 26	June 14 - 19	June 23 - 30	July 12 - 17	Total
General Admission	37,130	12,615	8,700	19,734	17,088	22,418	33,671	30,381	181,737
Total	47,091	21,167	16,480	31,245	30,541	28,364	44,184	39,982	259,054
Avg. Attendance/ day (GA)	1,326	540	300	555	455	673	1,036	1,040	6,074

Home City of Visitor - Of those responding to the zipcode question.	August 3 - 9		Oct. 27 - Nov. 1		Feb. 22 - 28		March 23 - 29		May 19 - 26		June 14 - 19		June 23 - 30		July 12 - 17		Total	
City	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent
Atlanta	129	25%	137	30%	50	24%	38	20%	72	19%	71	21%	101	22%	99	24%	697	23%
All other	86	17%	39	9%	22	11%	25	13%	61	16%	62	18%	91	19%	62	15%	448	15%
Nashville	46	9%	47	10%	8	4%	17	9%	61	16%	36	11%	52	11%	53	13%	320	11%
Knoxville	50	10%	46	10%	34	16%	23	12%	44	11%	24	7%	44	9%	18	4%	283	9%
Chattanooga	77	15%	44	10%	29	14%	18	9%	24	6%	19	6%	22	5%	25	6%	258	9%
Birmingham	17	3%	29	6%	5	2%	17	9%	11	3%	13	4%	18	4%	29	7%	139	5%
Other AL	17	3%	17	4%	6	3%	15	8%	15	4%	24	7%	16	3%	18	4%	128	4%
Other GA North	13	3%	13	3%	16	8%	5	3%	13	3%	11	3%	15	3%	22	5%	108	4%
Other TN	16	3%	7	2%	5	2%	6	3%	18	5%	12	4%	19	4%	16	4%	99	3%
Huntsville	16	3%	10	2%	8	4%	6	3%	11	3%	5	1%	16	3%	9	2%	81	3%
Other KY	3	1%	13	3%	2	1%	1	1%	8	2%	4	1%	9	2%	16	4%	56	2%
Kingsport	6	1%	7	2%	2	1%	3	2%	6	2%	4	1%	9	2%	10	2%	47	2%
Memphis	9	2%	4	1%	3	1%	2	1%	3	1%	3	1%	6	1%	6	1%	36	1%
Other OH	6	1%	3	1%	6	3%	1	1%	4	1%	4	1%	1	0%	6	1%	31	1%
Macon	0	0%	7	2%	0	0%	4	2%	2	1%	2	1%	6	1%	2	0%	23	1%
Other IN	3	1%	3	1%	3	1%	2	1%	2	1%	4	1%	3	1%	3	1%	23	1%
Other SC	0	0%	2	0%	0	0%	2	1%	4	1%	6	2%	7	1%	2	0%	23	1%
Other GA South	2	0%	4	1%	1	0%	0	0%	3	1%	5	1%	4	1%	2	0%	21	1%
Other NC	5	1%	1	0%	2	1%	0	0%	4	1%	4	1%	4	1%	0	0%	20	1%
Asheville	1	0%	3	1%	1	0%	1	1%	3	1%	1	0%	4	1%	3	1%	17	1%
Greenville	3	1%	3	1%	1	0%	0	0%	3	1%	3	1%	3	1%	0	0%	16	1%
Lexington	0	0%	2	0%	1	0%	2	1%	4	1%	0	0%	2	0%	2	0%	13	0%
Charlotte	2	0%	1	0%	0	0%	1	1%	0	0%	3	1%	3	1%	2	0%	12	0%
Louisville	0	0%	1	0%	0	0%	1	1%	3	1%	2	1%	5	1%	0	0%	12	0%
Augusta	2	0%	3	1%	0	0%	1	1%	1	0%	2	1%	2	0%	0	0%	11	0%
Other AR	0	0%	1	0%	1	0%	0	0%	1	0%	1	0%	2	0%	4	1%	10	0%
Montgomery	1	0%	4	1%	0	0%	0	0%	1	0%	1	0%	1	0%	1	0%	9	0%
Indianapolis	2	0%	1	0%	0	0%	0	0%	2	1%	4	1%	0	0%	0	0%	9	0%
Cincinnati	0	0%	1	0%	0	0%	1	1%	0	0%	4	1%	1	0%	2	0%	9	0%
Mobile	1	0%	1	0%	1	0%	1	1%	1	0%	3	1%	0	0%	0	0%	8	0%
Little Rock	1	0%	2	0%	0	0%	0	0%	1	0%	1	0%	1	0%	0	0%	6	0%
Charleston	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	3	0%
Savannah	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	1	0%	3	0%
Total	516	100%	457	100%	207	100%	193	100%	386	100%	338	100%	469	100%	413	100%	2979	100%

Home State of Visitor - Of those responding to the zipcode question.																		
	August 3 - 9		Oct. 27 - Nov. 1		Feb. 22 - 28		March 23 - 29		May 19 - 26		June 14 - 19		June 23 - 30		July 12 - 17		Total	
State	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent	Cases	Percent
Tennessee	204	40%	155	34%	81	39%	69	36%	156	40%	98	29%	152	33%	128	31%	1043	35%
Georgia	148	29%	164	36%	67	33%	48	25%	91	24%	91	27%	129	28%	126	31%	864	29%
Alabama	51	10%	61	13%	20	10%	39	20%	39	10%	46	14%	51	11%	57	14%	364	12%
Florida	21	4%	4	1%	5	2%	0	0%	17	4%	9	3%	22	5%	15	4%	93	3%
Kentucky	3	1%	16	4%	3	1%	4	2%	14	4%	6	2%	16	3%	18	4%	80	3%
North Carolina	8	2%	7	2%	3	1%	2	1%	7	2%	7	2%	9	2%	5	1%	48	2%
South Carolina	5	1%	6	1%	1	0%	2	1%	7	2%	9	3%	11	2%	2	0%	43	1%
Ohio	7	1%	4	1%	6	3%	2	1%	4	1%	6	2%	2	0%	8	2%	39	1%
Virginia	8	2%	5	1%	2	1%	1	1%	5	1%	5	1%	9	2%	3	1%	38	1%
Texas	4	1%	3	1%	1	0%	2	1%	5	1%	6	2%	9	2%	7	2%	37	1%
Indiana	5	1%	4	1%	3	1%	2	1%	4	1%	8	2%	3	1%	3	1%	32	1%
Michigan	2	0%	5	1%	2	1%	4	2%	3	1%	4	1%	6	1%	3	1%	29	1%
Illinois	3	1%	2	0%	1	0%	1	1%	4	1%	6	2%	2	0%	9	2%	28	1%
Mississippi	3	1%	1	0%	1	0%	0	0%	5	1%	6	2%	5	1%	5	1%	26	1%
California	7	1%	0	0%	0	0%	6	3%	4	1%	1	0%	1	0%	1	0%	20	1%
Pennsylvania	4	1%	0	0%	1	0%	1	1%	1	0%	7	2%	4	1%	2	0%	20	1%
New York	4	1%	2	0%	3	1%	0	0%	5	1%	2	1%	0	0%	3	1%	19	1%
Louisiana	7	1%	1	0%	1	0%	1	1%	0	0%	3	1%	2	0%	1	0%	16	1%
Arkansas	1	0%	3	1%	1	0%	0	0%	1	0%	1	0%	3	1%	4	1%	14	0%
Missouri	2	0%	0	0%	0	0%	0	0%	3	1%	2	1%	5	1%	2	0%	14	0%
Wisconsin	1	0%	2	0%	2	1%	0	0%	1	0%	2	1%	4	1%	1	0%	13	0%
Oklahoma	1	0%	5	1%	0	0%	0	0%	0	0%	1	0%	2	0%	1	0%	10	0%
Maryland	4	1%	1	0%	0	0%	2	1%	1	0%	0	0%	1	0%	0	0%	9	0%
Colorado	0	0%	4	1%	0	0%	2	1%	0	0%	0	0%	0	0%	0	0%	6	0%
Minnesota	1	0%	0	0%	1	0%	1	1%	0	0%	0	0%	2	0%	1	0%	6	0%
Kansas	2	0%	0	0%	0	0%	0	0%	1	0%	1	0%	2	0%	0	0%	6	0%
New Jersey	3	1%	1	0%	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	5	0%
New Hampshire	0	0%	0	0%	0	0%	2	1%	1	0%	1	0%	0	0%	1	0%	5	0%
Arizona	1	0%	0	0%	0	0%	0	0%	0	0%	1	0%	1	0%	2	0%	5	0%
Connecticut	1	0%	0	0%	0	0%	0	0%	1	0%	2	1%	0	0%	0	0%	4	0%
Massachusetts	0	0%	0	0%	0	0%	0	0%	1	0%	1	0%	2	0%	0	0%	4	0%
Washington	1	0%	0	0%	1	0%	0	0%	0	0%	1	0%	0	0%	0	0%	3	0%
New Mexico	1	0%	0	0%	0	0%	0	0%	1	0%	1	0%	0	0%	0	0%	3	0%
NY Military	0	0%	1	0%	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	2	0%
Idaho	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	2	0%
Nebraska	1	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	0	0%	2	0%
Nevada	1	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	0	0%	2	0%
West Virginia	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	0%	0	0%	2	0%
Rhode Island	0	0%	0	0%	0	0%	0	0%	0	0%	2	1%	0	0%	0	0%	2	0%
Oregon	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	1	0%	0	0%	2	0%
CA Military	0	0%	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%
Maine	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	0	0%	1	0%
Iowa	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	1	0%
Hawaii	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	1	0%
Utah	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	1	0%
Vermont	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	1	0%
North Dakota	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	0%	1	0%
Total	516	100%	457	100%	206	100%	193	100%	386	100%	337	100%	461	100%	410	100%	2966	100%



Aquarium Attendance
in 1992 for different times of the day, shown below.
Tennessee Aquarium
15,606
49,986
48,366
44,388
44,573
41,921
34,954
25,596
15,648
6792
3504
9 A.M.
10 A.M.
11 A.M.
12 P.M.
1 P.M.
2 P.M.
3 P.M.
4 P.M.
5 P.M.
6 P.M.
7 P.M.
Source: Tennessee Aquarium
—Graphic by G. Ashley/News-Free Press

VITA

Nancy W. Waller was born February 3, 1948, in Atlanta, Georgia, where she attended public schools and Georgia State University prior to marrying her husband John in 1968.

She was graduated from the University of Nebraska in 1977. As a student, she worked as a part-time writer for the University of Nebraska Institute of Agriculture Information Services. After graduating she became copy editor/reporter for The Lincoln Star, Lincoln, Nebraska.

She and her husband moved to Lansing, Michigan, where she was a copy editor for The Lansing State Journal. Thereafter, she worked at Michigan State University, as associate editor of the staff and faculty newspaper.

Her daughters were born in 1980 and 1982, during which time she was a writer/editor for the Institute of International Agriculture at MSU and later was a writer/editor for the MSU State Museum, Folklife Division.

In 1984 she and her family moved to Knoxville, Tennessee, where she has worked as a freelancer of publications for local businesses. In 1991, she was a communications specialist for the UT Wesley Foundation. She entered the University of Tennessee in January 1992, and received a Master of Science degree in Communications with a major in journalism and public relations in December 1993.