

Primates Incorporated  
Meeting Summary  
12/16/07

Meeting summary compiled by Amy Kerwin

**Topics Covered:**

- Land Update
- Online Auction and Benefit Update
- New Advisory Board Member: Debra Curtin – New England Primate Sanctuary
- Primates Incorporated Fund
- Article Summaries

**Land Update**

The land that Debby (from Have a Heart Farm) and I were looking at in Wonewoc was lowered by \$10,000 and then advertised as good hunting property. Needless to say, the property was sold in late November, and so we are back to sending out lease-to-buy inquiry letters. *Update* – I sent 60 inquiry letters out to land owners in New Glarus, Monroe, and Palmyra (Green and Jefferson counties). Debby is looking for 50 acres, while we are searching for five, and so it would be a more affordable option for us both if we teamed up to get land, versus our getting it separately.

**Online Auction and Benefit Update**

Overall, the online auction and benefit were a success!

Anything we could do to improve our online auction in 2008? Suggestions included:

- Start asking businesses in February, so we can get a head start on maximizing the amount of items donated.
- Approach more online stores to ask for online gift certificate donations so that anyone in the US can participate.
- Do not require a person to log in to view items because many people won't want to sign up unless they think it will be worthwhile.
- Email response: David (from our advisory board) suggested there are products or services that have a high perceived value but won't cost us anything. Specifically, he said:

“For example, you could offer a web site template or logo design or even a one hour web site consultation from Mike. The value of something like this is relatively high, but it won't take any money out of pocket to provide it... anything like that could work. Anyone on the BOD or Advisory Board that provides any kind of professional service could offer their services for auction (legal services, financial services, massages, etc.). If it's something that people want that has a high perceived value, then it can work well in an auction. Or if it's something that's normally very expensive, they could offer a significant discount. I've seen this used in auctions before and it's been very effective, so I wanted to pass along the idea.”

**Any other suggestions? Email [amy@primatesinc.com](mailto:amy@primatesinc.com)**

**New Advisory Board Member**

We welcome a new member to our advisory board – Debra Curtin, President and Founder of the New England Primate Sanctuary ([www.neprimatesanctuary.org](http://www.neprimatesanctuary.org)).

Experienced in:

- Management and leadership
- Nonprofit organization development
- Adult Training and development
- Sales and marketing

I am so glad to have met Debra as I appreciate her drive to retire primates – she has many primates in her area that are housed in laboratories and feels strongly that if they build a sanctuary locally, the researchers will have a place to retire their primates.

**Background of New England Primate Sanctuary and Debra Curtin:**

New England Primate Sanctuary was founded by Debra Curtin in 2002, conceived of her ever-growing concerns about the impact that human encroachment is having on animal populations and their habitats throughout the world. Of special concern were those non-native wild animals that are imported into the United States and held captive for human benefit.

After months of research to understand the depth and breadth of the exotic animal crisis in the United States, it was apparent that the problems were far worse than most of us could ever imagine. With greater determination, Debra vowed to advocate on behalf of the animals who have been placed at our mercy and to find a way to bring them the contentment, respect, and security that they deserve despite their captive lives.

Since we are primates, advocacy on behalf of non-human primates seemed a reasonable place to start to raise awareness and take action. How can we continue to consciously mistreat creatures so like ourselves? Debra contacted founders of primate sanctuaries throughout North America to understand the organizational and facilities requirements of sanctuary operations, as well as the specific needs of captive populations. With their guidance, and calling on the expertise and experiences afforded by Debra's twenty-five year career in organizational development, management, sales, marketing and customer service consulting across multiple industries, New England Primate Sanctuary was born.

Debra brings 25 years of management, marketing, sales, and consulting experience across multiple industries — including telecommunications, technology, airlines, healthcare, and non-profits — to her roles as Founder and President of New England Primate Sanctuary. Her professional achievements have been the products of her organizational development background, coupled with implementation of techniques that maximize employee productivity, contain costs, and enhance job satisfaction while improving levels of service.

Thanks for your support, Debra!

**Primates Retirement Fund: helping out primate sanctuaries**

I believe we can increase funding opportunities for primates if we show we can strengthen other nonprofits and request money for a general retirement fund. I asked the group - what are some topics we should cover on the survey when we have enough money to pay sanctuaries to provide information? I reviewed this at the last meeting and included email responses.

Answers included:

- Kathleen suggested asking about the weather and temperature ranges
- # of monkeys on site
- # of each species
- average enclosure space for various species
- frequency of physicals
- current animal wellbeing assessment program
- case scenarios – e.g. how much would it cost you to create a housing area for 4 more incoming rhesus monkeys
- how many more monkeys, and which species, can the sanctuary accommodate
- what are the daily costs to care for each primate
- fundraising methods
- accreditation status

The main purpose of the fund would be to provide challenge grants to sanctuary directors who are contacted to retire monkeys from the exotic pet trade and research facilities. I decided it would be best if I work with other sanctuary directors to develop a fund where money is pooled and then will be distributed to sanctuaries that get contacted to retire monkeys. Working with others will allow Primates Incorporated to stick to its mission of raising funds to build a sanctuary since its resources will not be stretched too thin by keeping the retirement fund as an exclusive part of Primates Incorporated.

## **Article Summaries**

**Miller, C. Hidden in Plain Sight: Understanding Nonprofit Capital Structure (spring, 2003). Obtained 1/27/06 from the Nonprofit Finance Fund Website:**

[http://www.nonprofitfinancefund.org/docs/Miller\\_Capital\\_Structure.pdf](http://www.nonprofitfinancefund.org/docs/Miller_Capital_Structure.pdf)

Article summarized by Amy.

Key Points:

- Nonprofit executives need to balance abiding to the mission of the organization with ensuring the organization's growth and prosperity over time.
- Three factors interact to drive the health of the organization: mission, organizational capacity, and capital structure. This article focuses on the capital structure aspect.
- Capital structure definition: "distribution, nature, and magnitude of an organization's assets, liabilities and net assets." Every nonprofit – no matter how small or young – has a capital structure. (p 1)
- Capital structures are difficult to maintain in nonprofits because there often are restrictions on nonprofit assets; this creates a 'super-illiquidity,' or lack of financial flexibility, that makes it difficult to keep the "business" aspects of nonprofits functioning well." (p 1)
- There is no one correct kind of capital structure, "it can be simple, with small amounts of cash supplemented by 'sweat equity' and enthusiasm, or highly complex, with multiple reserves, investments and assets" (p1)
- The capital structure changes based on the function of the organization. For example small organizations can become large organizations over night if given a large investment.
- A nonprofit should use caution if they do have the opportunity to accept a large "restricted" donation. For instance, they may receive a large donation that is a challenge grant restricted to build a new building, and they have to step up their fundraising capacity to raise more restricted funds to match that challenge grant. The nonprofit may then have to re-allocate their labor resources to compensate for the fundraising process and then their mission may be compromised.
- The overall message I took from this article for Primates Incorporated is that if we did accept a large challenge grant, we could budget in the fundraising process in our request for the grant.

## **After Hard Labor, A Soft Landing**

**By Henry Fountain**

**The New York Times, Monday, November 12, 2007 p. 3**

Article summarized by Ann.

This article details the development of a nonprofit chimpanzee sanctuary called Chimp Haven, located on park land in Keithville, Louisiana. Funded by the federal government, grants, foundations, and private donations, the sanctuary currently provides a home to 115 chimps. A congressional bill signed into law in 2000 approved up to \$30 million for sanctuary construction.

The first chimps arrived in April 2005, and the sanctuary has plans to “max out” at 150 chimps by next year.

The sanctuary was founded by behaviorist Amy Fult and Dr. Brent, both of whom worked at a primate lab, the Southwest Foundation for Biomedical Research. They noted the surplus of chimps in labs once researchers found that the chimps they infected with H.I.V. never developed full-blown AIDS. The second phase of the sanctuary has yet to be completed, where 50 infected chimps currently live.

Not only does Chimp Haven provide life-long housing for chimps retired from scientific research, but it also provides them with the opportunity to interact with fellow chimps and enjoy the various forms of enrichment (i.e. toys, TV, and artificial termite mounds) the sanctuary has to offer. As in the wild, the chimps live in male dominated groups and prove to be a very adaptable species. However, not all chimps adapt easily, such as “mesh walkers;” preferring to walk on the mesh fence than unfamiliar grass and soil. Most of the chimps that are retired to Chimp Haven come from research facilities, while others are retired from the entertainment industry.

Of the 1,100 chimpanzees in the US that are currently available for biomedical research, 550 are owned by the National Institutes of Health. John D. Harding of the NIH states that the chimps that remain at the NIH will stay there; their current facilities “being not all that different [from Chimp Haven] in terms of enrichment and access to open space.” Dr. Brent disagrees, noting that the sanctuary is a very different environment, because at the NIH the point is research, not animal welfare or long-term care.

“Discovery Days” are held at Chimp Haven each year, allowing the public to observe the chimps in their sanctuary habitat. Since it costs \$5,000 a year to house a chimp, this event is an important means for the preserve staff to gain public support for their organization (the government funds 75% of the sanctuary budget, the rest has to be raised by the sanctuary staff). As Chimp Haven’s development director, Patricia Reidinger noted, Discovery Days afford Chimp Haven the opportunity to show people the animals and explain how they were used to promote human progress and to improve lives.

Dr. Brent evokes the same sense of moral obligation stating, “I saw what they went through. I feel if you are going to use chimps in research, then there is a responsibility to take care of them for the rest of their lives.”

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