



July 15, 2020

Susan Varcak & Michael J. Benard
Cosley Foundation, Inc.
1356 North Gary Avenue
Wheaton, IL 60187
Registration: 01017067

Dear Susan and Mike,

This LETTER OF AGREEMENT outlines the fundraising counsel and implementation services Relevant Strategies & Solutions (RS&S) will provide to the Cosley Foundation (Foundation).

Our work will serve to support the Foundation in its mission of helping the Cosley Zoo achieve its mission to create connections between people and animals that will inspire lifelong conservation of the natural world.

This contract will commence on July 27, 2020 or upon approval by the State of Illinois, whichever is later, and will terminate on January 31, 2021.

Scope of Work

RS&S will pivot our services based on the unique situation caused by the COVID-19 health pandemic to expand our current campaign focus to reflect a more comprehensive approach to fundraising for the Cosley Zoo (Zoo).

RS&S will continue to bring the full resources of our team to supplement the Zoo and Wheaton Park District staff and volunteer resources. I will provide the fundraising counsel and be supported by Cathy Mousseau, who will serve as campaign manager/fundraiser in an interim staffing role.

I will continue to serve as counsel, leading the development of fundraising strategy and facilitating key meetings with the Cosley Foundation Board of Directors and any related fundraising/campaign committees through 1.5 days per month of consulting time. In light of the pandemic, I will support the Foundation remotely through regular calls and video conferences.

Cathy will be the local interim staff person to manage the day-to-day fundraising and fundraising management tasks. Cathy will work 80 hours per month from July 27, 2020 through the end of the contract period. This is a reduction in hours from the last contract to respect the current financial situation caused by the pandemic.



Aligning Funding Needs

To begin, we will facilitate strategic discussions with the leadership of the Zoo, Wheaton Park District and the Cosley Foundation about the impact of the pandemic on the zoo's development opportunities and how to refine funding needs, leverage new opportunities and engage donors around both refined capital and operational giving priorities.

Based on trends around the country and within DuPage County, donors are prioritizing supporting operating needs to sustain the daily functions of organizations over capital projects. Therefore, we will want to explore elements of Cosley's operating budget such as animal care, virtual educational content, other programming, and even underwriting staff expenses as funding opportunities for the Foundation's donors. We will also discuss the impacts on the current campaign and how we might want to adjust our strategies in a manner that stewards existing commitments yet creates a realistic scope and scale for continuing forward.

These conversations will begin with staff and then will be discussed and tested with Cosley Foundation Board of Directors. RS&S will facilitate staff planning meetings and Board discussion on the funding priorities.

It will be critical that funding priorities, especially operational/programmatic priorities that will serve as operating budget relief, are clear and compelling.

As active fundraising starts again for the Cosley Foundation, significant major donors may have feedback on funding priorities and their feedback will be shared with leadership to hone the case for support.

Reengaging with Current Capital Campaign Donors

Empowered by the updated funding priorities, the RS&S team, with the support of Zoo staff, will reengage with all campaign donors through personal phone calls, personal emails, Zoom meetings, virtual zoo tours, and in-person visits - if and when they allowed by the Governor and are acceptable to donors. During these contacts we will share updates about the Zoo, discuss the path forward and steward their support to the campaign. A key objective will be ensuring that these donors remain committed to the Zoo and complete their campaign pledges.

We will also seek to learn their readiness to make a leadership annual giving commitment to support the operations of the Zoo.

We will stay in regular contact with all campaign donors sharing monthly updates and seeking additional opportunities for them to engage with the Zoo and Cosley Foundation Board throughout this contract.



Building the Structure for Robust Annual Giving Program

As the pandemic is motivating donors to invest more wholeheartedly in operational funding priorities, now is the time to leverage Cosley Zoo's annual giving program, which has been event focused and limited in its reach. Expanding the RS&S focus from capital campaign fundraising to also include annual giving will help build critical support for the operations of the Cosley Zoo.

Strengthening Existing Annual Giving Program

RS&S will develop a development program action plan to increase annual giving dollars, build a larger pipeline of donors for future capital projects and seek commitments for planned gifts. We will serve as advisors to Wheaton Park District/Foundation staff who execute the existing low-dollar/grassroots elements of the annual giving program to ensure consistency in strategy, strength of message and timeliness of appeals and other communications including new, monthly email newsletters. We will also facilitate discussions with the Foundation Board to assess the role/purpose/viability of future events for 2021 and how to increase ROI.

Engaging Donors through Leadership & Legacy Giving Societies

Our primary focus will be building the leadership annual giving (gifts of \$1,000+). We will develop the strategy for a leadership annual giving society and launch this effort (branded with separate appeals) for fall 2020. This effort is a mixture of direct response (mail, email and web) with personalized outreach. We will seek to upgrade existing Cosley Foundation donors and find new donors to expand the donor base. We will leverage our campaign prospect list and relationships in the community to identify, cultivate and solicit new donors. We will strive to match donors based on their interests and Cosley's defined funding needs to solicit restricted operational gifts of \$5,000, \$10,000 & \$25,000+. We will look to institutional donors/grantmakers to also support these needs.

We will seek to engage the Cosley Foundation Board in helping to strengthen current and build new donor relationships in support of this leadership annual giving society.

Additionally, we will finalize plans for starting a legacy giving society. This will be a means to build an endowment through planned gifts. We will target long-time donors, volunteers, and other key stakeholders and invite them to make a planned giving commitment. While this will not result in fundraising revenue in the near-term, we will be looking at the significant long-term payoff.

The RS&S role will be focused on setting the strategy, building the relationships and making the asks. We will turn to the Zoo/Foundation staff to coordinate the creation of materials and to handle the mail/email communications.



Expanding Donor Engagement – Cultivation & Stewardship

We will work with Wheaton Park District and Cosley Zoo staff to identify opportunities to generate greater community awareness about the Zoo to raise its profile as a philanthropic priority, especially in communities beyond Wheaton. Through our donor cultivation outreach, we will bring suggestions forward on new potential board members as well as potential committee members.

We will offer strategic advice on opportunities that would support fundraising efforts through greater awareness such as:

- Key messaging about: the importance of the Zoo to the community, the need to continue to improve the Zoo, the importance of animal conservation and the key role the Zoo plays in the education of DuPage County's citizens. The development of brief, monthly eblast newsletters by staff will be a critical tool in delivering this strategy.
- County-wide speaking opportunities for Foundation Board members, Sue and other Zoo staff to connect with community leaders and donor prospects.
- Strengthening and expanding existing partnerships and developing new partnerships with organizations such as The Children's Museum, the Morton Arboretum, the Sensory Garden, the Conservation Foundation, Wheaton College, DuPage Community Foundation, Forest Preserve, local business groups and primary and secondary teachers' organizations.

Impact of Our Work

Ultimately, our work will reignite the fundraising momentum gained after a four month pause in outreach.

While, we haven't discussed detailed fundraising priorities (the first step in the process), the following are key fundraising targets we would strive to achieve recognizing the environment for giving leans towards operational gifts rather than support for capital projects. We will leverage the uniqueness of economic environment to build the mechanics of a more robust annual fundraising program, in particular, building a larger donor pipeline for major and capital gifts.

Fundraising targets for the remainder of 2020 based on the scope of work described above:

- Securing 100% of existing pledge campaign commitments due in 2020 – approximately \$106,000 (including \$75,000 annual gift from Sepkes)



- Securing the four-year average for annual giving through appeals and personal outreach – approximately \$75,000
- Doubling the number of year-end donors from approximately 75 to 150 through social media and other awareness building efforts
- Launching a leadership annual giving program of \$1,000+ donors – securing approximately 20 \$1,000+ donors for operations

We recognize the above are conservative benchmarks and will strive to exceed these by all means. Therefore, at the end of August (first month of the contract), the RS&S team will work with the Cosley Foundation leadership to update and better detail fundraising benchmarks for this contract. Each month, we will provide you with updates and details on progress.

If there is continued investment in time and resources by the Board and staff, I am confident that Cosley in three to five years could raise \$300,000 for annual operations and in five to seven years around \$500,000 in annual giving. This also would position Cosley to have every five years major capital campaigns for facility renovations. Maybe even more importantly, Cosley will be in position have an endowment of \$3 million in five years by starting the efforts this year to formalize a legacy giving society and build commitments for planned gifts.

Again, to achieve any of above, the Board must be leading the fundraising charge. We, in our efforts will do everything possible to prepare, support and empower you, but the Board leadership is the critical ingredient to fundraising success.

Staffing & Fees

Rick Biddle will serve as the Managing Director-in-Charge on this assignment, providing oversight and strategic input to the project team, as necessary. I will serve as Campaign Counsel, providing a total of 9.375 consulting days (1.5 days/month) over the course of the contract. Cathy Mousseau, Campaign Manager, will provide a total of 62.5 consulting days (20 hours per week - 10 days/month) over the course of the contract.

With the unknown of the economic environment, we request the ability to adjust our fee structure if a new major opportunity arises or changes. If a specific situation requires over 20 hours per week of Cathy's time, we will discuss a written addendum to this contract.

You will be invoiced \$8,500 on the 15th of each month from August 15, 2020 through February 15, 2021, with the exception of the August 15th invoice, which will be \$2,125 for work conducted during the last week of July.



This does not include out-of-pocket reimbursable expenses. We do not anticipate any travel within in this contract. Yet any out-of-pocket reimbursable expenses incurred for travel (coach airfare, transportation, parking, hotel and per diem) and fundraising meetings/donor visits including mileage, meals and other cultivation will be invoiced at cost times a 1.1 administrative multiple. The reimbursable travel expenses for each of my trips to Wheaton will not exceed \$1,500 based on the following limits: airfare (\$600); hotel (\$200); car rental (\$200); parking (\$50) and per diem (\$75).

Should the Foundation pay RS&S via an ACH transfer, RS&S will contribute 1.5% of our total fixed fee to Cosley Zoo's conservation programs upon completion of this contract.

All invoices are due upon receipt. Any balances outstanding after 30 days will be assessed a late fee of 1% per month. You agree to pay all approved invoices submitted by us according to the terms specified above. Unless otherwise requested, all invoices will be sent to the email address provided below.

Any changes or additions to this Letter of Agreement will be submitted in writing and must be approved by both parties prior to execution. Either party may terminate this agreement at any time with thirty (30) days written notice. The Cosley Foundation agrees to pay for all consulting time and services rendered and out-of-pocket expenses incurred through the date of termination.

We agree to comply with all provisions of the Illinois Solicitation for Charity Act. RS&S will at no time during its association have custody or control of any contributions to your organization. Cosley Foundation, Inc. will exercise control and approval over the content and volume of any solicitation.

The State of Illinois requires that an authorized official of your organization sign this contract. Your signature indicates acceptance of the terms and conditions set forth in this agreement. Please return a fully executed copy of this Agreement to our office.

Thank you for the opportunity to continue to work with the Cosley Foundation.

Sincerely,


A handwritten signature in cursive script, reading "Jill Macauley".

Jill Macauley
Director
Strategic, Business & Organizational Consulting

cc: Rick Biddle, Managing Partner




AGREED AND ACCEPTED BY:



for Cosley Foundation

07/22/2020

Date



for Cosley Foundation

7-22-2020

Date

PLEASE PROVIDE BILLING CONTACT INFORMATION

Billing Contact Name and Title

Billing Address

Billing Email Address

