

directions



The journal of the Association of Nature Center Administrators

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RECYCLE THIS NEWSLETTER -
GIVE IT TO A FRIEND

Building an Endowment Without An Angel in Sight

Rich Patterson
Director
Indian Creek Nature Center
Cedar Rapids, IA

Dave Kubicek, an attorney and visionary said, "Let's quit talking about launching an endowment and do it. I'll create the paperwork."

In its formative years the Indian Creek Nature Center shared a plight common with nonprofits - a continued shortage of money to cover basic needs. Red ink flowed all over monthly financial statements, and too much organizational energy was devoted to simply finding enough cash to pay salaries, utilities, insurance, and other operational costs.

At nearly every board meeting someone would say, "The Nature Center needs an endowment." No one disagreed, but the challenge was daunting. Finding money to cover immediate needs without trying to locate additional investment funds was a struggle.

Finally, at a 1982 board meeting,

Within a few months the Indian Creek Nature Center Charitable Trust was formed. It was a separate 501(c)(3) corporation with its own board. Its mission was to manage endowed money and annually distribute the earnings to the Nature Center to fund operations.

Finally, we had an endowment, but it was an empty cupboard without funds!

Now, 25 years later, the endowment has assets close to \$2 million. It generates about 19% of operations cash needs and takes pressure off annual fundraising.

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The value of achievement lies in the act of achieving.

-Albert Einstein

ANCA is a private, non-profit organization, dedicated to promoting and supporting best leadership and management practices for nature and environmental learning centers.

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President's Message

Bo Glover
Executive Director
Environmental Nature Center
Newport Beach, CA



As leaders of nature centers, our job is to manage growth. From the growth of facilities, educational programs, and staff to the growth of donors, budget, and endowment to the growth of plants, trails, and visitor experiences - we have important decisions to make every day.

As you meet with your Board of Directors, staff, and stakeholders to determine the best path for your center to take, so too does the leadership of ANCA. In early January, the leadership of ANCA will be gathering to help manage and direct the growth of the organization.

Each year the Board of Directors of ANCA meets, face-to-face, two times and twice by conference call with countless committee phone meetings in between. The annual face-to-face gatherings occur at the Summit and at the site of a future Summit. This year we have decided to meet at Squam Lakes, New Hampshire, the site of the 2009 Summit.

This past year has seen tremendous growth of the ANCA organization. We have increased our staff by hiring an Executive Director, Director of Marketing, and Bookkeeper. We have increased our member services by offering consult scholarships; publishing monographs including: *The Search for Extraordinary Leadership: Securing your next Executive Director*, and Pro-

gramming - Citizen Science; and created a salary survey featured on our soon to be upgraded website.

The agenda of our January meeting includes many additional topics related to the growth of ANCA. We are planning for the upcoming Summits at the Teton Science Schools in Jackson Hole, WY in 2008 and Squam Lakes in 2009. We have completed a comprehensive marketing plan and are planning its implementation. Also, many additional member services will be discussed including: regional summits, new monographs, and future partnerships.

ANCA is growing and the board and staff are looking forward to managing the continued expansion of our services to the nature and environmental learning center profession. However, the organization cannot grow without member input. I encourage you to please contact me if you would like to discuss ANCA or have any suggestions as to how the organization may better serve you.

I look forward to the continued growth of ANCA in the new year and wish everyone a healthy and prosperous 2008.



Director's Notes

Jen Levy
Executive Director
Association of Nature Center Administrators
Logan, UT

Greetings from ANCA Headquarters in Logan, UT. With the office up and running and a new staff in place, the ANCA office has been busy!

I would like to welcome Teresa Bassett to the staff as our bookkeeper. Teresa works part-time for ANCA and spends the rest of her work time as the full-time bookkeeper at a nonprofit research foundation in Logan. She's been a huge help already getting things sorted out and organized.

In November Ann Rilling, Marketing and Communications Director, and I attended the National Association for Interpretation's National Workshop in Wichita, KS. It was a great opportunity to meet NAI members and spread the word about ANCA and the services we offer.

We just completed our first ANCA Peer Consult Scholarship selection process. I would like to thank ANCA Board Members Larry Richardson, Bo Glover, Dave Catlin, and Saul Weisberg and staffer Ann Rilling for making the final selections from 10 worthy candidates.

We are happy to announce that the first two ANCA Peer Consult Scholarships have been awarded to Salem Audubon Society in Salem, OR, and Clinton Community Nature Center in Clinton, MS. Although every single applicant organization showed that they would benefit from going through the ANCA Peer



Jen Levy at ANCA's booth during the National Association for Interpretation's Workshop in Wichita, KS.

Consult process, the two recipient organizations also clearly delineated how they would use the Consult to address specific issues, demonstrated significant financial need, and provided the best opportunity for ANCA to leverage our limited resources to produce the greatest benefit to the nature center profession.

The ANCA Member Roster has been updated and is available on the Member's Only section of the ANCA website. Please contact me if you would like a hard copy or if you need the access information to the Member's Only page.

It was certainly a busy and productive fall. And I am looking forward to even bigger leaps and bounds as we make plans for ANCA's future at the winter Board Meeting to be hosted by Squam Lakes Natural Science Center in New Hampshire (site of the 2009 ANCA Summit).

Enjoy winter everyone! ❄️

Salary Survey



After years of planning and preparation, ANCA has recently rolled out our web-based salary survey!

Imagine after a few key clicks having the power to compare your staff salaries with salaries from centers all across the country.

Imagine narrowing down that search to centers with similar budgets or in similar communities or in a specific region!

Look forward to the day when your budget committee asks why you should like to raise salaries. You will be able to say, "These are the top, bottom, and average salaries for this position at other similar centers."

Think of the possibilities!

BUT, the first step will be data entry. With this Survey, data won't be available until you and your peers contribute! Like any source of statistics, the information will only be as good as the data entered.

So please take the time to add your data. It takes only about 20 minutes. Don't just wait for others, be one of the first to log-on and contribute!

Contact the ANCA Office (jlevy@natctr.org) today to get your personalized access code.

E • News: To save paper and receive *Directions* electronically send an email to jlevy@natctr.org. (Please take into consideration that a typical newsletter is about 1200KB.)

E • Mail: Currently AOL addresses do not work on ANCA's Ed-Gateway listserve. Please sign up with a different server if you can.

Endowment

(continued from page 1)

There is no magic formula for building a substantial endowment; however the route the Indian Creek Nature Center followed is a successful model that could be followed by other organizations.

Some nonprofits have the good fortune to have a generous “angel,” a person often called a “sugar daddy.” Usually, this is a dedicated wealthy patron who gives or bequests a large sum of money to create a substantial endowment. Frequently, this person’s name becomes the name of the endowment fund. Angels are wonderfully generous people, but they are as scarce as July snowballs. Only the most fortunate nature centers have one. In the absence of a major benefactor nonprofits must be disciplined and visionary to achieve endowment success.

“Building a nonprofit’s endowment is really no different than building a personal portfolio. There are two critical elements. One is making regular contributions, no matter how small. The other is devoting time to allow contributions and investment growth to occur.” said Jim Seifert, a wealth management advisor who helps the Indian Creek Nature Center build its endowment.

Lacking an angel the Nature Center took the following steps to successfully build endowed assets:

- Created the Charitable Trust as a separate legal entity. Money deposited into the endowment is inviolate. It cannot

be retrieved to fund temporary cash shortfalls or short-term needs. It can’t be raided, which appeals to some donors.

- Promotes endowment giving and helps donors understand that endowment gifts create a perpetual sustainable nature center that promotes a sustainable environment.
- Deposits all unexpected, unencumbered contributions into the endowment.
- Created a life membership category and deposits life membership dues into the endowment.
- Conducts periodic endowment campaigns encouraging gifts of cash, bequests, and various other ways of planned giving.
- Conducted strategic financial planning in 2003 that targeted a \$13 million endowment goal to be reached by the 50th anniversary of the Indian Creek Nature Center in 2023. The organization created the “Shooting Star Society”

to formally recognize planned givers as a way of supporting this goal. Society members are invited to two functions per year.

- Turned over assets to the management of the Greater Cedar Rapids Community Foundation.

Lacking an angel it takes time, energy, creativity, and discipline to build a substantial endowment but it certainly can be done.

The Nature Center’s nearly \$2 million endowment came from hundreds of relatively small contributions combined with outstanding investment performance and a quarter of a century of patience. The vast majority of endowment contributions were under \$100.

Locating endowed assets is only one of two major endowment challenges. The second is optimally investing the money. A problem frequently occurs when a nonprofit’s board or committee makes investment decisions. Fearful of taking risk they select conservative safe investments that tend to produce low yields.

Perhaps the most effective step taken in advancing our endowment came in 2005 when the Charitable Trust Board voted to turn over its assets to the management of the Greater Cedar Rapids Community Foundation. The Foundation pools assets of many nonprofits with its own significant funds and hires Hammond Associates for investment advice. Investing \$50 million pooled dollars results in significantly higher returns and lower risk than investing \$2 million. Hammond provides sophisticated investment advice for a substantial fee that would be impossible for a small organization to pay.

Placing the Nature Center’s cash in the Cedar

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Rapids Foundation's pool yielded outstanding investment advice at low cost while opening investment opportunities not possible with "only" \$2 million in assets.

The model Hammond and the Foundation uses is that asset growth must cover inflation, fees, an annual distribution of 5%, and real growth. This provides a predictable flow of money to the nonprofit that will grow steadily each year even without new contributions. The Foundation's investment target is an average return of about 9%, which has been greatly exceeded in most years.

Our 2023 endowment goal of \$13,000,000 was calculated by working backwards using a 5% annual distribution rate. In the organization's 50th year we want our endowment to yield 50% of annual cash needs. That assumes an annual budget of \$1,300,000 with the endowment contributing half and the remainder generated by fees, memberships, contributions, sales, and grants.

"Community foundations provide benefits beyond management of a nonprofit's endowment. Foundation staff members are skilled development professionals who help donors set up charitable gift annuities, dedicated funds, and other devices that enable them to support their favorite nonprofits perpetually while reducing taxes." said Dan Baldwin, President of the Greater Cedar Rapids Community Foundation. The staff of small nonprofits almost always lacks this expertise, and being able to steer a potential donor to a foundation professional creates a win/win scenario.

Our relationship with the Foundation is a partnership. Banks often can provide many of these services and are good options for nonprofits operating in areas lacking an effective community foundation.

Over the years, I've been involved in many Institute of Museum and Library Sciences and Association of Nature Center Administrators consults. Nonprofits providing the best service are those that receive 40% to 50% of their annual cash needs from a reliable source that does not entail a huge amount of work. Typically, this is endowment yield.

Organizations lacking endowments tend to remain in a hand to mouth pattern and must devote too much energy searching for cash to meet immediate needs. Lacking an angel it takes time, energy, creativity, and discipline to build a substantial endowment but it certainly can be done. 🍁



An advertisement for EarthRise. At the top, it says "design inspired by nature". Below that is a large image of the Earth from space. Underneath the globe, the word "EarthRise" is written in a large, bold font. Below that is the website "WWW.DonaldWatson.COM". On the left side, there is a logo for "Certified Interpretive Planner" with the letters "NAI" inside a shield. On the right side, it lists services: "MASTER PLANNING", "INTERPRETIVE DESIGN", "GREEN ARCHITECTURE", and "ART OF NATURE". At the bottom, it says "See our website for downloadable resources on master planning and interpretive design".

Profiles: Aldo Leopold Legacy Center

Demonstrating Living with a Land Ethic

Craig Maier
Communications Coordinator
Aldo Leopold Foundation
Baraboo, WI

Aldo Leopold's words are among the catalysts for today's growing ecological awareness, having inspired many to a personal sense of responsibility to the natural world.

The green building movement is perhaps at the forefront of bringing sustainability and ecological accountability into the mainstream. Today, the Aldo Leopold Legacy Center is the highest-rated building yet certified through the US Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

"This building does things that people are dreaming about," said Rick Fedrizzi, president of the US Green Building Council, when he traveled to Baraboo, WI, to present the Legacy Center's LEED Platinum award and visit the place that inspired Leopold. "There are people out there saying, 'Somehow, somewhere a building will be able to do that.' This building is doing it today," Fedrizzi said.

The first carbon neutral building in LEED history, the Legacy Center mitigates its modest carbon footprint by producing renewable energy and through forest stewardship. In operation since spring of 2007, the Legacy Center's energy performance is matching the models that projected "net zero" energy performance—including 70 percent energy savings and production of 110 percent of energy needs by roof-mounted solar panels.

The Legacy Center was designed by The Kubala Washatko Architects of Cedarburg, WI. The Boldt Company was the general contractor and provided LEED consultation. Working with the land resulted in the project's hallmarks rather than impractical constraints. The Kubala Washatko Architects calculated how much energy the building could harvest from sunlight that fell on location and set that as the



photo by Mark Heffron/The Kubala Washatko Architects

By producing renewable energy and through forest stewardship, the Aldo Leopold Legacy Center mitigates its carbon footprint, making it the first carbon neutral building in LEED history.

project's energy budget. Wood harvested on site from the Leopold Memorial Reserve was the primary building material, necessitating creative thinking about how to design and build with the material. The result is a beautiful building that improves the health of local forests, operates on sunlight rather than fossil fuels, and accounts for zero carbon dioxide added to the atmosphere.

"Aldo Leopold cared deeply about both people and land," said Buddy Huffaker, Executive Director of the Aldo Leopold Foundation. "Leopold was ahead of his time in understanding that the health and prosperity of our communities are linked to how well we take care of the land. As concern grows about our future and life on this planet we call home, the Leopold Legacy Center demonstrates the positive contributions we can make to both the built and the natural landscape," Huffaker said.

Building stands in the spirit of Leopold

The Leopold family 'Shack' is a renovated chicken coop that

(continued on next page)

has served as a field camp since 1935, when Leopold purchased an abandoned farm about 50 miles north of Madison, WS. Leopold taught at UW-Madison, where he was the nation's first professor of wildlife ecology. In the 1930s and 40s, Leopold, his wife Estella, and their five children planted thousands of trees to protect the farm's eroding soil, to improve wildlife habitat, and to bring beauty and wildness back to the exhausted land.

Leopold died in 1948 while fighting a grass fire that threatened the Shack, but his classic book *A Sand County Almanac* went on to sell over 2 million copies. Leopold's children each went on to become distinguished scientists and conservation leaders in their own right, establishing the Aldo Leopold Foundation in 1982.

The Aldo Leopold Foundation (ALF) had a full-time staff of 5 and an annual operating budget of only \$250,000 when planning began in 2003, yet the vision of a building that respects the integrity, beauty, and limits of the local ecosystem carried the \$4 million project to fruition.

Today, the Legacy Center welcomes visitors to the Leopold Shack and Farm, and interpretive tours and exhibits describe the history of ecological restoration and management and document Leopold's intimate, life-long relationship with the American landscape. A three-season classroom and a conference center provide ALF with much-needed space to host school groups, workshops, seminars, and conferences.

Part of Leopold's legacy is the mosaic of pine forest, prairie grassland, and other ecosystems native to Wisconsin that can be found on the Leopold Memorial Reserve today. The pine groves and prairie are the direct result of the Leopold family's annual planting efforts. In 2003, the Aldo Leopold Foundation learned that the Leopold pines were in critical condition, but cutting these trees was not an easy decision for the family to make. These were trees the children had planted by hand and watered by bucket brigade.

"The decision to thin the Leopold pines was closely linked to the final decision to build the Legacy Center," Huffaker explained. "This is the kind of facility the family has been dreaming about for years, and the potential for the less vigorous pines to build the very framework of the Legacy Center was an irresistible idea," Huffaker said. In winter of 2006, the trees were carefully harvested from the Leopold forest. The largest logs were milled on site to create the columns and beams that hold up the Legacy Center. Smaller diameter trees, typically considered substandard as structural material, were used in the round to provide very strong roundwood trusses and rafters. Logs not up to structural grade were milled

in central Wisconsin and used for wall paneling, window frames, and trim.

Leopold pines were not the only local wood used. A cherry floor adorns the meeting hall, while beautiful and durable oak flooring is used in the high-traffic foyer. From the inside, the pitched roof is tongue and groove paneling made from red maple. All three species are trees harvested on another part of the Leopold Memorial Reserve to meet forest conservation goals, and processed at a local sawmill. The harvests were certified by the Forest Stewardship Council.

Designing for Energy Performance: Pushing the Envelope

The Legacy Center's energy performance is cutting edge, integrating comprehensive computer modeling, a focus on energy efficiency, and innovative mechanical systems. One member of the design and construction team was a University of Wisconsin—Milwaukee School of Architecture faculty member who designed extensive and sophisticated computer energy modeling.


Associate Professor Michael Utzinger used a hybrid modeling system which allowed the team to isolate individual energy components in the building and assess each system's impact

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Wetland Boardwalk at Fontenelle Forest

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from the field: news, notes & natural history

Vitamin D Yet Another Reason for Outdoor Play

Gordon Maupin
Executive Director
The Wilderness Center
Wilmot, OH

Although few people have so little Vitamin D they develop Rickets, many people have deficiencies that can lead to other more subtle problems. Vitamin D has been shown to affect bone, brain, breast, fat, intestine, immune cells, kidneys, liver, nerves, pancreas, parathyroid gland, Prostate, and skin keratinocytes. Probably every tissue in the body derives important benefits from Vitamin D.

Directions has published several articles on "Extinction of Experience" and "Nature Deficit Disorder." It has also published articles on reviewing the importance of the outdoors on the physical and mental health of children. Recent research provides evidence that supports the hygiene hypothesis (the idea that increased hygiene and a lack of exposure to various microorganisms may be affecting the immune systems of many populations to the degree that individuals are losing their bodily ability to fight off certain diseases) with respect to children (and adults) spending time in the outdoors.

Everyone learned about the importance of Vitamin D in a health class during their basic education. If you don't get enough, you might develop Rickets. Rickets is a bone disease characterized by a softening of the bones leading to breaks and deformities. Rickets most often occurs in children. It is a rare disease in the United States due to fortifying milk with Vitamin D. Rickets can occur in adults where it is often referred to Osteomalacia. If you take a multiple vitamin or drink milk you are safe from Rickets.

Also if you simply get some sunshine, you'll be safe from Rickets. Vitamin D is manufactured by skin exposed to sunlight.

However, that is just the proverbial "tip of the iceberg" for the health benefits of Vitamin D. The November 2007 issue of *Scientific American* contains an article called "Cell Defenses and the Sunshine Vitamin" by Luz E. Tavera-Mendoza and John H. White. This article is a must read for anyone with an interest in promoting outdoor play for children and outdoor recreation for anyone.



photo by Ken Voorhis, Great Smoky Mountains Institute

Getting outdoors during winter is beneficial in many ways, not to mention a lot of fun!

In a technical sense, Vitamin D can be considered a hormone since it is manufactured on one part of the body and transported throughout the body affecting many other tissues.

According to Tavera-Mendoza and White chronically low levels of Vitamin D lead to:

- 30% to 50% higher risk for breast, prostate, and colon cancers;
- Five times higher risk of ovarian cancer for women living at high latitudes and less sun exposure for much of the year.

(continued on next page)

In addition higher levels of Vitamin D lead to:

- 77% lower risk for all cancers (among Nebraska women over age 55 taking a daily supplement over three years).;
- 62% lower risk for multiple sclerosis;
- 80% lower lifetime risk for autoimmune (type 1 diabetes) in Finnish children taking a supplement.

The pre-antibiotic treatment of Tuberculosis – sending people to a sunny climate – helped people because of the additional Vitamin D their skin produced from exposure to the sun. Vitamin D helps the body combat bacterial infections.

Indeed, the evidence shows that Vitamin D plays a role as a natural antibiotic combating infectious disease including bacteria, fungi, and viruses. It also prevents inflammation associated with autoimmune diseases.

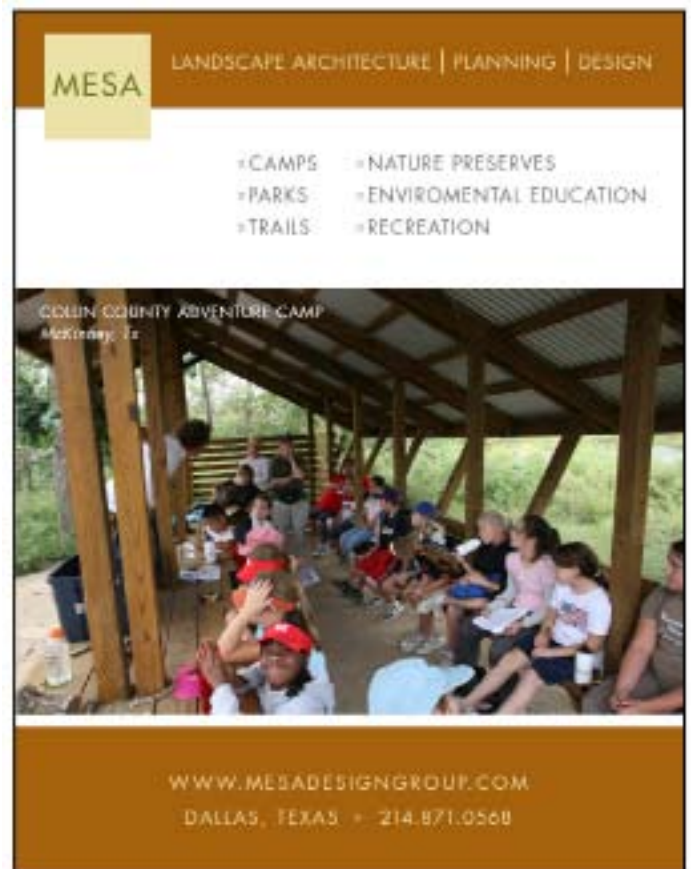
The findings listed above should give everyone a greater appreciation of the role Vitamin D plays in our overall health. There are multiple sources of Vitamin D. Much of it can be obtained through food. Indeed for people living at high latitudes dietary Vitamin D is essential. However, anyone can manufacture all they need from simple exposure to sunshine.

Awareness of the potential for skin damage caused by excessive exposure to sunlight has been drilled into us over the last several years. However, it appears there may be as much risk if one avoids the sun all together. Tavera-Mendoza and White note that a white woman in a bikini exposed to the summer sun can manufacture 10,000 IU of Vitamin D in 15 to 20 minutes. Clearly the term moderation applies even to sunlight.

How much Vitamin D should you have? Below 30 to 45 nanograms/milileter (ng/ml) is not enough and could lead to Rickets. Above 150 ng/ml it is possible some toxic effects might arise. The preferred range is 30 to 60 ng/ml. (People cannot manufacture too much in the skin as the light itself begins to inhibit Vitamin D formation when level become too high.)

The implications for outdoor play should be obvious. Everyone should make an effort to get sunshine on thier skin in moderation. Spend the first 15 to 20 minutes outdoors without a sunscreen, then after you've made your Vitamin D protect yourself. In winter make that extra effort to get outside or take a supplement.

Intuition tells us that outdoor play is healthy. New findings about Vitamin D contribute to an ever greater body of science backing up that intuition. 🍁



ANCA Technical Consults: Your Friend in the Business!

ANCA offers consulting assistance to nature centers and other environmental education organizations at very reasonable rates. The fee includes the cost of transportation, lodging, and meals for the team, plus a \$3,250 fee that goes toward supporting ANCA's professional services and planning. Our Board of Directors, and members, provide these services with no personal financial gain, while you gain the advantage of advice and guidance from some of the profession's most respected and experienced leaders.

What can be covered? Well, just about anything involved with planning, funding, and operations.

Some topics include:

- Assistance with long range and strategic planning
- Review education programs, exhibits, or trails
- Mission focus
- Fundraising and fiscal management
- Facility planning
- Starting a center
- Management strategies and use planning

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JOIN THE TEAM!

ANCA's Consult Services are a success because of it's members' participation on Consult Teams. Please consider sharing your experiences and lessons learned.

Consult Team members donate their time but all expenses are paid. Participating in a Consult is a great way to see other parts of the country, learn about other nature centers, and take home valuable knowledge for your own center.

So don't delay!!! PLEASE fill out the skills survey in the Member's Section on ANCA's web site at natctr.org.

Do it ASAP so we can tap into your experiences and skills!

To find out more about ANCA's Peer Consults, contact any ANCA board member or Larry Richardson, V.P. Professional Services
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Up & Coming!

Tropics to Tundra: Connecting Birds, Habitats, and People

Environment for the Americas, home of International Migratory Bird Day, is a non-profit organization working to increase awareness of birds and their conservation throughout the Western Hemisphere.

Environment for the Americans provides the framework and education materials for bird festivals and events, host a directory of bird education resources, and motivate people of all ages to get outdoors to learn about birds.

There are lots of ways to get involved in bird conservation, education, and birdwatching. The 2008 theme "Tropics to Tundra: Connecting Birds, Habitats, and People" provides a wonderful opportunity to recognize the important habitats in your locale and the groups and individuals that contribute to their protection. Explore what each habitat offers migratory birds, whether it is a place to rest, a nesting site, or a winter home at your nature center.

Visit www.birdday.org for materials, ideas, and more!



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2008 COEEA Conference: Your Environmental Workout!

April 4, 2008

Quinnipiac University, Hamden, CT

The Connecticut Outdoor & Environmental Education Association (COEEA) will be holding its annual conference on April 4, 2008 at Quinnipiac University in Hamden, CT. The conference, whose theme is "Your Environmental Workout," includes informative presentations and lively discussion groups as well as hands-on workshops related to a variety of EE topics.

The conference features six workshop tracks: Environmental Education, Natural History, Environmental Justice, Cultural History, Administration & Leadership Development, and Technology in Environmental Education. For the first time, the conference will offer interactive tables where participants will get a chance to see easy-to-use demonstrations, ready-made lessons, and other fun ideas to take back and use right away.

The COEEA conference offers great opportunities to build curriculum resources, strengthen your EE programs, and network with other educators who have an interest in outdoor and environmental education.

Visit www.coeea.org for further information.

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Legacy Center

(continued from page 7)

on the whole building. In all instances individual systems and total building energy modeling were measured against typical buildings constructed according to state code requirements.

"Based on our experience relative to other LEED buildings, we're confident that the Legacy Center will be in the range of operating 75 to 80 percent better than code and we'll achieve a net-zero energy building," Utzinger said.

Energy use is reduced through all aspects of design. The building is oriented on the site to take advantage of the sun's position during Wisconsin's changing seasons, maximizing solar gain through the winter and providing maximum daylight for workspaces throughout the year. A thermal flux zone along the southern exposure of the building provides passive solar heating in winter and shelters the building core from summer sun. High insulation rates help reduce energy use and increase comfort through all seasons. Operable windows will allow occupants to take advantage of fresh breezes in summer and to ward off winter's winds with inside shutters.

"Over the years, we've relied on big air handlers and chillers and sealed up buildings tighter and tighter," said Gregg Tucek, project manager for The Boldt Company. That approach forfeits the gains in energy efficiency—not to mention staff productivity—to be had from inexpensive design elements like windows that open.

The site uses a roof-mounted 39.4 kW photovoltaic solar array, projected to produce 61,000 kWh per year, as much electricity as is typically used by six Wisconsin households in one year and 110 percent of the Legacy Center's expected electricity use. When more electricity is being produced than is consumed, the surplus is sold to the local utility. In June and July 2007, the Leopold Foundation sold 8,948 kWh and purchased 1,920—a 7,000 kWh surplus and a \$650 credit from the utility.

The Legacy Center also taps into the stable temperatures of the earth. The building incorporates a geothermal heat exchanger used in the water-based heating system. Wells were drilled deep into the ground and a closed loop of piping went in below the frost line. The system uses the earth's stable temperature to pre-heat or pre-cool water relative to the air temperature. Highly-efficient heat exchangers multiply this temperature gradient to further heat or cool the fluid that runs through the radiant floor system.

The Legacy Center's earth tube system, used to supply fresh air, is one of the first installed in North America. Air

drawn from outside is tempered by traveling through underground conduits before it is filtered and sent into the building. "The ground is always about 55 degrees Fahrenheit, so in the summer air brought into the building will already be cooler than the surrounding air and in the winter it will already be warmed," Tucek said.

More than 500 sensors installed throughout the building will collect data on the innovative systems, helping to improve energy efficiency and documenting performance. "It's almost like a living laboratory," Tucek said. "Some buildings integrate a portion of green elements, but in this project we're seeing Leopold's vision come to life in every facet of design and construction."

Detailed information is available at:
www.aldoleopold.org/legacycenter

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To learn more about Flying WILD and Flying WILD partnerships, please contact us or visit our website at www.flyingwild.org.

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