



Records related to the establishment
of the Minnesota Valley National
Wildlife Refuge

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5/1/94

Friends of the Minnesota Valley
Board of Directors, 1993-1994

UPDATED 6/94

President

John Hickman (1996)



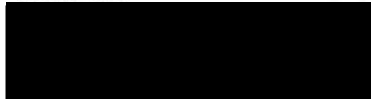
Treasurer

Bob Teetshorn (1994)



Vice President

Barbara Silverman (1995)

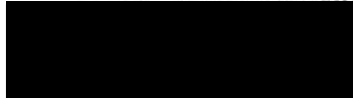


Secretary

David Carmichael (1994)



Shirley Hunt Alexander (1995)



Craig Mandel (1994)



Ed Crozier



Elaine Mellott (1996)



Nelson French



Barb Silverman (1995)



Coral Houle (1994)



Doug Watson (1995)



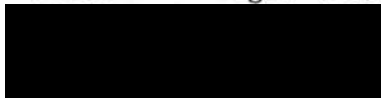
Joe White (1996)



Jean Johnson



Paige Weinbarger (1996)



Advisors to the Board

Ann Haines

Heritage Registry Coordinator
MN Valley National Wildlife RefugeTom Larson And John Schomaker
Mn Valley National Wildlife RefugeK20
COMP

884-4334

Friends of the Minnesota Valley
Board of Directors, 6-15-93

File 9/0.20

President
John Hickman (1993)



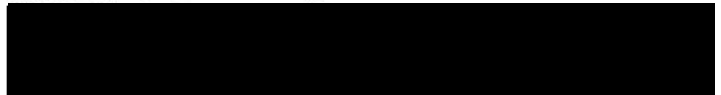
Treasurer
Bob Teetshorn (1994)



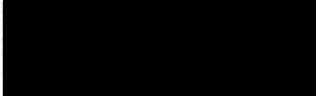
Vice President

vacant

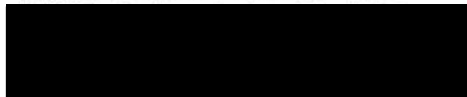
Secretary
David Carmichael (1994)



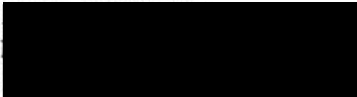
Shirley Hunt Alexander (1995)



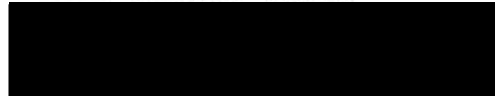
Craig Mandel (1994)



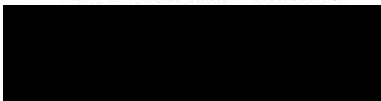
Paul Gruchow



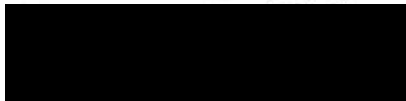
Elaine Mellott (1993)



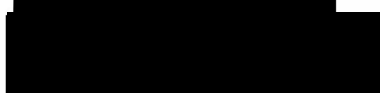
Suzanne Hamann (1993)



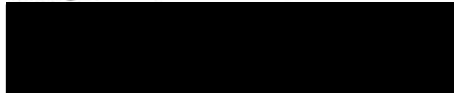
Barb Silverman (1995)



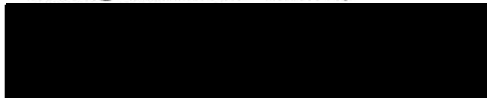
Coral Houle (1994)



Doug Watson (1995)



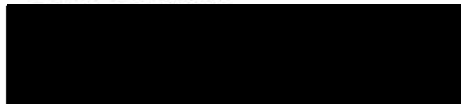
Craig Johnson (1995)



Joe White (1993)



Jean Johnson

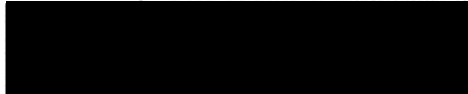


Advisors to the Board

Ann Haines
Heritage Registry Coordinator
MN Valley National Wildlife Refuge



Tom Larson And John Schomaker
Mn Valley National Wildlife Refuge



Honorary Board of Directors
Friends of the Minnesota Valley
1993

Elmer L. Andersen
[REDACTED]

Raymond Black
[REDACTED]

Les and Fran Blacklock
Drawer I
[REDACTED]

Dr. Walter Breckinridge
[REDACTED]

Forrest A. Carpenter
[REDACTED]

Les Malkerson
Box 98
[REDACTED]

Charles M. Moos
[REDACTED]

Kathleen Ridder
[REDACTED]

Richardson and Susan Okie
30 Peninsula Rd.
[REDACTED]

November-May:
[REDACTED]

Robert L. Herbst
[REDACTED]

William G. Kirchner
[REDACTED]

Walter F. Mondale
[REDACTED]

Samuel H. Morgan
[REDACTED]

Dr. Adela Skipton Elwell
[REDACTED]

Shirley Hunt Alexander
[REDACTED]

910.20

FRIENDS OF THE MINNESOTA VALLEY
Board of Directors, 1992-93

10/7/92

President

John Hickman (1993)

[REDACTED]

Vice-president

Treasurer

Bob Teetshorn (1994)

[REDACTED]

Secretary

David Carmichael (1994)

[REDACTED]

Duke Addicks (1993)

[REDACTED]

Elaine Mellott (1993)

[REDACTED]

Shirley Hunt Alexander (1995)

[REDACTED]

Joe Harrison (1993)

[REDACTED]

Suzanne Hamann (1993)

[REDACTED]

Barb Silverman (1995)

[REDACTED]

Coral Houle (1994)

[REDACTED]

Mark Thorson (1995)

[REDACTED]

Craig Johnson (1995)

[REDACTED]

Doug Watson (1995)

[REDACTED]

Craig Mandel (1994)

[REDACTED]

Joe White (1993)

[REDACTED]

Advisors to the Board

Ann Haines

Registry Coordinator

MN Valley Natl Wildlife Refuge

[REDACTED]

Tom Larson and John Schomaker

MN Valley Natl Wildlife Refuge

[REDACTED]

Administrative Services

Joann McMiller

Autocomp

[REDACTED]

Dorothy Waltz

Waltz Print-Outs Plus

[REDACTED]

Friends of the Minnesota Valley

Board of Directors, 1990-91
(year indicates expiration of term at the September annual mtg.)

President:

Joe Harrison (1993)
[REDACTED]

Treasurer:

Bob Teetshorn (1991)
[REDACTED]

Vice-President:

Shirley Asklund (1991)
[REDACTED]

Secretary:

Mary Heltsley (1992)
[REDACTED]

Mentor (Duke) Addicks (1993)
[REDACTED]

Elaine Mellott (1993)
[REDACTED]

Mike Bosanko (1992)
[REDACTED]

Dave Zumeta (1991)
[REDACTED]

5/15-10/15:
[REDACTED]

Coral Houle (1991)
[REDACTED]

Mark Thorson (1992)
[REDACTED]

Lila Turner (1993)
[REDACTED]

Janet Watson (1992)
[REDACTED]

Orville (Joe) White (1993)
[REDACTED]

Jennifer Hengelfelt
Heritage Registry Coordinator
MN Valley Nat'l Wildlife Refuge
854-5900 (W), 698-4797 (H)
725-3279 FAX

Advisors to the Board:

Tom Larson, Manager
MN Valley Nat'l Wildlife Refuge
3815 East 80th Street
Bloomington, MN 55425-1600
854-5900 or 725-3220 (W)

John Schomaker, Sr. Outdoor
Recreation Planner
MN Valley Nat'l Wildlife Refuge
Bloomington, MN 55425-1600
854-5900 (W)

Secretarial Services:

Waltz Print-Outs Plus
2095 Delaware Avenue
Mendota Heights, MN 55118
297-5474 (W), 454-8994 (H)

Vicki's Typing Service
2707 Sheridan Place
Bloomington, MN 55431
884-0737 (W) 881-2547 (FAX)

HONORARY BOARD OF DIRECTORS
Friends of the Minnesota Valley, October, 1990

Elmer L. Andersen
[REDACTED]

Horace F. Chamberlain
[REDACTED]

Raymond Black
[REDACTED]

Richardson and Susan Okie
[REDACTED]

November-April:
[REDACTED]

November-May:
[REDACTED]

Les and Fran Blacklock
Drawer I
[REDACTED]

Robert L. Herbst
[REDACTED]

Dr. Walter Breckinridge
[REDACTED]

Shirley K. Alexander
[REDACTED]

Forrest A. Carpenter
[REDACTED]

William G. Kirchner
[REDACTED]

Les Malkerson
[REDACTED]

Mary Ziegenhagen
[REDACTED]

Charles M. Moos
[REDACTED]

Samuel H. Morgan
[REDACTED]

Kathleen Ridder
[REDACTED]

Dr. Adela Skipton Elwell
[REDACTED]

9/10.20 4/3/91

Friends of the Minnesota Valley

Board of Directors, 1990-91
(year indicates expiration of term at the September annual mtg.)

President:

Joe Harrison (1993)
[REDACTED]

Treasurer:

Bob Teetshorn (1991)
[REDACTED]

Vice-President:

Shirley Asklund (1991)
[REDACTED]

Secretary:

Mary Heltsley (1992)
[REDACTED]

Mentor (Duke) Addicks (1993)
[REDACTED]

Elaine Mellott (1993)
[REDACTED]

Mike Bosanko (1992)
[REDACTED]

Dave Zumeta (1991)
[REDACTED]

5/15-10/15:
[REDACTED]

Coral Houle (1991)
[REDACTED]

Mark Thorson (1992)
[REDACTED]

Lila Turner (1993)
[REDACTED]

Janet Watson (1992)
[REDACTED]

Orville (Joe) White (1993)
[REDACTED]

Ed Garvey (1992)
[REDACTED]

Advisors to the Board:

Jennifer Hengelfelt
Heritage Registry Coordinator
MN Valley Nat'l Wildlife Refuge
854-5900 (W), 698-4797 (H)
725-3279 FAX

Tom Larson, Manager, John Schomaker,
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AGENDA

FRIENDS of the MINNESOTA VALLEY BOARD

Meeting Oct. 3, 1990

1. Approve the minutes of the Sept. 5, 1990 meeting.
2. Financial Report Bob Teetshorn
3. Washington trip report Mike Bosanko
4. Honorary Board report Mike Bosanko
5. Refuge report Tom/John
6. Nominating Committee report Joe/Mark
7. Mission Statement Chair
8. Other

Draft

MISSION STATEMENT - FRIENDS of the MINNESOTA VALLEY

The Friends of the Minnesota Valley is a non-profit citizens organization dedicated to conserving the natural and cultural resources of the Minnesota River valley, including the Minnesota Valley National Wildlife Refuge and Recreation Area between Fort Snelling State Park and Jordan, Minnesota.

Goals of the Friends include:

Conserve the integrity of the Minnesota Valley National Wildlife Refuge and Recreation Area

Provide education to residents of communities adjacent to the valley towards wildlife conservation goals.

Provide wildlife conservation and environmental education to ^{governmental} agencies concerned with the valley.

Work to complete land acquisition in the Minnesota ^{Valley} National Wildlife Refuge and Recreation Area.

Provide advocacy for the refuge and recreation area as needed.

FRIENDS OF THE MINNESOTA RIVER VALLEY
FINANCIAL STATEMENT AS OF 10-3-90

CHECKING ACCOUNT BALANCE LAST MEETING AS OF 9-5-90 \$ 969.67

Miscellaneous expenses involving membership, postage,
printing, etc. (See page bottom for details) -759.16

Miscellaneous expenses regarding Refuge grand opening
and enviromental meeting. - 3,289.25

(CDC had pledged \$3200 for some of this and we paid
some of it out of our committment of \$3,100)

42.75

Jennifer's salary for September -1,666.66

New members (2) + 25.00

Matching funds for Heritage Registry Program +8,500.00

Balance in account October 3, 1990 +3,779.65

Balance Money Market Account #1 10,188.13

Balance Money Market Account #2 20,492.37

TOTAL CASH BALANCE 10-3-90 34,460.15

FOR GRAND OPENING AND ENVIROMENTAL RECEPTION
CDC PLEDGED FUNDS \$3,200 - \$42.75 not used.

MN VALLEY PLEDGED FUNDS \$3,100 - \$35.00 not used.
(Reportedly we will be refunded \$1,365 of this amount)

\$1365. to be returned
by FWS

To date we have used \$4,785.64 of HRP designated funds. We have \$28,200 in
funds pledged to HRP plus an unknown amount of interest, and \$23,300, in kind,
pledge from USFW.

Misc. expenses

Mary H.- postage	\$ 15.00
Elaine M.- postage and milage	38.40
Mark T. -postage	20.00
Auto-Comp-printing	419.00
Mike B.- misc. items	149.46
Waltz Print out-printing and mailing	117.30

Total 759.16

FRIENDS OF THE MINNESOTA VALLEY
Meeting of the Board of Directors
at the Minnesota Valley Refuge Visitors Center
September 5, 1990

Members present: Mike Bosanko, Joe Harrison, Mary Heltsley, Elaine Mellott, Bob Teetshorn, Mark Thorson, Fred Waltz, Janet Watson, Dave Zumeta.
Others present: Jennifer Hengelfelt, Tom Larson, John Schomaker, Lila Turner.

Elaine Mellott called the meeting to order at 7:10 pm. The minutes of the August meeting and the special meeting in May were approved. Bob Teetshorn presented the treasurer's report. All accounts are now at Richfield Bank and Trust, with a total balance of \$31,396.88.

AWARDS: Elaine expressed her feelings about the awards which the Friends have received. She does not think that Friends money should be spent traveling to accept these recognitions. Fish and Wildlife Service has offered to pay expenses for two Friends members to travel to Washington, D.C., on September 17-18 to accept the "Take Pride in America" award. Mike and perhaps Mark will go.

NOMINATING COMMITTEE: Mike reported that one member responded to the appeal in the Valley Vision for board members. Lila Turner is also interested in serving. The committee will present a slate in October. Les Blacklock, Susan and Richardson Okie, and Kathleen Ridder have agreed to be honorary board members.

VISITORS CENTER DEDICATION: The dedication is on September 14. The Friends has paid for postage for the invitations and for the luncheon food which the Holday Inn will prepare and serve. Friends members are needed to greet visitors and pass out our brochures at the open house on Sept. 15 and 16th. Elaine will purchase gifts, up to \$25 each, from the refuge book store for Rep. Sabo and two of his staff, in appreciation of their support of the refuge.

FOCUS STATEMENT: The proposed Friends' mission statement and goals, written by Mike, was discussed. Mike will rewrite the statement, based on the suggestions made, for approval at the October meeting.

HERITAGE REGISTRY PROGRAM: Jennifer showed maps on which she had marked the critical ecological, archaeological and cultural features near the refuge. After discussion, it was moved and passed that Jennifer seek registry of land in the following priority order: Purgatory Creek area, Louisville Prairie, NSP Prairie, BFI land, Bloomington Bluff Forest, fens. Registry of land along Nine-Mile Creek should be deferred until spring, because of debate on deer, trails, and storm sewers in the area. Jennifer's goal is to contact 150 landowners and register 65 sites this year. She will be writing brochures and educational materials to distribute to landowners. Jennifer suggested that a board member or other person who would have continuing contact with the landowners accompany her on the visits. More discussion is needed at another board meeting.

REFUGE REPORT: Tom Larson commented on the proposed Highway 18 and 169 bridges in Shakopee and their effects on the refuge. He told that Wild Wings is donating prints for the Visitors Center.

John Schomaker, and also Tom, commented on the number of visitors coming to the refuge from around the U. S. and other countries. We are having wide spread influence on environmental concerns.

The Fish and Wildlife budget for 1992 is being prepared. Our refuge is included in proposed funding for environmental education projects.

The next board meeting will be held on October 3 with Janet Watson as chair. The meeting was adjourned at 9:43 pm.

Mary Heltsley, Secretary

FRIENDS OF THE MINNESOTA VALLEY

Board Meeting

Wednesday, March 7, 7:00 p.m.

at the Refuge Visitors Center, 2nd floor

Agenda:

1. Minutes
2. Treasurer's report. Change to quarterly report?
3. Earth Day, Saturday April 20. Booth and staffing
4. Picnic for Honorary Board, May or June
5. Municipality report--Duke Addicks
6. Heritage Program--Jennifer
7. Funding--Joe H.
8. Committees--Joe H.
9. Refuge report
10. Other



FRIENDS OF THE MINNESOTA VALLEY
Meeting of the Board of Directors
at the Refuge Visitor Center

February 6, 1991

Members Present: Shirley Asklund, Ed Garvey, Joe Harrison, Coral Houle, Elaine Mellott, Bob Teetshorn, Lila Turner, Janet Watson, Joe White

Others Present: Jennifer Hengelfelt (Heritage Registry Program)
Liz Jones (Environmental Education Specialist, FWLS)
Rob Rogers (Assistant Refuge Manager, FWLS)

Joe Harrison called the meeting to order at 7:00 pm. The minutes of the January 9 meeting were reviewed and approved.

EARTH DAY: Liz Jones presented the tentative plans for Earth Day at the refuge scheduled for April 22 and asked for suggestions. She also requested financial help from the Friends in the amount of \$250.00 to cover the cost of two appearances by Rachael Kroug (musician/entertainer who focuses on nature topics). Elaine moved and it was seconded and passed that the Friends donate \$250.00 for this purpose.

TREASURER'S REPORT: Bob Teetshorn reported a balance of \$36,336.00 in the treasury as of December 31, 1990.

LINDQUIST FUND: The Friends have been asked to be custodians of money raised by Don Lindquist, a refuge volunteer who collects trash on the refuge and sells it. The sum of money he has raised exceeds \$2,000.00. Elaine moved and it was seconded and passed that the Friends set up a Lindquist Fund for this purpose. The money is to be used to benefit the refuge.

REFUGE REPORT: Rob Rogers reported that the city of Burnsville is running out of space for land fill and is proposing an expansion of its land fill site. The proposal calls for filling in wetlands around the existing site which is considered by the refuge staff to be a highly undesirable development. Ed Garvey pointed out that the permit procedure will involve several regulatory agencies and that the process will take considerable time. Some people mentioned as possible sources of information regarding this situation are Charlotte Silver, Bonnie Featherstone and Mary Ziegenhagen. Also Steve Eckert, Wetlands Ecologist, Army Corps of Engineers. Board members will seek additional information and will discuss this issue again at the March meeting. The Old Ferry Bridge is to be closed and replaced with a new bridge. The proposed site for the new bridge will result in the destruction of some forest along the river and this is of concern to the refuge staff.

WINTER MEETING PLANS: The plans for the February 20 meeting are progressing. Press releases have been mailed to twenty local news media and a feature article appeared in the winter issue of the Valley Vision newsletter. Joe White will check with Scott Sharkey and with the Visitor Center staff regarding the hanging of photos and the equipment (projector, mike, etc.) required for Scott's presentation. Shirley will pick up and arrange the refreshments being donated by the Holiday Inn International.

HERITAGE REGISTRY PROGRAM REPORT: Jennifer has contacted twenty one land owners and has met with six of them to date- all six with whom she met agreed to join the registry. Coral suggested that an article be prepared for the news media that

recognition to the land owners that are registered. The next contact to be made is to Mid America Festival (the organization that runs the Renaissance event). A plaque will be placed on the wall of the Visitor Center listing the names of the Heritage Program registrants. The cost of plaques for the individual registrants is now down to \$10.00. Only one third of the registrants so far have wanted plaques. The Friends of the Boundary Waters would like to exchange mailing lists with the Friends of the Minnesota Valley. Elaine moved and it was seconded and passed that the lists be exchanged, with only the metro plus zip codes adjacent to the Minnesota River being requested by the Friends of the Minnesota Valley. The exchange is to be done one time only. Jennifer requested an adjustment in her work contract that would allow for a mid-June to end-of-August break and for more flexibility in hours worked per week. Elaine moved and it was seconded and passed that these adjustments in contract be made.

CONTACT WITH MAC: It was agreed that a meeting be set up between the Friends and Jeff Hamiel of the Metro Airport Commission to talk about protection of the eagles nesting in the refugr and other issues related to airport activities.

Ed Garvey was unanimously elected to the board of the Friends of the Minnesota Valley.

The meeting was adjourned at 9:30 pm

Minutes prepared by Shirley Asklund

Amy

Friends' Program Meetings: 1982 through Winter, 1991

1982 Fall: Organizational Meeting: Film, "MN Valley Nat'l Wildlife Refuge", with Tex Hawkins (refuge staff; slides by Craig Blacklock (Nicollet Jr. High, Burnsville, Sep. 27)

1983 Winter: Slide presentation by staff of Murphy's Landing (Shakopee), and cross-country skiing at Louisville Swamp unit (Murphy's Landing, Sat., Jan. 29).

Spring: Walking tour of the Bass Ponds, led by Elaine Mellott and Tex Hawkins (Refuge's Bass Ponds, Wed., Wednesday evening, May 18)

Fall (annual Mtg.): Slides by Craig Blacklock, and presentation about the Black Dog Fen area and rare species in the Valley, by Bob Djupstrom, director of the DNR's Scientific and Natural Areas (SNA) Program (Nicollet Jr. High, Burnsville, Tuesday, Sep. 20).

1984 Winter: Cross-country skiing and snow-shoe trek at Ft. Snelling State Park's Pike Island Interpretive Center, and talk by park naturalist Joe Stedman. (Sat., Feb. 11)

Spring: No program meeting held.

Fall (Annual mtg.): Removal of muskie fingerlings from the Bass Ponds, by Muskies, Inc., and migratory bird-viewing walks. (Bass Ponds, Sat. Sep. 22)

1985 Winter: No program meeting held

Spring: Canoe tour of Long Meadow Lake, led by refuge staff (Sat. April 27)

Fall (annual mtg.): Bird-watch hike, up-date by Refuge staff, tour of Bass Ponds led by staff member Ed Moyer, and removal of muskie fingerlings, Muskie, Inc. (Bass Ponds, Sat., Sep. 21)

1986 Winter: Cross-country ski tour of Louisville Swamp unit (Sat., Feb. 1)

Spring: "Clean Up the Valley Day", as part of the Take Pride in Minnesota Valley program (parking lot, old Cedar Avenue bridge, Sat., April 26)

Fall (annual mtg.): Boat cruise on the Minnesota River, on the paddle-wheeler Emmy Lou (Shakopee, Sat., Sep. 27)

1987 Winter: Refuge up-date, with slides, by Refuge Manager Ed Crozier (Refuge HQ, evening of Feb. 19)

Spring - No meeting held.

Fall (annual mtg.): Presentation on plans for the new Visitor's Center by architects of Ellerbe and Assoc. (Refuge HQ, Tuesday, Sep. 15).

1988 Winter: Dr. Patrick Redig, Director, Raptor Research and Rehabilitation Program (U of M) (Holiday Inn Internat'l, Tuesday, Feb. 16).

Spring: Bluebird Trail Field Trip, and demonstration of bluebird nest-box building (home of Bob and Lyla Smith, and Louisville Swamp Visit, Sat., May 7).

Fall (annual mtg.): Boat cruise on the Minnesota River, on the paddle-wheeler Emmy Lou (Shakopee, Saturday, Sep. 24)

1989 Winter: No meeting (Refuge's winter programs publicized in Valley Vision)

Spring: Jim Gilbert, local naturalist and author, illustrated talk - "Spring Phenology" (Holiday Inn Internat'l, Wednesday, April 19).

Fall (annual mtg.): Guided interpretive walk through the Black Dog Prairie, MN Valley Nat'l Wildlife Refuge (Black Dog Prairie, Burnsville, Sat., Sep. 16).

1990 Winter: Legends and lore of the Minn. Valley, storyteller Duke Addicks (Holiday Inn Internat'l, Wednesday, Jan. 31)

Spring - no meeting held

Fall (annual mtg.): Slide/film presentation, "taking Flight", by Joan Galli, DNR non-game Wildlife Specialist and guided tour of the new Visitor's Center. (Visitor's Center, Sat., Oct. 20).

1991 Winter Photography of Scott Sharkey, wildlife and nature photographer. (Visitor's Center, Wednesday, Feb. 20).

FRIENDS OF MINNESOTA VALLEY 1982
LOWER MINNESOTA VALLEY CITIZENS COMMITTEE 1973

WE ARE A GROUP OF PERSONS FROM ACROSS THE STATE AND ELSEWHERE IN THE U.S. WHO ARE DEDICATED TO CONSERVING ITS WILDLIFE, ECO SYSTEM AND HISTORICAL VALUES.

WE ARE EXTREMELY PLEASED THAT THE REFUGE IS BECOMING A REALITY UNDER THE LEADERSHIP OF CONGRESSMAN MARTIN SABO, THE MINNESOTA CONGRESSIONAL DELEGATION, THE DEPT. OF THE INTERIOR AND USF&WS, THE MN DNR, AND THE ADJACENT COUNTY AND CITY GOVERNMENTS. THEY HAVE OUR HEARTFELT THANKS FOR THIS CONSTANT AND ACTIVE LONG TERM COMMITMENT TO THE LAND. WE HOPE THAT THESE MANAGEMENT AGENCIES WILL CONTINUE TO DEMONSTRATE FLEXIBILITY AND WISDOM IN TAKING CARE OF THEIR PRINCIPAL CHARGE--THE VALLEY LANDS AND THE WILDLIFE WHICH LIVE THERE AND USE THOSE LANDS SO A WIDE DIVERSITY CAN CONTINUE TO THRIVE. WE ALSO HOPE THESE AGENCIES WILL DO THEIR UPMOST TO PERFORM AND PROMOTE PUBLIC ENVIRONMENTAL EDUCATION--OUR COUNTRY'S URBAN POPULATION MUST LEARN TO MANAGE THEMSELVES AND THE LANDS AROUND US WITH CAREFUL AND THOUGHTFUL WISDOM IF WE ARE TO SURVIVE.

THE FRIENDS ARE ESPECIALLY PLEASED TO BE A PART OF THIS GROUND BREAKING TODAY TO COMMENCE CONSTRUCTION OF THE MN VALLEY NATIONAL WILDLIFE REFUGE VISITORS CENTER. A SHELTER FOR THE REFUGE STAFF, A PLACE TO RESEARCH AND EXHIBIT WILD LAND MANAGEMENT AND PERFORM ENVIRONMENTAL EDUCATION IS KEY TO WHAT WE ARE ABOUT AND IT IS MOST IMPORTANT TO THE LOCAL AND INTERNATIONAL PEOPLES NOW ATTRACTED TO THE REFUGE.

29356

*groundbreaking
speech
E. M. Mott*

*grateful to the refuge staff
regional office, Cong. Sabo
Len Durrenberger & Obelster
Hamprey & M. Ondale for their
for site & finally to the
friends who have worked for so*

Visitors Ctr. Dedication
by E. M. Mott 9/14/96

THIS IS A JOYFUL DAY FOR MYSELF AND THE FRIENDS OF THE MINNESOTA VALLEY WHO HAVE WORKED TO CREATE THE MN VALLEY NATIONAL WILDLIFE REFUGE AND RECREATION AREA AND THE INTERPRETIVE AND EE VISITOR'S CENTER.

TODAY'S DEDICATION IS THE CULMINATION OF OUR WISH TO PROVIDE A FOCUS FOR WILDLIFE INTERPRETATION AND EE TO OCCUR IN AN URBAN AREA IN THE NATIONAL WILDLIFE REFUGE SYSTEM. DECISION-BASED EE NEEDS AND INFORMATION USE ARE AT AN URGENT LEVEL. WE MUST LEARN AND APPLY ^{water ecosystem and} ~~BETTER~~ ^{and land stewardship} WILDLIFE MANAGEMENT PRACTICES TO MAINTAIN DIVERSE HABITATS AND TO LESSEN THE IMPACT OF THE HUMAN ACTIVITIES THAT CAUSE WILDLIFE EXTINCTION. WE DEDICATE THIS CENTER TO THAT PURPOSE.

THUS ^{we} DEDICATE THIS CENTER TO LIFE, ^{to} EDUCATION FOR LIFE, AND ^{to} THE WISDOM FOR OUR PEOPLE AND COMMUNITIES TO BETTER FUNCTION ON BEHALF OF ^{all} ~~THE~~ LIFE ~~AND WILDLIFE~~ ON EARTH. ACHIEVEMENT OF THE ON-GOING EXISTENCE OF WILDLIFE IN THE MN RIVER VALLEY REQUIRES CARING AND ACTION FROM EACH OF US.

WE THANK AND VALUE EACH MEMBER OF THE MN VALLEY NATIONAL WILDLIFE REFUGE STAFF AND ^{its} ~~OUR~~ VOLUNTEERS. THEY HAVE BEGUN TO MAKE THIS BUILDING WORK WELL TOWARDS ITS INTENDED PURPOSE. WE GIVE SPECIAL THANKS TO TOM LARSON, THE REFUGE MANAGER, JOHN SCHOMAKER, OUTDOOR RECREATION PLANNER, AND KATE WINSOR, CENTER MANAGER. THEY ARE KEY TO THE INFORMATION ^{research} AND DIRECTION WE SEEK HERE. THEIR WORK AND COMMITMENT ARE APPRECIATED. ^{our} ~~A~~ SPECIAL SALUTE GOES TO ED CROZIER FOR HIS FORESIGHT, HARD WORK AND HIS

^{now}
Wildlife Asst Mgr.
for Region 3

basic

PAGE 2

WISDOM WHICH WERE ~~KEYS~~ IN BRINGING THE REFUGE AND THIS CENTER INTO REALITY. HE HOLDS A VERY SPECIAL PLACE^{our lives,} IN THIS AND MANY OTHER NATIONAL WILDLIFE REFUGES ACROSS OUR CONTINENT.

WE ALSO THANK FORMER VICE-PRESIDENT MONDALE FOR^{his} FORESIGHT, LOVE OF RIVERS AND QUICK ACTION TO OBTAIN CONGRESSIONAL APPROVAL OF THE REFUGE. ADDITIONALLY, CONGRESSMAN SABO ^{and his staff are unceasingly} IS DILIGENT IN OBTAINING FUNDS TO COMPLETE THE REFUGE AND ^{they are} IS PRIMARILY RESPONSIBLE FOR FUNDS TO ~~CONTINUE~~ ^{Complete} THE CENTER WE DEDICATE

TODAY. THEIR LEADERSHIP IS REFLECTED BY THE FACT THAT SEVERAL OTHER SENATORS AND CONGRESSMAN ARE WORKING TO ESTABLISH

EQUIVALENT CENTERS IN THEIR STATES. ^{Many others have also provided support and actions on behalf of the center including Harvey Nelson, Jim Britman, Regional director of the USFWS and Mayor Neil Peterson who are with us today.} EACH COMMUNITY ADJACENT TO THE VALLEY AND OUR STATE AND FEDERAL AGENCIES ARE RESPONSIBLE TO WORK TO CONSERVE THE MN RIVER

VALLEY AND ITS INTEGRITY. SOME SPECIES IN THE VALLEY HAVE

BECOME EXTINCT SINCE THE FRIENDS BEGAN THEIR WORK IN 1973 AND ^{on the south side of the river} OTHERS ARE THREATENED, ESPECIALLY IN THE CALCAREOUS FENS^{due to} CHANGES IN WATER QUALITY AND SUPPLY. EACH OF US MUST WORK TO

STOP THESE OCCURRENCES. ON THE POSITIVE SIDE, OTHER SPECIES ARE RETURNING OR MOVING IN, SUCH AS THE BALD EAGLE AND

PEREGRINE FALCONS. ^{And the valley continues to function as a wildlife corridor in eastern Mn. and an ~~important~~ migration route}

SO TO BLOOMINGTON, THE METRO AREA, AND THE WORLD, WE DEDICATE THE MN VALLEY NATIONAL WILDLIFE REFUGE AND EE CENTER. USE IT, CHERISH IT, AND BUILD UPON AND ENJOY IT. WE ARE^{all} CITIZENS OF THE WORLD. ^{and stewards of the land planet.}

We also thank Ellerbe Becket, architect, Arbay construction 9-14-90 and the Burdick Group, exhibit designers.

Boschert
Hester
Winters

Dave
Britman
Harvey
Neil Peterson

FRIENDS OF THE MINNESOTA VALLEY
AGENDA - WEDNESDAY
MARCH 7, 1990

NOTE EARLIER TIME ! !

1. 7 - 8:00 PM - TOUR NEW VISITOR'S CENTER - MEET
AT THE FRONT DOOR OF THE NEW CENTER AT 7 PM.
2. 8:05 PM - APPROVE MEETING MINUTES
3. APPOINT FRIENDS OPERATION BROCHURE COMMITTEE
4. PRIORITIZE JANUARY 13TH MEETING REFUGE NEEDS TO
DETERMINE THE 1990 "FRIENDS BOARD FOCUS.
5. ADJOURN 9:30 PM.

ED

4894g

OLD stuff
TO BE
Filed



By Tom Larson

1

FRIENDS OF THE MINNESOTA VALLEY PLANNING MEETING
January 13, 1990

- I. What am I going to tell you?
 - A. What is the USFWS, where does MN Valley fit in the agency?
 - B. HOW DID MINN. VALLEY NWR HAPPEN?
 - C. REVIEW WHAT ARE THE OBJECTIVES FOR THE AREA AND THE SIZE OF THE PROJECT.
 - D. WHAT DEVELOPMENT IS PLANNED FOR THE REFUGE.
 - E. MANAGEMENT CONCERNS AND URBAN IMPACTS
 - F. WHAT LIES IN STORE FOR THE REFUGE IN THE FUTURE?
- II. U.S. FISH AND WILDLIFE SERVICE - largest WILDLIFE MGMT. AGENCY IN WORLD.
 - A. HATCHERIES; ECOLOGICAL SERVICES; ENDANGERED SPP.; ETC. ; REFUGES
- III. NATIONAL WILDLIFE REFUGE SYSTEM - MINNESOTA VALLEY NWR=PART OF SYSTEM
- IV. MINNESOTA VALLEY NWR, RECREATION AREA AND STATE TRAIL EVOLUTION
 - A. PRE-MASTER PLAN/COMPREHENSIVE PLAN HISTORY
 - 1. 1934: GOV. FLOYD OLSON PROPOSED 42,000 AC. PARK BETWEEN FT. SNELLING AND SHAKOPEE; NOT IMPLEMENTED
 - 2. 1969: STATE LEGISLA. AUTHORIZED MINN. VALLEY TRAIL
 - 3. LOCAL UNITS OF GOVT. WERE IN PROCESS OF BUYING PARK LAND
 - 4. 1970: BURNSVILLE ENVIRONMENTAL COUNCIL FORMED (NON-PROFIT VOL. GROUP)& PROPOSED A REFUGE AND REC. AREA IN VALLEY
 - 5. 1973: MEMBERS OF THE BURNSVILLE GROUP JOINED W/ BLOOMINGTON NATURAL RESOURCES COMMITTEE (CITY ADVISORY COMMITTEE) FORMED THE AD HOC LOWER MINN. VALLEY CITIZENS COMMITTEE TO PROMOTE THE REFUGE/RECREATION AREA CONCEPT.
 - 6. 1976: EFFORTS OF THE CITIZENS COMMITTEE RESULTED IN PASSAGE OF THE MINNESOTA VALLEY NATIONAL WILDLIFE REFUGE ACT
 - B. 1976 MINNESOTA VALLEY NWR ACT
 - 1. AUTHORIZED 9500 AC. IN NWR; LATER ADDED 3,091 FOR A TOTAL OF 12591.; AUTHORIZED 8,000 AC. IN REC. AREA

- C. EIS, MAY, 1982
 - 1. DETAILED DATA BASE COVERING APPROX. 34,000 AC.(?)
 - 2. SIGNIFICANT CITIZEN INPUT THRU PUB. MTGS. & INVOV.
- D. REFUGE MASTER PLAN, AUGUST, 1982
- E. COMPREHENSIVE PLAN, 1984; COVERS STATE AND FEDERAL LAND AND IDENTIFIES LOCAL CONTROLLED LANDS
 - 1. DETAILS OBJECTIVES AND PROPOSED DEVELOPMENT FOR THE OVERALL PROJECT AREA AS WELL AS FOR THE REFUGE
 - 2. OBJECTIVES
 - 1. To preserve the valuable wildlife and other natural and cultural resources of the lower Minnesota River Valley while providing natural resource recreation and education opportunities for major segments of the population.
- 3. AREA DESCRIPTION
 - 1. ENTIRE AREA 24,000 ACRES, 72 MILES FT. SNELLING TO LESEUR
 - WETLANDS) DIVERSITY ASSOC. WITH RIVER SYSTEM
 - GRASSLANDS & EDGE OF PRAIRIE & BIG WOODS
 - FORESTS
 - a. 9 STATE UNITS, 4 LARGE LOCAL GOVT. MANAGED UNITS & SEVERAL SMALLER LOCALLY MANAGED PARK AREAS
 - 2. RECREATION AREA & STATE TRAIL MANAGED BY CITY & COUNTY GOVTS. & MINN. DEPT. NATURAL RESOURCES
 - a. STATE TRAIL WILL LINK REFUGE UNITS; PROVIDE HIKING, BICYCLING, HORSEBACK RIDING & CROSS-COUNTRY SKIING FOR THE 2 MILLION PEOPLE WHO LIVE IN THE TWIN CITIES METRO AREA
 - 3. REFUGE PORTION
 - a. REFUGE OBJECTIVES
 - 1. MANAGE NATURAL RESOURCES TO PROTECT & PERPETUATE THE DIVERSITY OF WILDLIFE AND ECOLOGICAL COMMUNITIES
 - 2. PROVIDE OPPORTUNITIES FOR WILDLIFE-ORIENTED RECREATION AND AN EDUCATIONAL CENTER FOR STUDY OF NATURAL SYSTEMS AND WILDLIFE MANAGEMENT

+THIS MISSION IS UNIQUE AMONG REFUGES

b. ENVIRONMENT

1. 7 UNITS SPREAD ALONG 36 MILES OF MINN. RIVER
2. 12,500 AC. PROPOSED; CURRENT 7,200 AC.
3. QUALITY HABITAT BORDERED BY GRAIN TERMINALS, HIGHWAYS, RESIDENTIAL AREAS, OFFICE BUILDINGS & FARM FIELDS-BECAUSE OF THE QUALITY AND EXTENT OF THE HABITAT, WHEN ON THE REFUGE, HARD TO IMAGINE THAT YOU ARE IN A METRO AREA OF 2 MILLION PEOPLE
4. TYPICAL VALLEY CROSS SECTION STARTING AT BLUFF TOP RANGES FROM OAK-DOMINATED HILLSIDE FOREST TO OAK SAVANNAS; THEN WETLANDS RANGING FROM BOGS AND SEEPS TO MARSHY LAKES; COTTONWOOD/MAPLE FORESTS ALONG MINNESOTA RIVER COMPLETES ENVIRONMENT
5. AN AREA OF RARE HABITATS:
OAK SAVANNAS-GRASSLAND WITH TREES
NATIVE PRAIRIE-GRASSLAND THE PIONEERS ENCOUNTERED
CALCAREOUS FENS-SPRINGS SEEPING THRU LIMESTONE CHGING. CHEMISTRY & PLANTS
WETLANDS (500,000 ACRES DRAINED/YR)-MARSHY AREAS RARE BECAUSE OF DRAINAGE AND FILLING
6. WILDLIFE
 1. OVER 250 SPECIES OF BIRDS
 - a. WATERFOWL, ESP. WOODDUCKS, BWT, MALLARDS
 - b. WADING BIRDS; HERONS, EGRETS
 - c. SONG BIRDS, RAPTORS, BALD EAGLES, PEREGRIN FALCONS
 2. 50 SPECIES OF MAMMALS INCLUDING DEER, BADGERS, COYOTES, BEAVER
 3. 30 SPECIES OF REPTILES & AMPHIBIANS

c. PUBLIC USE

A. RECREATION

1. HIKING, BICYCLING, LIMITED HUNTING, FISHING, BIRD WATCHING, PHOTOGRAPHY

B. ENVIRONMENTAL EDUCATION/INTERPRETATION

1. AN OUTDOOR LAB/CLASS ROOM AVAIL. FOR USE BY SCHOOLS
2. BASS PONDS ENVIRONMENTAL EDUCATION AREA; DIVERSE HABITATS, PONDS, WATER CONTROL; SELF GUIDING TRAIL; OTHER TRAILS AVAIL.
3. INFORMATION KIOSKS; INTERPRETIVE SIGNS, BROCHURES
4. VISITOR CENTER - JOHN WILL DISCUSS

V. DEVELOPMENT PLANNED FOR THE AREA

A. PUBLIC USE

1. ACCESSES/TRAILHEADS; 16 PROPOSED OR EXISTING FOR THE REFUGE; PAVED LOTS TO GRAVELLED LOTS; KIOSKS
2. STATE TRAIL; 72 MILE CORRIDOR SPANNING THE LENGTH OF THE PROJECT
3. INTERIOR REFUGE TRAILS, INTERPRETIVE TRAILS (SELF-GUIDING BASS PONDS TRAIL), MAY INCLUDE SOME INTERPRETIVE PANNELS
4. BOARDWALKS; FOR HANDICAPPED OR JUST TO PROVIDE ACCESS TO A WETLAND AREA WHERE FEW COULD GO NORMALLY
5. VISITOR CENTER

B. MANAGEMENT FACILITY DEVELOPMENT

1. MAINTENANCE COMPLEX AND VISITOR CONTACT STATION
2. WATER MANAGEMENT FACILITIES (STRUCTURES, MOIST SOIL AREAS, DIKES, DITCH CONSTRUCTION)
3. GRASSLAND RESTORATION
4. FLOODPLAIN FOREST RESTORATION
5. FIRE BREAK CONSTRUCTION

VI. MANAGEMENT CONCERNS AND URBAN IMPACTS

A. OUTSIDE FORCES THREATENING/IMPACTING THE REFUGE

1. ADJACENT DEVELOPMENT WHICH COULD IMPACT
 - a. EXAMPLES: PROPOSED ASPHALT PLANT AND CONTAM. SOIL PROCESSING PLANT NEAR LVL. (AIRBORNE POLLUTANTS, CONTAM. GROUND WATER); CONCRETE CRUSHING PLANT ADJACENT TO BLACK DOG FEN.
 - b. ADJACENT DEVELOPMENT OR SPECIAL INTEREST GROUPS MAKING IT HARDER TO CONDUCT MANAGEMENT PROCEDURES; E.G. CONTROLLED BURNING, WATER MANAGEMENT (ROUND LAKE), 2 PRIVATE LANDOWNERS ON LONG MEADOW L. UNIT NOT WANTING THE GATE ON CEDAR AVE. CLOSED.
2. STORM WATER RUNOFF (CONTAMINANTS)
3. HIGHWAYS/BRIDGES CROSSING REFUGE (HWYS 169, 18)
4. LOCAL GOVERNMENT RESTRICTING MANAGEMENT OPTIONS
 - a. DEER MANAGEMENT
 - b. CONTROLLED BURNING
5. VANDALISM, TRASH DUMPING, VEHICLE TRESPASS
6. UNWILLING SELLERS FOR KEY REMAINING LAND TRACTS

B. ON-SITE FACTORS IMPACTING THE REFUGE

1. LEAFY SPURGE AND PURPLE LOOSESTRIFE
2. BEAVER, DEER
3. RIVER FLOODING; AFFECTS ABILITY TO MAINTAIN GRASSLAND AND TO MANAGE WATERLEVELS TO OPTIMUM
4. SUCCESSION; CONSTANT BATTLE TO MAINTAIN DIVERSITY

C. INTERNAL GOVERNMENTAL FACTORS IMPACTING REFUGE

1. FUNDING FOR COMPLETION OF DEVELOPMENT AND LAND ACQUISITION
2. PERSONNEL CEILINGS AND FUNDING TO STAFF PROGRAM ADEQUATELY
3. ADMINISTRATIVE/PAPER WORK OVERLOAD
4. EXPANDING AREA OF RESPONSIBILITY (FARM BILL OFF-REFUGE WORK)

VII. FUTURE OF MINN. VALLEY

A. LAND ACQUISITION

1. 5000 AC. TO ACQUIRE
2. \$3 MILLION APPROPRIATED THIS FISCAL YEAR
3. APPROX. \$4.7 MILLION ADDITIONAL NEEDED

B. MANAGEMENT/PUBLIC USE GOALS

1. I WANT MNV TO BE THE BEST NWR IN COUNTRY FROM STANDPOINT OF QUALITY OF OUR FACILITIES, PROFESSIONALISM OF OUR MANAGEMENT AND QUALITY AND RESOURCEFULNESS OF OUR PROGRAMS AND SERVICES.
2. EXPANDED ENVIRONMENTAL EDUCATION PROGRAM; USE REFUGE AS OUTDOOR LAB, RESEARCH BY COLLEGES; DISSEMINATION OF INFO. COLLECTED ON REFUGE
3. CENTER OF EXPERTISE FOR SCIENTIFIC WILDLIFE MANAGEMENT TECHNIQUES AND A DEMONSTRATION SITE OF WILDLIFE MANAGEMENT TECHNIQUES IN THE VISITOR CENTER AND ON THE GROUND
4. AN ENVIRONMENTAL RESOURCE CENTER FOR INFORMATION PERTAINING TO THE LOWER MINN. RIVER VALLEY.
5. AS LAND BASE INCREASES, INCREASED PUBLIC USE OPPORTUNITIES
4. EXPANDING CITIZEN INVOLVEMENT
 - a. EXPANDING VOLUNTEER PROGRAM
 - b. PUBLIC SUPPORT AND INTEREST NEEDED TO PRESERVE AND PERPETUATE THE REFUGE IN SPITE OF MANY OUTSIDE THREATS FROM POLLUTION, POORLY PLANNED DEVELOPMENT, ETC.
 - c. PUBLIC SUPPORT TO COMPLETE LAND ACQUISITION AND FACILITY DEVELOPMENT
 - d. PUBLIC SUPPORT FOR WILDLIFE MGMT. TECHNIQUES SUCH AS PRESCRIBED BURNING AND DEER MANAGEMENT

VIII. TO SUM UP

- A. MINNESOTA VALLEY IS A NATIONAL TREASURE WITH A LONG HISTORY OF USE BY WILDLIFE AND PEOPLE
- B. UNIQUE HABITATS
- C. ABUNDANT WILDLIFE
- D. REFUGE IS A PLACE WHERE YOU CAN LEARN WHAT WILDLIFE MGMT. IS AND SEE IT HAPPEN
- E. A PLACE FOR ENVIRONMENTAL EDUCATION AND RECREATION OPPORTUNITIES
- F. A VISITOR CENTER, UNIQUE NATIONWIDE FOR ITS CONTENT, SIZE AND QUALITY
- G. MUCH REMAINS TO BE DONE ON THE REFUGE; LAND ACQUISIT., FACILITY DEVELOPMENT, HABITAT MANAGEMENT
- H. EFFORTS TO PROTECT THE WILDLIFE HABITAT VALUES FOR WHICH THE REFUGE WAS ESTABLISHED WILL BE A NEVER ENDING PROCESS.
- I. SUCCESS, SURVIVAL AND COMPLETION OF REFUGE IS DEPENDENT UPON CITIZEN & COMMUNITY INTEREST AND INVOLVEMENT IN AND USE OF THE REFUGE

WE AT MINN. VALLEY NATIONAL WILDLIFE REFUGE ARE VERY PROUD OF THE REFUGE AND NEW VISITOR CENTER. ALL OF YOU SHOULD BE EQUALLY PROUD, NOT ONLY BECAUSE YOU ARE OWNERS OF THE AREA ALONG WITH ALL AMERICANS BUT ALSO BECAUSE YOUR ORGANIZATION AND ITS PREDECESSORS HAVE PLAYED SUCH A SIGNIFICANT ROLE IN THE ESTABLISHMENT AND DEVELOPMENT OF THE REFUGE. I THANK YOU FOR ALL YOU EFFORTS AND LOOK FORWARD TO A STRONG, CONTINUING, ACTIVE ASSOCIATION IN THE FUTURE.

QUESTIONS?

POTENTIAL PROJECTS/INVOLVEMENT

- ✓ EXPAND THE LAND HERITAGE REGISTRY PROGRAM TO GET COMMUNITIES TO REVIEW PROPOSED DEVELOPMENT ADJACENT TO THE REFUGE FROM THE STANDPOINT OF IF IT WILL ADVERSELY IMPACT THE RESOURCES OR THE OBJECTIVES OF THE REFUGE.
- ✓ PROMOTE FUNDING FOR COMPLETION OF LAND ACQUISITION FOR THE REFUGE.
- ✓ PROMOTE FUNDING FOR THE REFUGE MAINTENANCE FACILITY/VISITOR CONTACT STATION.
- ✓ PROMOTE MEASURES TO IMPROVE STORM WATER RUNOFF IN FLOOD PLAIN WETLANDS AND THE RIVER (BETTER SETTLING POND DESIGNS, GREATER ON-SITE HOLDING CAPACITY, ESTABLISHMENT OF VEGETATION IN SETTLING PONDS AND PERIODIC HARVEST TO REMOVE HEAVY METALS ETC. ACCUMULATED THERE).
- ✓ RAISE FUNDS TO PROVIDE GRANTS FOR WILDLIFE/ECOLOGICAL RESEARCH IN THE VALLEY TO ANSWER QUESTIONS PERTAINING TO MANAGEMENT ISSUES WITHIN THE VALLEY (DEER RESEARCH, IMPACTS OF PUBLIC USE ON WILDLIFE, WOOD DUCK ECOLOGY, RESEARCH TO DEVELOP. A SYSTEM TO ESTIMATE PUBLIC USE ON THE REFUGE, ...); COULD BE A COOPERATIVE EFFORT WITH THE U. OF M COOP. WILDLIFE UNIT.; THIS WOULD FIT WELL WITH THE REFUGE OBJECTIVE OF PROMOTING RESEARCH IN THE VALLEY.
- ✓ CONDUCT PUBLIC AWARENESS CAMPAIGNS REGARDING ENVIRONMENTAL ISSUES PERTAINING TO THE RIVER VALLEY.
- 520000*
PROMOTE THE DEVELOPMENT OF FRIENDS TYPE GROUPS FOR OTHER AREAS OF THE STATE OR METRO AREA, FOR OTHER REFUGES AND FOR OTHER HABITATS (E.G. "FRIENDS OF METRO WETLANDS, FRIENDS OF SHERBURNE NWR, ...)
- ✓ HIRE (& HOUSE?) STUDENT INTERNS WORKING ON THE REFUGE FOR EXPERIENCE IN REFUGE TYPE WORK (NO FTE OR SALARY COSTS FOR REFUGE, AN EDUCATIONAL EXPERIENCE PROVIDING THE STUDENT WITH PRACTICAL WORK EXPERIENCE AND POSSIBLY MEETING A COLLEGE INTERNSHIP REQUIREMENT); COULD BE ORIENTED TOWARD MINORITY GROUPS AS WELL.
- ? PROMOTE THE PROTECTION OF ALL FENS IN THE RIVER VALLEY (STATE OWNERSHIP OR OTHER LEGAL PROTECTION FROM DESTRUCTION, COMMUNITY PROTECTION [SET IT ASIDE AS A PARK OR SIGNIFICANT RESOURCE], ...)

Copy to all

CONSTRUCTION STATUS

by John Schomaker

PLANS TO BE DONE:

- o Equip the building
 - Exhibits
 - Furniture
 - Audio-visual Equipment
 - Other Equipment
 - Maintenance-interior & exterior
 - Refrigerators and storage equipment
- o Producing an A-V show for auditorium
- o Staffing the building
 - Filling positions/ORP & 3 refuge guides & 3 info receptionists/ and 2 bookkeepers (Bio tech/2 admin/LE)
- o Establishing the bookstore
 - Designing and furnishing the space
 - Seeking start-up funding
- o Seeking support for non-traditional or special first year programming.
- o Planning first year activities.
 - Envir. Ed., Global Environmental Advocacy, Wildlife Mgt., Arts, Video.

Plans For Visitor Center Activities

- o Hosting school classes
- o Developing activities
- o Hosting tours/groups
- o Offering program to the public/interpreter tours and A-V productions
- o Hours will be 9-9, seven days a week.

HOPES: Goal of all this Activity

Increase awareness and interest in the Valley and environment issues.

Provide content; give information that will feed this interest.

Ultimately, to have people act in environmentally sound ways.

Visitors' experience will be of high quality, dependent on facilities and staff.

CONCERNS: Continuing Support for Operation of Center

Tom -
your copy
SL

MEETING CHALLENGES
Brian Stenquist
1775 Tatum Street
Falcon Heights, Mn.
55113 (612)646-5295

February 6, 1990

FRIENDS OF THE MN. VALLEY WILDLIFE REFUGE
Board Members

Dear Board Members,

Thank you so much for the opportunity to work with you at the January Board meeting. I have attached notes from that meeting for your review. I hope the results of the January planning meeting serve you well in the coming year.

It was fun to serve as facilitator for the January meeting; the discussions were lively and entertaining, and I learned some things. It was also rewarding for me to serve you; not only because you are such friendly and pleasant people, but also because you are giving your time and energy to a worthy and noble cause. My thanks to you as a fellow citizen and beneficiary of your hard work.

If there are any questions regarding the meeting notes or any other aspect of the planning meeting, please do not hesitate to call. I am at your service.

Sincerely,

Brian CK Stenquist

Brian CK Stenquist

FRIENDS OF THE MINNESOTA VALLEY NATIONAL WILDLIFE REFUGE
NOTES FROM JANUARY 13, 1990 PLANNING SESSION

MEETING CHAIR: ELAINE MELLOTT

MEETING PARTICIPANTS: DAVE ZUMETA, SCOTTY DANIELS, JANET WATSON, TOM LARSON, JOHN SCHOMAKER, MARK THORSEN, MIKE BESANKO, FRED WALTZ, ROBERT DASSET, JOE HARRISON, MARY HELTSLEY, BOB TEETSHORN.

ABSENT BOARD MEMBER: SHIRLEY ASKLUND.

PLANNING SESSION FACILITATOR: BRIAN STENQUIST

PROCEEDINGS:

The meeting followed the format laid out in the agenda. The agenda is attachment A.

The first parts of the meeting were designed to orient new Board members to FWS Refuge management and to the Board's history and approach. The FWS Refuge managers, Tom and John, gave presentations about refuge management strategies and problems. Outlines of these presentations are attached (Attachments B and C). Elaine gave an overview presentation on the Friend's organization and the Board's role in particular.

Following a short break, the meeting shifted to a planning focus. Brian Stenquist facilitated a process that allowed the Board to first identify issues, then clarify, modify, and classify the identified issues, and then formulate possible Board/Friend's responses to those issues.

The results of that process are presented in these notes. The format for presentation is as follows:

- I. GROUP TARGET
- II. LIST OF IDENTIFIED, CLASSIFIED ISSUES
- III. LIST OF POSSIBLE RESPONSES TO IDENTIFIED ISSUES/STRATEGIES
- IV. POSSIBLE 1990 BOARD MEETING AGENDA ITEMS
- V. LIST OF POSSIBLE RESPONSES ORGANIZED BY RESPONSIBLE PERSON

It is assumed that the Board will review the results of this meeting and discuss them at the February or March Board meeting.

I. GROUP TARGET:

- LIST OF SPECIFIC ACTIONS TO BE UNDERTAKEN IN 1990 (AND BEYOND)
- AND WHO WILL UNDERTAKE THOSE ACTIONS.

a basic criterion for above: actions must address issues of concern to the Board/Friend's.

II. LIST OF IDENTIFIED, CLASSIFIED ISSUES

note: the initial list of ideas was generated through open group discussion (verbal brainstorming). This list was then examined and modified by the group. The group noticed that some of their ideas were issues (i.e. problems) and some of them were strategies. To clarify the list, the group classified the ideas using the following scheme:

A. ISSUES

1. Friends - Organizational
2. Refuge - Organizational
3. Environmental

B. STRATEGIES

1. Friends
2. Refuge
3. State/Local

Descriptions of categories:

A.1. Issue: Friends - Organizational - refers to problems/situations concerning the administration or internal workings of the Friend's organization.

A.2. Issue: Refuge - Organizational - refers to problems/situations concerning the administration or internal workings of the Refuge's organization.

A.3. Issue: Environmental - refers to problems/situations concerning the physical/ social/ natural environment of the Refuge.

A.4. Issue: State/Local - Organizational - refers to problems/situations concerning the administration or internal workings of State/Local government organizations.

B.1. Strategy: Friends - refers to strategies or actions that the Friends might want to undertake.

B.2. Strategy: Refuge - refers to strategies or actions that the Refuge might want to undertake.

B.3. Strategy: State/Local - refers to strategies or actions that State/Local governments might want to undertake.

A.1. ISSUES: FRIENDS - ORGANIZATIONAL

④ A.1.1. Organizational Nuts and Bolts

④ A.1.2. Membership Building, Board responsibilities, an "Operations Handbook", etc.

① A.1.3. The future of fundraising for the Heritage R.P.

③ A.1.4. Impacts of increasing membership on Friends

⑤ A.1.5. Raising enough money for Friend's to do work

⑥ A.1.6. Board's relationship with group that runs the bookstore

② A.1.7. Effects of the Visitor Center

A.2. ISSUES: REFUGE - ORGANIZATIONAL

① X A.2.1. Ongoing federal funding for Refuge

④ A.2.2. Enforcement problems

③ X A.2.3. Unwilling sellers

② A.2.4. Inadequate legal protection for the Refuge (e.g. bridge development)

A.3. ISSUES: ENVIRONMENTAL

- ⑦ X A.3.1. Threatened and endangered species/ habitats/ ecosystems management
- ① A.3.2. Adjacent community (public and private) developments impacting Refuge
- ② A.3.3. Impacts of increasing public use
- ⑥ X A.3.4. Water pollution (e.g. stormwater, ag runoff)
- ⑧ A.3.5. Exotic weeds
- ⑫ X A.3.6. Beaver control; deer population management
- ⑬ A.3.7. River flooding
- ⑩ A.3.8. Ecological succession
- ⑨ A.3.9. Snowmobiling/ORVs
- ③ A.3.10. Public use developments on Refuge
- ④ X A.3.11. Inadequate monitoring of threats
- ⑪ A.3.12. Conflicts between hunters/trappers/fishers and non - hunters/trappers/fishers
- ⑤ A.3.13. Conflicts between Federal/State/Local government land managers
- ⑤ X A.3.14. Can Refuge meet all of its expectations for public use without degrading resources

A.4. ISSUES: STATE/LOCAL - ORGANIZATIONAL

- X A.4.1. Completion of recreation portion of plan and management of those lands
-

B.1. STRATEGIES: FRIENDS

- ③ B.1.1. Community relations - neighbors -- government relations
 - ⑤ B.1.2. Working with and education Soil Wter Conservation Districts
 - ⑧ B.1.3. Hiring student intern for Refuge
 - ① X B.1.4. Funding for land acquaitiion
 - ④ X B.1.5. Funding for Refuge maintenance and Visitor Contact Station
 - ⑦ B.1.6. Raising funds to provide grants to answer management questions
 - ⑥ B.1.7. Work with Clean Rivers Project
 - ⑨ B.1.8. Work with Celebrate Minnesota (Earth DAY)
 - ② X B.1.9. Advocacy of Refuge within Federal Government (executive branch/congress)
 - ② B.1.10. Advocacy of Refuge within State/Local government
 - ⑩ B.1.11. Shar#ing/promoting Friends concept to other areas
 - ⑦.5 B.1.12. Work with other volunteer groups (e.g. Fort Snelling State Park,; Minnesota Parks Trails Council and Foundation)
-

B.2. STRATEGIES: REFUGE

- ① X B.2.1. Funding for land acquisition
 - ⑤.6 Y B.2.2. Funding for Refuge maintenance and Visitor Contact Station
 - ⑤.5 B.2.3. Raising funds to provide grants to answer management questions (e.g. impacts of recreation)
 - ⑥ B.2.4. Hiring student intern for Refuge
 - ② X B.2.5. Advocacy of Refuge within Federal government
 - ⑦ B.2.6. Sharing/promoting concept of Friends with other areas
 - ④ X B.2.7. Local government adopting concept of "land heritage program"
 - ⑤ B.2.8. Publicity program for Refuge
 - ③ B.2.9. Community relations -neighbors - government relations
-

B.3. STRATEGIES: LOCAL/STATE

B.3.1. Local communities adopting concept of Land heritage program

B.3.2. Advocacy of Refuge within Local/State Government

III. LIST OF POSSIBLE RESPONSES TO IDENTIFIED ISSUES/STRATEGIES

RESPONSES TO A.1. ISSUES: FRIENDS - ORGANIZATIONAL

A.1.1. ISSUE: Organizational Nuts and Bolts

A.1.1. RESPONSE: This is a general topic; important specifics follow in the next issue.

A.1.2. ISSUE: Membership Building, Board responsibilities, an "Operations Handbook", etc.

A.1.2. RESPONSE: each example was taken up separately.

A.1.2a. Membership building and the funding issue raised in #A.1.5. (Raising enough money for Friend's to do work) were both addressed by this response - the Board will draft a membership/marketing plan. Mark will initiate the first draft. It will be discussed at the March Board meeting.

A.1.2b. Board responsibilities - the Board will review and approve a draft outlining the Board's responsibilities. No one is delegated the task of drafting a statement of Board responsibilities. This will be discussed at the February Board meeting.

A.1.2c. Operations Handbook - each board member (with a "portfolio") will draft a statement detailing the responsibilities s/he has taken on. The Board will review these drafts. By June, the Board should be able to compile these statements into an operations handbook. The Treasurer (Fred) will draft his statement first; the Board will discuss the treasurer's statement at the February meeting. Others will be discussed at March, April, and May meetings.

A.1.3. ISSUE: The future of fundraising for the Heritage R.P.

A.1.3. RESPONSE: Take this topic up at the February Board meeting. Shirley will lead this discussion.

A.1.4. ISSUE: Impacts of increasing membership on Friends

A.1.7. ISSUE: Effects of the Visitor Center

A.1.4. RESPONSE: these two issues were combined. Janet and John (or Kate) will lead a Board discussion of these issues during the April meeting. They will develop questions and perspectives to share with the Board. The

topic of the Visitors Center will probably need to be revisited after it has been operating for about six months.

A.1.5. ISSUE: Raising enough money for Friends to do work
***** RESPONSE: combined above in A.1.2a. RESPONSE

A.1.6. ISSUE: Board's relationship with group that runs the bookstore

A.1.6. RESPONSE: This is taken care of for the moment. Mike Besanko is involved in both organizations, and he will keep the Board informed.

A.1.7. ISSUE: Effects of the Visitor Center
***** RESPONSE: combined above in A.1.4. RESPONSE.

RESPONSES TO A.2 ISSUES: REFUGE - ORGANIZATIONAL

— A.2.1. ISSUE: Ongoing federal funding for Refuge

A.2.1. RESPONSE: the Board has an ongoing responsibility to support adequate funding for the Refuge. Elaine has the primary responsibility for this as Board Chair and President of the Friends.

A.2.2. ISSUE: Enforcement problems

A.2.2 RESPONSE: the Board has an ongoing indirect relationship with this issue. If there are specific enforcement problems within the Refuge, the Refuge management can discuss them with the Board and explore any positive role the Board/Friends might play in addressing the specific situations. There are not any specific enforcement problems being discussed at this time.

— A.2.3. ISSUE: Unwilling sellers

A.2.3. RESPONSE: the Board has an important, ongoing responsibility to support the Refuge as it grapples with unwilling sellers in it attempt to purchase land. At the February Board meeting, Scotty and Elaine will lead a discussion of the Board's role in this area, both in general and with reference to specific examples.

A.2.4. ISSUE: Inadequate legal protection for the Refuge (e.g. bridge development)

A.2.4. RESPONSE: this is a potential Board meeting agenda item for late Autumn 1990. Dave will lead a discussion of the topic when it is scheduled.

RESPONSES TO A.3. ISSUES: ENVIRONMENTAL

note: as the group began to discuss the environmental issues, they lept ahead to ISSUE A.3.11. (Inadequate monitoring of threats). This ISSUE and its implied RESPONSE (i.e. develop an adequate monitoring system) seemed to have broad relevance to this set of issues. Therefore, the meeting notes will take it up first, as did the group.

A.3.11. ISSUE: Inadequate monitoring of threats

A.3.11. RESPONSE: The group decided that its goal was to develop (or support the development of) an adequate monitoring system for environmental threats. ISSUES A.3.1 - A.1.10 are some examples of environmental threats. The Board will take an incremental approach to this ISSUE, beginning with a discussion at the August Board meeting. John, Tom, and Dave will lead that discussion. That discussion will be structured roughly as follows:

- Explore
 - FWS monitoring and response system
 - Other government and private monitoring and response systems
 - Role of Friends in improving monitoring and response systems (e.g. possibly use visitors center as educational forum for addressing this issue). The group noted that the Board and broader membership have seperate roles.

This discussion should be structured to provide an overview and then the Board can take up specific items and subjects looking for places for effective Board/Membership actions.

The Board identified several current "HOT" items needing attention:

- the "fen" - Elaine
- 9 mile creek - Mike, Janet
- Metro Forum - Janet, Elaine, Mark
- Highway 18 bridge - Elaine

A few of the specific environmental threats (A.3.1 - A.3.10) were discussed by the group.

A.3.1: ISSUE: Threatened and endangered species/habitats/ ecosystems management

A.3.1. RESPONSE: There is a general charge for all Board members to keep ears and eyes open for threats to endangered species /habitats/ ecosystems.

A.3.2. ISSUE: Adjacent community (public and private) developments impacting Refuge

A.3.2. RESPONSE: several bullet responses to this issue:

- Board members should get involved in Community civic affairs (planning commissions, etc)
- the Board should keep each other informed
- Board members should monitor newspaper articles
- this should be a standing agenda item
- this should be part of the monitoring/response system
- the Board could use a phone tree approach to keep in touch on hot items
- the Board formed a standing committee of Mark and Bob T. to bring forward alerts to the Board
- possible methods and information sources: newspapers, council meetings, planning commission meetings, government mailing lists

A.3.3. ISSUE: Impacts of increasing public use

A.3.3. RESPONSE: This will be a Board meeting agenda item in September or October. The discussion will include the FWS's position and the MDNR's position.

A.3.4. ISSUE: Water pollution (e.g. stormwater, ag runoff)

A.3.4. RESPONSE: included in A.3.11. above.

A.3.5. ISSUE: Exotic weeds

A.3.5. RESPONSE: included in A.3.11. above.

A.3.6. ISSUE: Beaver control; deer population management

A.3.6. RESPONSE: included in A.3.11. above.

A.3.7. ISSUE: River flooding

A.3.7. RESPONSE: included in A.3.11. above.

A.3.8. ISSUE: Ecological succession

A.3.8. RESPONSE: included in A.3.11. above. However, this is not really a Board issue; it is a FWS management issue.

A.3.9. ISSUE: Snowmobiling/ORVs

A.3.9. RESPONSE: included in A.3.11. above.

A.3.10. ISSUE: Public use developments on Refuge

A.3.10. RESPONSE: included in A.3.11. above.

A.3.11. ISSUE: Inadequate monitoring of threats

A.3.11. RESPONSE: included in A.3.11. above.

A.3.12. ISSUE: Conflicts between hunters/trappers/fishers
and non - hunters/trappers/fishers

A.3.12. RESPONSE: the Board will monitor this situation and
stay aware of it. The Board needs to better understand the
rationale on both sides. Tom will get minutes from the
ongoing process for Board review. (These minutes will
probably not be available until the end of that process.)
The Board will discuss this ISSUE again at the November '90.

A.3.13. ISSUE: Conflicts between Federal/State/.Local
government land managers

A.3.13. RESPONSE: This ISSUE seems to overlap with a number
of ISSUES. There was not enough time to discuss this
seperately although it has been part of other discussions.
This is a global question.

X A.3.14. ISSUE: Can Refuge meet all of its expectations for
public use without degrading resources

A.3.14. RESPONSE: This will be discussed at the November
'90 Board meeting.

RESPONSES TO B.1. STRATEGIES: FRIENDS

B.1.1. STRATEGY: Community relations - neighbors - government relations

B.1.1. RESPONSE: (note: this RESPONSE also addressed

B.1.12. STRATEGY: Work with other volunteer groups.)

The Board discussed the possibility that each Board member must participate in another organization within the community. Scotty and Mary will prepare a list of community organizations that Board members might join and a list of community organizations that Board members are currently on. They will present this material at the July Board meeting. Examples of possible organizations are the Water Forum, local planning commissions, and Soil and Water Conservation Districts.

B.1.2. STRATEGY: Working with and educating Soil Water Conservation Districts

B.1.2. RESPONSE: The RESPONSE to this STRATEGY was combined with a RESPONSE to STRATEGIES B.1.7. and B.1.8. At the March Board meeting, Dorothy Waltz will be invited to speak to the Board about the Clean Rivers Project, Celebrate Minnesota, and working with Soil and Water Conservation Districts. This should be about a 15 minute presentation.

B.1.3. STRATEGY: Hiring student intern for Refuge

B.1.3. RESPONSE: The Board should get more informed about the type of internships available. Scotty will investigate this and present her findings at the June Board meeting.

B.1.4. STRATEGY: Funding for land acquisition

X B.1.4. RESPONSE: Elaine will be writing a letter to U.S. Rep. Sabo urging him to support Refuge land acquisition funding. This topic needs to be discussed by the Board again at the November or December Board meeting.

B.1.5. STRATEGY: Funding for Refuge maintenance and Visitor Contact Station

B.1.5. RESPONSE: This is a longer term issue. During 1992-1993, the Board should discuss this with Refuge staff and perhaps contact Washington D.C.

B.1.6. STRATEGY: Raising funds to provide grants to answer management questions

B.1.6. RESPONSE: This is a longer term issue. The Board needs to understand what needs to be done and what can be done regarding this issue. The Board should schedule this as a late '90 or early '91 Board meeting agenda item. The Board should assign someone to lead the discussion.

B.1.7. STRATEGY: Work with Clean Rivers Project

B.1.7. RESPONSE: Response to this STRATEGY is included in B.1.2.

B.1.8. STRATEGY: Work with Celebrate Minnesota (Earth Day)

B.1.8. RESPONSE: Response to this STRATEGY is included in B.1.2. Note: unfortunately, the Board does not have time or energy to commit to Earth Day.

X B.1.9. STRATEGY: Advocacy of Refuge within Federal Government (executive branch/congress)

B.1.9. RESPONSE: The Board does this pretty well as needed by the Refuge.

X B.1.10. STRATEGY: Advocacy of Refuge within State/Local government

B.1.10 RESPONSE: There are several possibilities for effective Board advocacy. For example, the Board might have effective impact on State Trail development. To that end, John will request a status report from the MDNR on State Trail development (e.g. how much land is left to acquire?). John will present this information to the Board at the April meeting.

Other examples of possible effective advocacy are LAWCON (land and water conservation monies) and LCMR (Legislative Commission on Minnesota Resources). The Board should also engage MDNR decision makers in discussions of their programs (e.g. MDNR Parks Director - Bill Morrissey, Trails and Waterways Director - Paul Swenson, and Metro Regional Administrator - Kathleen Wallace). The Board will continue the discussion of advocacy within State Government at the July Board meeting.

B.1.11. STRATEGY: Sharing/promoting Friends concept to other areas

B.1.11. RESPONSE: this has a lower priority. The Board, as well as the FWS, should consider taking advantage of opportunities to pursue this strategy when they arise.

B.1.12. STRATEGY: Work with other volunteer groups (e.g. Fort Snelling State Park; Minnesota Parks Trails Council and Foundation)

B.1.12. RESPONSE: This was included in the RESPONSE for B.1.1.

RESPONSES TO B.2 STRATEGIES: REFUGE

The Board did not discuss RESPONSES to the list of STRATEGIES identified for the Refuge. There was not enough time for such discussion, and in a sense, many of these STRATEGIES were relevant to the Refuge and not the Board/Friends. Nevertheless, the Board did discuss B.2.7.

B.2.7. STRATEGY: Local government adopting concept of "land heritage program"

B.2.7 RESPONSE: The Board will discuss this STRATEGY at the June Board meeting. Elaine will invite Joanne Campbell of the Minneapolis City Council to come to the meeting and discuss this STRATEGY.

RESPONSES TO B.3. STRATEGIES: LOCAL/STATE

The Board discussed these STRATEGIES as they related to Board/Friends activities in RESPONSES B.1.10 and B.2.7.

B.3.1. STRATEGY: Local communities adopting concept of Land heritage program

B.3.1. RESPONSE: this is discussed in B.1.10 RESPONSE.

B.3.2. STRATEGY: Advocacy of Refuge within Local/State Government

B.3.2. RESPONSE: this is discussed in B.2.7. RESPONSE.

IV. POSSIBLE BOARD MEETING AGENDAS - 1990

<u>MONTH</u>	<u># OF ISSUE/RESPONSE</u>	<u>PERSON</u>
JANUARY	planning session	Elaine
FEBRUARY	0.0.0. Results of Planning Meeting ?	
	A.1.2b. Board Responsibilities ?	
<i>June</i>	A.1.2c. Operations Handbook: Treasurer's Respon.	Fred
	A.1.3. Fundraising for Heritage	Shirley
	A.2.3. Unwilling sellers	Elaine, Scottie
MARCH	0.0.0. Results of Planning Meeting ?	
<i>June</i>	A.1.2a. Marketing/Membership	Mark
<i>June</i>	A.1.2c. Operations Handbook	<i>Mike</i>
<i>June</i>	B.1.2 Work with SWCD/Clean Riv:	Fred/ Dorothy Waltz
APRIL	A.1.2c. Operations Handbook	?
	A.1.4 Effects of Visitor Ctr./ Increased Membership	Janet, John
	B.1.10 Advocacy within State	John
MAY	A.1.2c. Operations Handbook	?
JUNE	A.1.2c. Operations Handbook	?
	B.1.3. Student Intern	Scottie
	B.2.7. Local Govt: land heritage	Elaine/ Joanne Campbell
JULY	B.1.1. Community relations	Scottie/Mary
AUGUST	A.3.11. Inadequate monitoring	Tom, John, Dave
SEPTEMBER	A.3.3. Impacts of increasing use	?
OCTOBER	A.2.4. Inadequate legal protect.	Dave
NOVEMBER	A.3.12. Conflicts: hunt/nonhunt	Tom
	A.3.14. Can Refuge meet expect.	?
DECEMBER	A.1.4. Fundraising for land	Elaine
	B.1.6. Funds to provide grants	?

OF ISSUE/RESPONSE

- A.2.1. Federal funding for Refuge
- A.2.3. Unwilling sellers discussion
- A.3.11. "Hot Issues" - the fen; Metro Forum;
Highway 18 bridge
- A.3.1. Threatened/Endangered species
- A.3.2. Adjacent impacts
- B.1.4. Land acquisition
- B.2.7. Local Govt: land heritage

A.3.1. Threatened/Endangered species
A.3.2. Adjacent impacts (standing committee)

- A.1.3. Fundraising for Heritage R. P.
- A.3.1. Threatened/Endangered species
- A.3.2. Adjacent impacts

- A.2.4. Inadequate legal protection
- A.3.11. Inadequate monitoring system
- A.3.1. Threatened/Endangered species
- A.3.2. Adjacent impacts

- A.2.3. Unwilling sellers discussion
- A.3.1. Threatened/Endangered species
- A.3.2. Adjacent impacts
- B.1.1. Community relations: list of possible organizations
- B.1.3. Student intern

- A.1.4. Effects of Visitor Ctr./Increased membership
- A.3.11. "Hot Items" - 9 mile creek; Metro Forum
- A.3.1. Threatened/Endangered species
- A.3.2. Adjacent impacts

- A.3.11. Inadequate monitoring system
- A.3.1. Threatened/Endangered species
- A.3.2. Adjacent impacts
- A.3.12. Conflicts: hunt/nonhunt

John	- A.1.4. Effects of Visitor Ctr./Increased membership - A.3.11. Inadequate monitoring system - A.3.1. Threatened/Endangered species - A.3.2. Adjacent impacts - B.1.10. MDNR Trails discussion
Mark	- A.1.2a. Marketing/membership plan - A.3.11. "Hot Items" - Metro Forum - A.3.1. Threatened/Endangered species - A.3.2. Adjacent impacts (standing committee)
Mike	- A.1.6. Coordination with bookstore - A.3.11. "Hot Items" - Metro Forum - A.3.1. Threatened/Endangered species - A.3.2. Adjacent impacts
Fred	- A.1.2c. Operations Handbook: treasurer's - A.3.1. Threatened/Endangered species - A.3.2. Adjacent impacts - B.1.2. Work with SWCD/Clean Rivers
Mary	- A.3.1. Threatened/Endangered species - A.3.2. Adjacent impacts - B.1.1. Community relations: list of possible organizations
Robert D.	- A.3.1. Threatened/Endangered species - A.3.2. Adjacent impacts
Joe	- A.3.1. Threatened/Endangered species - A.3.2. Adjacent impacts

ATTACHMENT A

Meeting Notice: To all Friends Board Members, & T. Larson, D. Schomaker
and E. Crozier, U.S.F.W.S.

FRIENDS OF THE MINNESOTA VALLEY 1990 PLANNING MEETING

AGENDA

Saturday, January 13, 1990
9:30 a.m. - 3:30 p.m.
Refuge Office
4101 East 80th Street, Bloomington

<u>TIME</u>	<u>TOPIC</u>	<u>PRESENTOR</u>
9:30	Introductions	E. Mellott
9:35-10:30	U.S.F.W.S. Briefing - o Refuge Master Plan highlights - o Management concerns & urban impacts, including adjacent land uses, trails, chemical spraying, water management, funding, recreation, etc. - o Visitor and Interpretive Center Briefing: plans, concerns, hopes	T. Larson J. Schomaker
10:30-10:45	Friend's History & Current Work: - o By-laws and goals - o Lobbying, U.S. & state & local - o Organization maintenance, officer job descriptions - o Community Relations - o Letters of Concern - o Past Environmental Impact Statement reviews	E. Mellott
10:45-11:00	Break	
11:00-12:00	Discussion -- Friend's list of concerns: o Same categories as Refuge briefing plus any others including other agency practices--list and begin to prioritize	B. Standquist Facilitator and all
12:00-1:00	Lunch	J. Watson
1:00-1:30	Discussion & prioritizing concerns	All
1:30-2:30	List & estimate costs, human resources and board willingness to address concerns	All
2:30-2:45	Break	
3:00-3:30	1990 Goals Agree on concern priorities, how work will be accomplished and who will respond	All

PLEASE COME PREPARED TO VOICE AND ADD YOUR IDEAS AND PRIORITIES!

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A1

From: E. Mellott
1/3/89

Friends of the Minnesota Valley
Board of Directors, 1993-1994

Updated 5/1/94

File 9/10/20

President

John Hickman (1996)

[REDACTED]

Treasurer

Bob Teetshorn (1994)

[REDACTED]

Vice President

Barbara Silverman (1995)

[REDACTED]

Secretary

David Carmichael (1994)

[REDACTED]

Shirley Hunt Alexander (1995)

[REDACTED]

Craig Mandel (1994)

[REDACTED]

Elaine Mellott (1996)

[REDACTED]

Barb Silverman (1995)

[REDACTED]

Coral Houle (1994)

[REDACTED]

Doug Watson (1995)

[REDACTED]

Craig Johnson (1995)

[REDACTED]

Joe White (1996)

[REDACTED]

Jean Johnson

[REDACTED]

Paige Winebarger (1996)

[REDACTED]

Advisors to the Board

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Heritage Registry Coordinator
MN Valley National Wildlife Refuge
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854-5900 (W) 725-3279 (Fax)

Tom Larson And John Schomaker
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Bloomington, MN 55425-1600
854-5900 (W) 725-3279 (Fax)

9/0.20

FRIENDS OF THE MINNESOTA VALLEY

Board of Directors, 1991-92

(year indicates expiration of term at the September annual meeting)

President:

Coral Houle (1994)

[REDACTED]

Treasurer:

Bob Teetshorn (1994)

[REDACTED]

Vice-President:

Joe Harrison (1993)

[REDACTED]

Secretary:

Mary Heltsley (1992)

[REDACTED]

Mentor (Duke) Addicks (1993)

[REDACTED]

Elaine Mellott (1993)

[REDACTED]

Ed Garvey (1992)

Gray, Plant, Mooty & Bennett

[REDACTED]

Mark Thorson (1992)

[REDACTED]

John Hickman

[REDACTED]

Janet Watson (1992)

[REDACTED]

Joe White (1993)

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File 910.20 8/7/91

FRIENDS OF THE MINNESOTA VALLEY

Board of Directors, 1990-91

(year indicates expiration of term at the September annual meeting)

President:

Joe Harrison (1993)

[REDACTED]

Treasurer:

Bob Teetshorn (1991)

[REDACTED]

Vice-President:

Shirley Asklund (1991)

[REDACTED]

Secretary:

Mary Heltsley (1992)

[REDACTED]

Mentor (Duke) Addicks (1993)

[REDACTED]

Elaine Mellott (1993)

[REDACTED]

John Hickman

[REDACTED]

Dave Zumeta (1991)

[REDACTED]

Coral Houle (1991)

[REDACTED]

Mark Thorson (1992)

[REDACTED]

Lila Turner (1993)

[REDACTED]

Janet Watson (1992)

[REDACTED]

Orville (Joe) White (1993)

[REDACTED]

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PUBLIC LAW 94-466

94TH CONGRESS

MINNESOTA VALLEY NATIONAL
WILDLIFE REFUGE ACT

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week of 8-7-24
then negotiate & agree contract
job completed by 10/9/79

Public Law 94-466
94th Congress

An Act

Oct. 8, 1976
[H.R. 13374]

Minnesota
Valley National
Wildlife
Refuge Act.
16 USC 668kk
note.
16 USC 668kk.

To provide for a national wildlife refuge in the Minnesota River Valley, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That this Act may be cited as the "Minnesota Valley National Wildlife Refuge Act".

DECLARATION OF POLICY

SEC. 2. (a) FINDINGS.—The Congress finds and declares the following:

(1) The Lower Minnesota River Valley, which provides habitat for a large number of migratory waterfowl, fish, and other wildlife species, is a unique environmental resource.

(2) This valley is located close to a large metropolitan area and, accordingly, it is of great value as a source of environmental education, recreational opportunities, and interpretive programs for hundreds of thousands of urban dwellers.

(3) This valley is currently threatened with spoilation, removal from public access, and ecological downgrading, through commercial and industrial development.

(4) Despoilment of this valley and its flood plain will result in the permanent loss of unique social, educational, and environmental assets.

(b) Policy.—It is therefore declared to be the policy of the Congress in this Act to preserve the Minnesota River Valley through the establishment of the Minnesota Valley National Wildlife Refuge.

DEFINITIONS

16 USC 668ll.

SEC. 3. As used in this Act:

(1) The terms "conserve" and "conservation" mean to use, and the use of, methods and procedures which are necessary to assure, to the maximum extent practicable, the continued existence of populations of fish and wildlife. Such methods and procedures may include, but are not limited to, all activities associated with scientific resource management, including research, census, law enforcement, habitat acquisition, and public information and education.

(2) The term "interests therein" means any property interest in lands and waters, including, but not limited to, a leasehold, an easement, a future interest, or an equitable use.

(3) The term "refuge" means the Minnesota Valley National Wildlife Refuge, established pursuant to section 4 of this Act.

(4) The term "Secretary" means the Secretary of the Interior, acting through the United States Fish and Wildlife Service.

(5) The term "State" means the State of Minnesota and any political subdivision thereof.

(6) The term "wildlife recreation area" means the wildlife recreation area established adjacent to the refuge, pursuant to section 5 of this Act.

THE REFUGE

SEC. 4. (a) ESTABLISHMENT.—The Secretary shall establish, in accordance with this section, the Minnesota Valley National Wildlife Refuge by publication of a notice to that effect in the Federal Register upon completion of the comprehensive plan pursuant to section 6 of this Act. The refuge shall consist of—

Notice,
publication in
Federal Register.
16 USC 668mm.

(1) approximately 9,500 acres of lands, marshes, submerged lands, and open waters in the lower Minnesota River Valley, which are depicted as a wildlife refuge on a map dated November 1975 and entitled "Official Map—Minnesota Valley National Wildlife Refuge-Recreation Area", which shall be on file and available for public inspection in the offices of the United States Fish and Wildlife Service of the Department of the Interior; and

(2) any additional lands, waters, and interests therein, which the Secretary may acquire and designate for inclusion in the refuge.

(b) ACQUISITION AND ADMINISTRATION.—(1) The Secretary shall, within 6 years after the date of enactment of this Act, acquire lands, waters, and interests therein, within the boundaries of the refuge, by (A) donation; (B) purchase (with donated, transferred, or appropriated funds); or (C) exchange.

(2) With respect to the Black Dog Lake unit, as identified on the map referred to in subsection (a) (1) of this section, the Secretary may not acquire any lands, waters, or interests therein unless such acquisition is compatible with the continued operation of the electric power generation plant presently located within such unit. The Secretary may negotiate and enter into an agreement, with the owner of such powerplant, for the joint or cooperative conservation and management of such unit.

(3) The Secretary shall develop and administer the lands, waters, and interests therein, which are acquired for the refuge, in accordance with the National Wildlife Refuge System Administration Act of 1966, as amended (16 U.S.C. 688dd et seq.). The Secretary may also exercise any other authority available to him for the conservation and management of wildlife and natural resources, the development of wildlife recreational opportunities, wildlife interpretation, and environmental education, to the extent deemed by him to be appropriate to carry out the purposes of this Act.

16 USC 668dd
note.

(c) WILDLIFE INTERPRETATION AND EDUCATION CENTER.—The Secretary shall construct, administer, and maintain, at an appropriate site within the refuge, a wildlife interpretation and education center. Such center shall be designed and operated to promote environmental education and to provide an opportunity for the study and enjoyment of wildlife in its natural habitat.

(d) REVENUE SHARING.—Payments made, in accordance with the Refuge Revenue Sharing Act (16 U.S.C. 715s), to the counties in which units of the refuge are located shall be distributed by such counties to municipalities and townships on the same pro rata basis as is used in the distribution of real estate taxes.

THE WILDLIFE RECREATION AREA

SEC. 5. (a) GENERAL.—The Secretary shall establish, in cooperation with the State and in an area adjacent to the refuge, a wildlife recreation area by publication of a notice to that effect in the Federal Register upon completion of the comprehensive plan pursuant to

Establishment.
Notice.
publication in
Federal Register.
16 USC 668nn.

section 6 of this Act. Such area shall consist of the lands, waters, and interests therein which are depicted as a recreation area on the map referred to in section 4(a)(1) of this Act. The wildlife recreation area shall, in general, consist of—

(1) those portions of the Lower Minnesota River floodplain and which are necessary for one or more of the following: public access to such area; safety; the well-being of the visiting public; and the operation and maintenance of such area; and

(2) any additional areas which are adjacent to such floodplain and which are located between the city of Jordan, Minnesota, and Fort Snelling State Park, excluding the industrialized component thereof located in the municipalities of Savage, Chaska, Shakopee, and Burnsville, Minnesota.

(b) **ACQUISITION AND ADMINISTRATION.**—Lands, waters, and interests therein, which are within the boundaries of the wildlife recreation area, shall, with the agreement of the State, be acquired, developed, and administered by the State (in cooperation with the Secretary) in accordance with the provisions of the comprehensive plan developed under section 6 of this Act.

COMPREHENSIVE PLAN

16 USC 668⁰⁰.

SEC. 6. (a) GENERAL.—Within 3 years after the date of enactment of this Act, the Secretary shall, in cooperation with the State and political subdivisions thereof, develop a comprehensive plan for the conservation, protection, preservation, and interpretation of the Minnesota Valley National Wildlife Refuge and the adjacent wildlife recreation area.

Guidelines.

(b) **MANAGEMENT CATEGORIES.**—The plan required by subsection (a) of this section shall delineate and provide appropriate management guidelines for the following two categories of property:

(1) **Category I.**—The Minnesota Valley National Wildlife Refuge, to be acquired and managed by the Secretary pursuant to section 4(b) of this Act.

(2) **Category II.**—Public nature-recreation areas, to be acquired (in fee or by lease, easement, donation, or other agreement) and managed by the State (in cooperation with the Secretary) pursuant to section 5(b) of this Act.

(c) **OTHER REQUIREMENTS.**—The plan required by subsection (a) of this section shall—

(1) provide for the Minnesota Valley Trail Corridor, authorized by Minnesota Statute, 1969, section 85.198, as an integral part of the Minnesota Valley National Wildlife Refuge and the adjacent wildlife recreation area; and

(2) contain such other provisions relating to public use, law enforcement, wildlife conservation, environmental education and interpretation, and other matters as the Secretary and the State deem necessary to preserve, protect, and enhance the refuge-recreation area and to carry out the purposes of this Act.

FINANCIAL ASSISTANCE

16 USC 668pp.

SEC. 7. (a) GRANTS.—The Secretary shall provide sufficient financial assistance to the State to enable it to acquire and develop lands, waters, and interests therein in the wildlife recreation area. A grant made under this section shall only be used with respect to lands, waters, and interests therein which are acquired by the State after the establish-

ment of the wildlife recreation area. The Secretary may reimburse the State for lands, waters, and interests therein which are acquired prior to the establishment of the wildlife recreation area if such lands, waters, and interests therein are contained within the area at the time of its establishment. Such grants shall be subject to such other terms and conditions as may be prescribed by the Secretary. Any grants made from the Land and Water Conservation Fund shall be subject to the provisions of section 6 of the Land and Water Conservation Fund Act, as amended (16 U.S.C. 4601-8).

Reimbursement.

Terms and conditions.

(b) **LIMITATIONS.**—Any payment made by the Secretary under this section shall be subject to the following condition: The conversion, use, or disposal of any lands, waters, and interests therein which are required by the State, directly or indirectly, with Federal financial assistance provided under this section, for purposes contrary to the purposes of this Act (as determined by the Secretary), shall create in the United States a right to compensation from the State in an amount equal to the fair market value of the land at the time of conversion, use or disposal, or an amount equal to the Federal payment for acquisition and development of the land, whichever is greater.

SPOIL SITES

SEC. 8. The Secretary and the United States Corps of Engineers shall assist appropriate local authorities in the disposal of dredge material and in the designation of sites for deposit of dredge material, so as to minimize the disruption of wildlife and the reduction of scenic and recreational values and so as to assure the continuation of navigation on the riverway. The Secretary may acquire such alternative sites, outside the boundary of the refuge-recreation area, as may be necessary, in exchange for sites existing in the area on the date of enactment of this Act. The value of any properties so exchanged shall be approximately equal as determined by the Secretary or, if not, such value shall be equalized by the payment of cash, to the owners of the property within the refuge-recreation area or to the Secretary, as the circumstances require. The Secretary is authorized to expend not more than 20 per centum of the funds appropriated for acquisition of the refuge under section 10(a) of this Act to assist in the disposal of dredge material and to purchase alternative sites for deposit of dredge material as may be necessary outside the boundaries of the refuge and recreation area.

16 USC 668qq.

Alternative sites, acquisition.

CONTINUED PUBLIC SERVICES

SEC. 9. Nothing contained in this Act shall be construed as prohibiting or preventing the provision of vital public services, including—

16 USC 668rr.

(1) the continuation of commercial navigation in the main navigation channel of the Minnesota River which lies within the refuge-recreation area;

(2) the construction, improvement, and replacement of highways and bridges, whether or not the highway is a Federal-aid highway; or

(3) any other activity which the Secretary determines to be necessary;

if the provision of such services is otherwise in accordance with law. Any activity referred to in this section shall be carried out so as to minimize the disruption of the wildlife and the reduction of recreational and scenic values of the area, consistent with economic feasibility.

AUTHORIZATION FOR APPROPRIATIONS

16 USC 668ss.

SEC. 10. (a) ACQUISITION.—There are authorized to be appropriated such amounts as may be necessary for acquisition of lands, waters, and interests therein in the refuge-recreation area, pursuant to sections 4(b)(1) and (7)(a) of this Act, except that such sums shall not exceed a total of \$14,500,000 for the period beginning October 1, 1977, and ending September 30, 1983.

(b) DEVELOPMENT.—There are authorized to be appropriated such amounts as may be necessary for the development of the refuge-recreation area, except that such sums shall not exceed \$6,000,000 for the period beginning October 1, 1977, and ending September 30, 1986. Not more than \$500,000 of such sums shall be used for the development of the comprehensive plan pursuant to section 6 of this Act.

Approved October 8, 1976.

LEGISLATIVE HISTORY:

HOUSE REPORT No. 94-1470 (Comm. on Merchant Marine and Fisheries).
SENATE REPORT No. 94-934 accompanying S. 2097 (Comm. on Commerce).
CONGRESSIONAL RECORD, Vol. 122 (1976):

Sept. 20, considered and passed House.
Sept. 24, considered and passed Senate.

Note.—A change has been made in the slip law format to provide for one-time preparation of copy to be used for publication of both slip laws and the United States Statutes at Large volumes. Comments from users are invited by the Office of the Federal Register, National Archives and Records Service, Washington, D.C. 20408.

Registry Program Summary Report and Data Sheet

1/15/92

Program lasts, 7/16/90 to 12/31/91.

Labor \$20 K (40/hr.)

expenses 2 K

	Hours	% of Time
<u>Time use, program coordinator:</u>	773	34.3%
- Program development.	733	34.3 %
- Individual registrant meetings and preparation.	1206	56.5 %
- Incentives: Recognition, land management and education	95	4.4 %
- Staff work	57	2.7 %
- Press	<u>44</u>	<u>2.1 %</u>
Total Hours	2135	100.0 %

To Date: 12/31/91

Registries 37 (acres registered - 428)

Declined 8

In process 21

New mailing 70 letters 1/16/92 (approximately 800 acres)

Refuge Lands

- Purchased 1990

through 1991 \$4,568 acres

- Contd \$11,123 M.

or \$2,435 / acre

Recreation and Trail Lands

12,000 acres

Registry Land cost

56 % of \$22K = \$12,320.

428 acres $\sqrt{12,320} = \$288/\text{acre}$

Public Lands $\approx 4,000$ acres

Yet to purchase $\approx 3,500$ acres

E.M.M.

Summary Registrant Activities: May 1991

21 Development
101 Reg = 8 mgmt
= \$147 / Reg

Month Focused on Registries

7 registries

mtg. 140 hours worked / 20 days (4 half-days, most partial days)

Other chores:

- 3-4 D met w/ Murty Ruddy (vol.)
- 6 R L Went to Jordan w/ Welby Smith to walk Bessy's area
- 3 D Appeared on "Open Horizons" Cable TV
- 7 1/2 R L Walked bluff creek, shalopes, Renaissance re. gathering info on potential sites
- 3 D Wrote newsletter article
- 12 D Presented program to Honorary Board (incl. prep)
- 2 D? Summarize month
- 2 D Wrote Refuge update

misc: ~~sent~~

- 2 R L rescheduled registries: 2 (2) (incl. prep time)
- 2-3 D Mail to Mark D. & Welby S.
- 2 D Called Kim Chapman re. Kittenail mgmt & potential of TNC volunteer involvement.

45 1/2 hrs. R Reg. details:

- L record registries - (some more detail w/ prairie; Kittenails)
- L Sent more intro letters
- L Called for apts.
- M Talked w/ Renaissance re. mgmt.
- P Sent thanks to registrants
- L Prepped for reg. ~~age~~ meetings
- L Sent \$ to Bob from Halversons
- L Prioritizing Sioux Vista area - (scan photos for prairie)
- Actual meetings w/ Registrants

June 1991

Month focus on reg; rewards; logistics

2 registries

119.75 hours

Devel: 15
 Reg: 10
 4B
 11
 Agnt: 6
 Pride: 8

6 - Rubber Stamp design

other chores

- 1 D arrange w/ Sperlin re. SCCMR Convention
- 1 RM arrange / encourage Glen Shirley re. Blmt. burn of Nichols prairie
- 4 RL meet w/ Tom, Elaine
- 1 D Talk w/ Joyce Kelley re. Big registries
- 5 D Research Prairie Tax Exemption programs, etc
- 2 D Refuge Newsletter article
- 2 RL meet w/ Joe / Elaine / Mark re. (honorary bd. mailing ?)
- 6 X Designed Rubber Stamps
- 10 RL wrote & sent letter w/ Questionnaire
- 2 RM wrote mgmt plan for Kittentails
- 30 RL Deliver Plaques w/ volunteer
- 2-3 RM Arrange Spruce spraying w/ volunteer
- 4-5 RL Mtg Meet w/ Bob Johnson (Jordan) (incl prep)
- 2 D Interview w/ Blmt. Sun Newspaper
- 6-7 RL Mtg Meet w/ Ericksens (Jordan) incl prep
- 4 D Clean files & data catchup
- 3 RL Record registries
- 3 R-P Write Thanks
- etc. End of mo. letter & Bd. Mtg, telephone tag, arrang. w/ volunteers, etc

98
 (last of 1991)
 20

Tom

Jennifer Hengelfelt
2010 St. Clair Ave.
St. Paul, MN 55105

Friends of the



3815 East 80th Street
Bloomington, Minnesota
55425-1600

Honorary Board of Directors

Shirley K. Alexander
Edina, Minnesota

Elmer L. Andersen
Arden Hills, Minnesota

Raymond Black
Mound, Minnesota

Les and Fran Blacklock
Moose Lake, Minnesota

Dr. Walter Breckenridge
Minneapolis, Minnesota

Forrest A. Carpenter
Prior Lake, Minnesota

Horace F. Chamberlain
LeSueur, Minnesota

Dr. Adela Skipton Elwell
Bemidji, Minnesota

Robert L. Herbst
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William G. Kirchner
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Shakopee, Minnesota

Charles M. Moos
Deephaven, Minnesota

Samuel H. Morgan
St. Paul, Minnesota

Richardson & Susan Okie
White Bear Lake, Minnesota

Kathleen Ridder
St. Paul, Minnesota

Mary Ziegenhagen
Burnsville, Minnesota

January 7, 1992

Robert Teetshorn
Treasurer, Friends of the Minnesota Valley
10233 Berkshire Rd.
Bloomington, MN 55437

Dear Bob,

December is over and I am enjoying the return of the registry season again this January.

December, as we discussed was spent mostly on program up-keep and maintenance. I tried to keep my hours low so that funds could be best reserved for months when registries are more easily achieved.

Among the tasks I accomplished are:

I wrote and sent a Seasons Greetings card to all the registrants. The goals of this mailing were aimed at accomplishing two purposes: 1. Moral and pride boosting and 2. Landowner education (I included a list of U of M extension classes offered at the Refuge and made a few light suggestions).

Responded to several information requests from landowners re. land management.

Wrote several short articles for the Valley Vision.

Talked to a group from the Upper Mississippi NWR about registry, and the potential and difficulties of beginning a program such as ours in their area. They may be asking for more advise from the board.

Elaine and I arranged for two speakers to come to our Feb. 4th meeting. David Johnson will speak about prairies and show slides, and Tim Larson from the MPCA will share information on the current four year study on the Minnesota River watershed and address what the average citizen can do to improve the quality of the watershed.

I highlighted and collected 130 bluff top addresses and am preparing to send letters requesting meetings to these folks, plus approximately 100 more landowners, with volunteer help.

In January I will focus on achieving as many registries as possible by working with the bluff-top land owners and by following up on the contacts I made prior to the holiday season. I will also prepare a registry wall or a temporary wall to be used at the dedication during the Winter meeting.

I ordered more plaques to be presented to registrants (From now on the registrants will choose to receive either a plaque or a book, and if they choose the plaque they may opt as well to buy the book). The type of plaque I ordered is thinner and less expensive than the one we used in the past, but in the interest of working within a thin budget they will do fine. I will send you the bill as soon as I receive it.

EXPENSES FOR THE MONTH

COPIES:

Seasons greetings, copies, paper, envelopes	\$10.85
---	---------

STAMPS:

2 books x \$ 5.80	\$11.60
-------------------	---------

Total expenses:

\$22.45

I have made a prediction for expenses which I will share with you at the next board meeting.

Thank you again, Bob.

Sincerely,

Jennifer Hengelfelt
Registry Coordinator
Friends of the Minnesota Valley

enc.

cc. Coral Houle
Elaine Mellott
Mark Thorson
Tom Larson
Joe Harrison

Friends of the Minnesota Valley Strategic Plan 1997-2000

A nonprofit citizens group devoted to conserving and managing wisely the cultural and natural resources of the Minnesota valley and to promoting environmental education.

Goals

G1: Protect and complete MN Valley National Wildlife Refuge.

G2: Promote public awareness and use of the Refuge.

G3: Work with partners in MN River stewardship.

G4: Sustain and expand Friends organization through membership, fundraising and outreach.

Objectives:

O1: Foster Congressional support for the Refuge and support Refuge land acquisition.
(Goal 1)

O2: Establish a stable and diverse funding base for Friends activities.
(Goal 4)

O3: Increase Friends membership.
(Goal 4)

O4: Support Refuge needs in partnership with Refuge staff.
(Goal 1,3)

O5: Increase recognition of Friends and Refuge.
(Goal 2)

O6: Continue and expand participation in the Heritage Registry.
(Goal 2,3,4)

Friends of the Minnesota Valley 1997 Annual Workplan

01: Foster Congressional support for the Refuge and support Refuge land acquisition

- A. Support acquisition of the Kelley property
 - a. Keep abreast of status through contact with FWS personnel
 - b. Work with Congressional offices to encourage land exchange
 - c. Lobby in Feb, Mar, April for additional LWCF monies for fee title acquisition
 - d. Consider another action alert to ask for Congressional letters
 - e. Look for partners to assist in project if it looks like land trade will not happen
- B. Host annual legislative briefing
 - a. plan 1/2 day tour for legislative aides

02: Establish a stable and diverse funding base for Friends activities

- A. Develop operating budget showing costs and staff time allocations
 - a. use planning document to determine financial needs
 - b. determine percent of staff time and staff priorities for each program area
 - c. extend strategic plan and budget out four years
- B. Develop fundraising strategy and implement
 - a. arrange for basic fundraising training for board
 - b. develop strategies and identify responsibilities
 - d. create workplan and timeline for fundraising plan
 - i. develop plans for 1 fundraising event
 - ii. incorporate donations into as many activities as possible
- C. Investigate new grant opportunities, request applications, develop proposals

03: Increase Friends membership

- A. Develop plan for recruiting new members.
 - a. Decide how to proceed with FACS.
 - b. Make recruitment continuous, integrate into all activities and public relations.
 - i. have Friends materials at all events
 - ii. utilize Visitor Center register
 - a. identify who will do
 - b. redo visitor register to collect needed information
 - c. enter information into database and send information
 - c. send information to non-members that attend programs, workshops, and to all those that use the classrooms
- B. Develop plan for membership maintenance and integrate into staff work schedules
 - a. maintain database
 - i. determine who will do
 - ii. regularly update information and add media contacts, other organizational contacts, local decision makers, etc. to mailing list
 - b. send out renewals

- i. determine who will do
 - ii. determine renewal schedule
- c. welcome new members
 - i. send letter and information
 - ii. develop information, materials, and other benefits. (River Steward Kit, coupons, etc)
 - iii. develop once per year membership orientation event
- d. nurture existing members
 - i. develop year-end or annual report summarizing activities
 - ii. utilize existing Refuge programs as special members only events
 - iii. provide regular updates via newsletter and other materials
- e. develop gift membership
- f. plan and host honorary board event

O4: Support Refuge needs in partnership with Refuge staff

- A. Maintain continuous dialogue with Refuge staff
 - a. invite Refuge staff to give brief updates at Board meetings
- B. Meet with staff to learn what additional \$ needs they have, determine which of these Friends can help with (investigate partnering with groups like Audubon)
 - a. continue Cooperative Agreement for Environmental Educator
- C. Strive for better coordination with volunteer program
 - a. invite volunteer coordinator to board meeting
 - b. sign up all board members as refuge volunteers
 - c. invite all volunteers to Friends events
 - d. send volunteer "want-ads" to Friends and other groups that meet at Refuge
 - e. provide 1 year honorary Friends membership to new volunteers and as recognition item for existing volunteers
- D. Coordinate outreach activities with Refuge Environmental Education and Interpretation staff
 - a. explore opportunities to co-sponsor programs and workshops
 - b. include Friends information in programs and workshops
 - c. become more involved in water quality trekking pack project
 - i. provide stenciling information and stencils to participating classes
 - ii. use photo's of classes and data collected for newsletter, press releases, and member mailings
 - iii. distribute summary of years data
 - d. highlight specific events, promote, explore partner/sponsor opportunities

O5: Increase recognition of Friends and Refuge

- A. River Steward Campaign
 - a. develop Stewardship kit, factsheets, folders, fliers, recreational maps, cards
 - i. develop consistent message
 - ii. develop "family of publications"
 - iii. strategically distribute materials to targeted audiences
 - iv. use campaign as framework to coordinate all activities

- v. create general newspaper informational insert
- b. increase media coverage
 - i. make regular contacts with media and develop database of contacts
 - ii. take advantage of special opportunities and publications
 - iii. monitor current media, create clippings file
- c. highlight/advertise specific Refuge/river events
 - i. submit articles/photos to local publications
 - ii. investigate local partnerships/sponsors for events (ex: REI)
- d. "Family Fun" and "News You Can Use" publications
 - i. design
 - ii. compile information to be included
 - iii. produce and distribute to those on Refuge mailing list
- e. create new traveling display
 - i. order display
 - ii. determine contents and select photos/graphics
 - iii. investigate and schedule opportunities to use

B. Build on existing Refuge programs in partnership with the EE staff and volunteer program

- a. weekend program series (1 day/month)
 - i. select existing programs
 - ii. determine program enhancements and supplies needed
 - iii. publicize through existing and new publications
- b. enrichment Series (1 day/month)
 - i. determine topics, recruit speakers, determine supplies needed
 - ii. create and distribute announcement to Friends and volunteers

C. Special Events

- a. investigate having member MN River Tour in conjunction with volunteer tour
 - i. meet with volunteer council
 - ii. determine time and location
 - iii. work on transportation logistics, plan route and destinations
 - iv. publicize to Friends and volunteers
- b. participate in this year's river rally
- c. combine annual meeting & river cleanup into 1 big event
 - a. contact communities and MN River Joint Powers Board
 - b. contact groups who have adopted sections of lower MN River
 - c. recruit groups for un-adopted river sections
 - d. Friends officially adopt a section of river for clean-up
 - e. advertise event and recruit volunteers
 - f. plan agenda for annual meeting

D. Establish speakers bureau

- a. create volunteer working group
- b. develop general slide show
- c. recruit and train speakers
- d. advertise availability of speakers

E. Produce newsletter in house

- a. determine computer hardware/software needs and research printers/paper suppliers
- b. establish content guidelines and assign responsibilities
- c. establish schedule

d. recruit mailing volunteers

F. World Wide Web Homepage

- a. provide updated information regularly to volunteer Bill Arden
- b. adapt newsletter and calendar of events
- c. develop membership plea and application

G. Investigate purchase and sale of promotional items (t-shirts, mugs, etc)

H. Continue to pursue stenciling project with City of Bloomington

O6: Continue and expand participation in the Heritage Registry

A. Recontact landowners in Dakota & Hennepin Counties

- a. collect and update landowner info
- b. mail out introductory information and set up landowner meetings

B. Continue work in Eagle Creek

- a. work with Advisory Committee on landowner contacts
- b. meet with developers

C. Continue work in Bluff Creek

D. Utilize existing programs and resources for education

- a. promote other groups programs appropriate to registrants
- b. partner with Refuge on Enrichment Series
- c. investigate "Backyard Landscaping" living exhibit in Refuge's courtyard area

E. Develop new ideas and partnerships for incentives

- a. investigate coupons for native plants, bird seed, etc. from local businesses

F. Improve existing materials and outreach

- a. coordinate with River Steward Campaign
- b. send out stewardship kits to registrants when developed
 - i. add to materials throughout year with special inserts
- c. use questionnaires, focus groups, etc to evaluate current contact methods
- d. improve media coverage
- e. develop quarterly publication for registrants

G. Hire intern to assist with program

- a. Investigate funding options
- b. Develop job description and duties
- c. recruit, hire and train intern

H. Work with Refuge to obtain GIS setup

- a. Develop proposal
- b. research and prepare grant applications

I. Upgrade database and update information

Friends of the Minnesota Valley Committee Guidelines and Responsibilities

Committees: One or more persons with responsibility for seeing that adequate information is gathered about an issue/project/idea so that board can take action as necessary. Committees are to research a subject and present recommendations to the full board for consideration. The committee is not necessarily responsible for undertaking activities but is expected to enlist support to help accomplish projects. Chairs will be board members. The President is responsible for seeking new chairs. Committees are encouraged to seek members from general membership. No more than 25% of a committee's members may come from outside Friends membership.

Standing Committees: Responsibilities and 1997 Assignments

Executive (E) - The persons who are officers of the corporation and the past President shall constitute the Executive Committee. This committee has full power and authority of the Board of Directors during the interval between meetings of the Board of Directors, and shall report to the Board upon its actions and recommendations. It shall review and coordinate the work of all other committees, guide strategic planning for the corporation, review the performance and recommend terms of employment of the Executive Director, set personnel policies, review and evaluate the corporation's operating policies.

Chair: Jean Johnson; **Members:** Doug, Paige, Bob

Programs (P) - This committee shall review and evaluate the corporation's programs and related policies and shall develop recommendations regarding the same for consideration to the Board of Directors. It shall assist in planning and coordination of programs. It shall review new program ideas and plans to assess their fit with mission and goals. It shall communicate the Friends' position on well-defined issues to the public and people necessary to effect change. It shall oversee communications with state and federal congressional contacts.

Chair: Doug Watson; **Members:** Elaine, John, Craig, Rodd, Paige, Joe, Jean, Ed

Finance (F) - This committee shall review and evaluate the corporation's financial policies and programs and shall develop recommendations regarding the same for consideration to the Board of Directors. It shall oversee maintenance of financial records, prepare annual operating budget, monitor financial status, and develop a clear set of operating and accounting procedures.

Chair: Bob Teetshorn; **Members:** Pat, Shirley

Development (D) - This committee shall develop, review and evaluate corporation's development plan and programs and shall develop recommendations regarding the same for consideration by the Board of Directors. It shall actively assist staff and coordinate the assistance of other Directors in implementation of corporation's fund raising programs. It shall authorize and assist with activities that directly relate to fundraising, such as public relations, marketing, membership and special events. It shall advise and assist with the planning and implementation of the Annual Meeting and the publication of an Annual Report.

Chair: Shirley Hunt Alexander; **Members:** Ed, Martin, Bob, Nelson, Janet Watson, Coral Houle

Board Affairs (B) - This committee shall be responsible to the Board of Directors for nominating persons to serve as Directors and officers of the Board. It shall conduct orientation and training sessions for Directors, and annually evaluate Directors performance.

Chair: Joe White; **Other Members:** Shirley, John, Nelson

Preliminary Committee Workplans

At first committee meeting committees are to review and develop their workplan for 1997.)

Executive Committee

- A. Conduct Executive Director annual personnel review
- B. Determine percent of staff time and staff priorities for each program area
- C. Review strategic plan and revise as needed for 1998
- D. Advise and oversee plans for working with MVIA

Programs

- A. Address threats as they arise
- B. Develop plan for working on Kelley acquisition.
- C. Host annual legislative briefing
- D. Advise and oversee plans for educational programs (Registry, stenciling, weekend series, enrichment series)
- E. Advise and oversee Friends involvement in National Wildlife Refuge Association's mentoring project

Finance Committee

- A. Develop operating budget using planning document to determine financial needs
- B. Maintain financial records and submit quarterly reports to Board of Directors
- C. Develop clear set of operating and accounting procedures

Development

- A. Develop and implement annual and longterm fundraising plan
- B. Develop plan for recruiting new members
- C. Develop plan for membership maintenance
- D. Advise and oversee plans for outreach activities (special events, newsletter, River Steward Campaign, speakers bureau, WWW, Water Quality Trekking Packs)
- E. Investigate sale of promotional items
- F. Assist with planning of Annual Meeting and advise on development and publication of annual report.

Board Affairs Committee

- A. Review new committee guidelines
- B. Review and update board job descriptions
- C. Update bylaws
- D. Fill vacancies as needed
- E. Provide orientation to new board members
- F. Assist with planning of Honorary Board event
- G. Evaluate Director's performance

FRIENDS AD-AWARENESS and MEMBERSHIP IDEAS

To clean up the Minnesota Valley, we all need to lend a hand, paw, fin, hoof and wing. (picture of a hand, paw, fin, hoof, wing.)

Been there? (unique pic of Valley)

Done that? (another pic of somebody doing something unique in Valley)

Soar with the eagles. (picture of eagle).

Join the Friends of the Minnesota Valley.

Call of the Wild! Call today to become a member!

SLOGANS

Navigating the waters of change.

Doing more with less.

We'd love to show you around.

Enjoy our friendly nature.

It's on the river less traveled.

Where to go.

Off the beaten path.

REFUGE AD IDEAS

The place between wild and tame.

Made to be wild.

Let your earthly instincts run wild.

Uncommon ground.

Call of the wild.

Doing what comes naturally.

We'll take you to another world. You only have to go to Bloomington.

Season Ticket

Stuff Kids like. (pics of slimy things, noisy things, etc. at refuge).

Stuff moms like. Free admission. room to run., bookstore etc.

Dogs and Cats don't even scratch the surface.

Lions and tigers and bears, oh no! Deer, hiking, skiing and hunting? Oh yes!

Over the river and through the woods.

Is this your child's idea of wildlife? (pic of mickey mouse or some other tame)

Twin Cities to wilderness in 10 minutes.

CAMPAIGN AD/SLOGAN IDEAS

With respect to water.
Respect to water.
Talking on the water.
Talking water.
Water works.
Clean water. If we all do a little, we can do a lot.
With the valley in mind.
Living green. Green living.
Green thumb.
Your home. Your river.
The Minnesota. The river less traveled.
It comes back to you.
Creating the proper environment.
Season tickets.
A new direction for water quality.
Make your mark. Leave no trace.
Grassroots.
Green scene.
If you want to clean up the Minnesota River, start at a grassroots level.
Control your weeds. Cut your costs. (Ad or card idea)
Enjoy our friendly nature.

Follow the green brick road. (we could spray paint green bricks and have that be our symbol and then maybe get some area to donate an area and we could make a green brick path or line a path with green bricks or something like that.)

CARD DISTRIBUTION IDEAS

Seed packets. Cards inside of what is designed like a "seed" packet
Seeds of changes campaign idea

BUSINESS

Greening the bottom line.

FUNDRAISING CAMPAIGN IDEAS

Pennies for the River.
Change for change.
Number of Friends per acre. 000. Capacity = 0000. Join the Friends.
All the News from the Minnesota Valley. Rolled into one. Free
We've got friends in low places. In fact, to date, we've got 000.
Join the Friends of the Minnesota Valley.
Supporting great stuff in the lower Minnesota River Valley.

The best plans don't mean a thing if nobody's talking or listening or contributing.
Do your part.

Amigo

*"Every community, no matter what its location or size, is a learning laboratory.
Its people; its animals and plant life; its places; processes,
and products are all resources for learning."*

-- C.M. Williams

River Steward Water Quality Campaign Brainstorming Ideas/Concepts

Draft- Something to start with...

The River Steward Campaign needs to be designed to enhance past, present and future membership and fundraising efforts as well as current programming. A strong and proactive public relations campaign is critical to the River Steward Campaign, Friends and the Refuge.

MESSAGE

It is important to remember that although we see our cause as most important, our message is one of 20,000 that bombard each person everyday. On average, it takes somewhere between 11 to 17 repetitions, or "hits" for people to know that you even exist. This means message development is extremely important. With so many messages out there, if we send "mixed" messages or they are not consistent, how are we to achieve credibility? We need one message and we need to use as many sources as possible to repeat it, keeping in mind our target audiences.

SELLING

Good information about water quality and tips already exist. It needs be pulled together, well-designed, packaged and "sold". The primary challenge of this campaign is one of message development, targeting and distribution. We need get the information in places where household decision makers will actually see it, pick it up and apply it.

To do this, we need to implement strategies used by businesses -- for example, create point of purchase displays -- and constantly market our "product" using a strategic combination of sales and public relations techniques. What we "sell" must be unique, interesting, useful and above all, potentially help reduce pollutants going into the Minnesota River.

TARGETS

Would be great to see the Refuge give increased attention to the active recreation aspect of the Refuge. The name "Wildlife Refuge" has a stigma attached. While many people realize the Refuge has hiking, skiing, biking, etc., the information needs to be targeted to people who do those activities, but may not know about the Refuge opportunities. Need to go after the young, college-educated audience using the media they use: City Pages/TC Reader and more alternative radio stations. Also need to keep doing mainstream press and also target women of all ages.

CAMPAIGN LOGO/THEME

Overall, the Friends and the campaign needs to be more proactive, upbeat and fun. Some of the Friends' information needs to be redesigned or printed on high-quality recycled paper and the logo needs to be adapted. The current wood duck logo should be used, but needs to have something added to it to create a strong graphic to summarize the goals of the campaign, the Friends and the Refuge.

Components to build upon...

- * Fundraising and membership drive for the Friends
- * Minnesota Valley National Wildlife Refuge and its recreational opportunities
- * Visitor Center
- * Heritage Registry program
- * Environmental Education program
- * Other programs through staff and volunteers

MEDIA

MacWilliams Cosgrove Study

Utilize and adapt MacWilliams-Gosgrove results. After campaign outline is determined, use the survey results to show what we are doing in response. Set up meetings with editorial boards of papers, maybe a joint effort with Friends of the Mississippi River. It may be good to start by pointing out a need for increased education/awareness (study) and supplement it by having a campaign in place (Friends).

Campaign Information

Sometimes, major companies/organizations get tons of coverage by launching a campaign. The article features exclusively on the campaign idea and is a great way to keep the reporter and readers updated on progress.

Refuge Information

Work with Judie to keep media updated on proposed Refuge land acquisitions and issues facing the bluffland and floodplain landowners.

Business Angle

Majorie Kelley, Business Ethics Newsletter and Star Tribune business columnist: could feature a business enrolled in Registry and talk about program.

Sports Angle

Obvious. Good hunting coverage. Need to expand. Use fishing statistics/surveys to generate news. Graphs, etc.

Environmental/General News Angle

Obvious.

Create News

There is a ton of potential local features for local papers using Registry/Friends. We can also use tourism as a hook.

The Overlooked

Letter to the editor. Pitch letter about upcoming campaign. Regular updates.

PSAs

Need to develop radio spots and some print ads. REV 105 does PSAs titled "Revolution in a Minute" where they talk about various issues for one minute. Good way to educate the radio staff and maybe a few listeners.

Radio

Team up with general radio stations to promote special events. Ask to sponsor special events or broadcast live. Let's get them in a canoe, broadcasting from the Minnesota River.

77
6
Idea: "And just a reminder of some events coming up at the Minnesota Valley National Wildlife Refuge... There will be a bike trip of the urban refuge on Saturday, October 6th. For more information call 335-2323. This information is brought to you each day at this time by the Friends of the Minnesota Valley, conserving the natural and cultural resources of the Minnesota Valley and Cities 97, reminding you to tune into your river. Now here is *Wide River* by the Talking Heads. (information followed by some river/water/wildlife type song)

TRIC
338-5485
Concord
Tina
Smith

MPR

Utilize MPR! Mid-Morning with Paula Schroder - use the topic and survey results (Mark Styles, MPR, did one show already, but it focused on the problems and the negative - farmers- was not very positive...)

MAGAZINES

Special Section

ie: Minnesota Monthly

Might be a good way for NWA, Cargill, etc. advertise in a special section, relating to the Minnesota Valley, but the Friends would not have to be so closely associated. They could promote their environmental programs and express their interest in helping improve the Minnesota River. Friends could provide copy, ideas, etc. Need to sell this idea to a magazine. Would be nice to have a couple major advertisers lined up (in writing) to present it to their editorial board.

General

Keep doing work to get features, photos, and briefs printed.

TELEVISION

All television: get reporters to the Refuge. Get them doing activities. Get them in a canoe!

Public Television

Almanac. What happened to Channel 2 special?

WCCO - 4

Great environmental support. Rooftop garden could be a good tie-in.

KARE 11

"Minnesota Bound" with Ron Schara good opportunity.

KARE 11 Saturday morning, great for special events

Friends Board of Directors for 1995-1996

Officers:

President: Jean Johnson, Eden Prairie
Vice President: Doug Watson, Golden Valley
Treasurer: Bob Teetshorn, Bloomington
Secretary: Paige Winebarger, Bloomington
Newsletter Editor: John Hickman, Bloomington

Members at large:

Ed Crozier, Burnsville
Martin Chorzempa, Richfield
Nelson French, Richfield
Shirley Hunt Alexander, Edina
Rodd Johnson, Burnsville
Craig Mandel, Minnetonka
Elaine Mellott, Bloomington
Jodell Rahr, Bloomington
Joe White, Bloomington

Committees:

Executive
Development
Heritage Registry
Issues
Nominating
Public Outreach

Honorary Board:

Shirley Hunt Alexander, Edina
Elmer Andersen, Arden Hills
Raymond Black, Mound
Fran Blacklock, Moose Lake
Dr. Walter Breckenridge, Minneapolis
Forrest Carpenter, Prior Lake
Dr. Adela Skipton Elwell, Bemidji
Robert Herbst, Annandale, Virginia
William Kirchner, Richfield
Les Malkerson, Shakopee
Walter Mondale, Minneapolis
Charles Moos, Deephaven
Samuel Morgan, St. Paul
Susan Okie, White Bear Lake
Kathleen Ridder, St. Paul

Friends of the Minnesota Valley Board of Directors for 1995-96

Jean Johnson, President

City of Eden Prairie Planning and Zoning Administrator

Doug Watson, Vice President

President, Watson Investments, Inc.

Bob Teetshorn, Treasurer

Supervision Officer, Federal Reserve Bank

Board Member, MN Valley Interpretive Association

Paige Winebarger, Secretary

Senior Vice President and General Counsel, Marquette Banks

Former Director and Chairperson, The Raptor Center (6 years)

John Hickman

Technical Writer, Minnesota Educational Computing Corporation

Member, Citizens Advisory Committee, Minnesota River Implementation Project

Shirley Hunt-Alexander

Former Executive Director of Library Foundation of Hennepin County

Staff, Environmental & Public Works, Senator Durenberger (1979-85)

Commissioner, Mississippi National River and Recreation Area

Ed Crozier

Former USFWS Regional Wildlife Manager

Regional Representative, National Wildlife Refuge Association

Nelson French

Director, Midwest Office, The Nature Conservancy

Rodd Johnson

Chair, Burnsville Parks Commission

Elaine Mellott, Founder & Director Emeritus

Former Senior Consultant for Public Affairs, Control Data Corporation

Craig Mandel,

Chef, Jerry's Foods and President Minnesota Valley Audubon Chapter

Jodell Rahr

Joe White

Retired High School Biology Teacher, Bloomington School District #271 (34 years)

Board Member, Audubon Center of the North Woods, Sandstone, MN

1996 STRATEGIC PLAN FOR FRIENDS OF THE MINNESOTA VALLEY

MISSION STATEMENT

The Friends of the Minnesota Valley is a nonprofit citizens organization dedicated to conserving the natural and cultural resources of the lower Minnesota River Valley, including the Minnesota Valley National Wildlife Refuge.

GOALS

- 1) Conserve the integrity of the Minnesota Valley National Wildlife Refuge.
- 2) Provide education to residents of communities adjacent to the Valley towards wildlife conservation goals.
- 3) Provide wildlife conservation and environmental education to governmental agencies concerned with the Valley.
- 4) Work to complete land acquisition in the MN Valley National Wildlife Refuge.
- 5) Be an advocate for the Refuge and lower MN Valley as needed.
- 6) Support efforts of other environmental advocacy groups whenever possible.

In order to accomplish our goals we will concentrate activities in the following areas: Education, Environmental Watchdog, Refuge Support, Heritage Registry, Friends Support.

Outreach Committee (Education, Refuge Support, Friends Support)

- 1) Conduct Bloomington stencil campaign in partnership with city.
- 2) Hold minimum of 2 social events for Friends members:
 - Investigate combining events with other groups such as TNC lecture series held at Refuge; and
 - Coordinate with Development Committee to incorporate raffle into an event.
- 3) Increase Friends visibility in community:
 - Attend local events with our display;
 - Continue to increase distribution of Friends brochure.
 - Create speakers bureau to give talks to community leaders, civic groups, businesses, schools, and other env. orgs;
 - Write articles for local publications;
 - Develop partnerships with local groups;
 - Take advantage of local cable TV access; and
 - Explore opportunity for event similar to Bell Museums "Live Broadcast" to teach action by example.
- 4) Explore partner opportunities with Mall of America businesses.
- 5) Explore relationship with MVIA and bookstore operations.
- 6) Newsletter support:

- Contribute educational articles;
 - Include a membership appeal in an issue;
 - Assist Refuge in obtaining \$ support for newsletter;
 - Advertise for members to "Adopt a plot" at Refuge VC; and
 - Advertise need for Refuge intern housing.
- 7) Obtain more press coverage for/about Registry/registrants.
 - 8) Pursue development of mug/t-shirt/calendar sales.

Issues Committee (Environmental Watchdog, Refuge Support)

- 1) Address threats as they arise through letters, meeting attendance, advisory panel participation, etc.
- 2) Develop membership Action Alert System utilizing phone tree/fax/email. Investigate utilizing the existing network systems of other groups such as "Audubon Activist".
- 3) Develop Monitoring System to remain up to date on local current issues and to monitor progress on "Working Together" plan.
- 4) Create response file to track the responses received from legislators on various issues. This will provide a good basis for developing strategies for contacting and working with specific decision makers.
- 5) Identify our existing network with other organizations and create contact list.
- 6) Continue to work towards Refuge completion within original boundaries.
- 7) Develop community and political support for Refuge expansion efforts upriver.
- 8) Hold annual legislative meeting.

Registry Committee (Heritage Registry)

- 1) Continue and expand Heritage Registry up tributaries in lower MN Valley.
- 2) Assist with business contacts.
- 3) Hold 4 educational programs for registrants out in community.
- 4) In collaboration with Refuge develop GIS capabilities to track registered lands.
- 5) Continue to collaborate with Refuge on management projects for registered properties.

Development Committee: (Friends Support)

- 1) Decide how to proceed with FACS recommendations on phoning and direct mail appeals for membership and fundraising.
- 2) Implement appeals based on above decision.
- 3) Utilize Refuge visitor register and newsletter mailing list for appeals.
- 4) Contact those members who do not renew by mail/phone.
- 5) Send thankyou and welcome letter to new members.
- 6) Evaluate current membership fee structure.
- 7) Have new membership brochures printed.
- 8) Coordinate with Outreach Committee to hold 1 fundraising event.
- 9) Approach businesses for donations/memberships.

Executive Committee: (Friends Support)

- 1) Review Directors Handbook.
- 2) Update Bylaws.
- 3) Determine priorities for Executive Director.
- 4) Complete employee handbook.
- 5) Conduct annual personnel reviews.
- 6) Accounting support:
 - Streamline accounting system; and
 - Process payroll, pay taxes and insurance.
- 7) Develop yearly budget.
- 8) Evaluate current Honorary Board list.

Nominating Committee: (Friends Support)

- 1) Research and fill board vacancies.

Special Projects:

MN River Alliance

Study and make recommendations to the full board concerning the MN River Alliance proposal.

Friends Training Proposal

Assist Friends of Parker River NWR in developing national Friends group training proposal.

Staff:

Provide support for all activities listed above.

Develop computer system to track donors and memberships.

Obtain volunteer to coordinate membership activities.

Research/seek grants and assist with grant management.

Improve communication between Board and staff through such vehicles as "Staff Notes".

1996 Committees and Assignments

Nominating

Joe White, Chair

Shirley Hunt Alexander, John Hickman, Nelson French

Issues

John Hickman, Chair

Jean Johnson, Elaine Mellott, Ed Crozier

Registry

Doug Watson, Chair

Paige Winebarger

Outreach

Craig Mandel, Chair

Ed Crozier, Rodd Johnson, Joe White

Development

Shirley Hunt Alexander, Nelson French, Ed Crozier, Janet Watson, Coral Houle,
Jody Rahr, Bob Teetshorn

Executive

Jean Johnson, Chair

Doug Watson, Bob Teetshorn, Paige Winebarger

Special Projects:

MN River Alliance

Doug Watson, Ed Crozier, Paige Winebarger, Elaine Mellott, John Hickman

Friends Training

Ed Crozier

In future: Bob Teetshorn

Newsletter

John Hickman, Editor

*Staff will participate on all committees.

October 25, 1996

To All Board Members:

Reminder of upcoming meetings:
(all take place at Refuge)

Executive Committee: Tuesday October 29, 7-9pm

Preparation for strategic planning including discussion of: new officers; Dayton Hulgren's recommendations; priorities for staff; board meeting schedule, membership development; and fundraising.

All members are welcome to attend.

Strategic Planning Session I: Wednesday November 6, 6pm (dinner provided)

Election of new officers and begin planning process.

Strategic Planning Session II: Wednesday November 20, 6pm (dinner provided)

Completion of plan.

All board members are expected to participate in the planning process. If you absolutely cannot, call Ann ASAP so that we have an accurate count for food and to discuss your comments. It is extremely important that we receive everyone's input.

Assignment:

Please look over the 1996 Strategic Plan in your handbooks and begin thinking about things you would like to see the Friends working on in the next **4 years**.

Review committee activities, how did we do?

What should be our priorities in 1997?

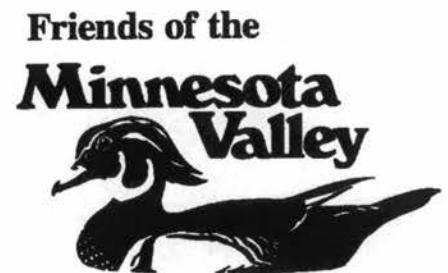
What goals should we have for membership, outreach, education, and funding?

What improvements can we make to our committee structure?

Are there projects that you would like to see us working on?

I expect to be sending out information from our meeting on 10/29 that will also be helpful to you.

Please call me if you have questions or do not have any of the above materials (858-0706).



**FRIENDS OF THE MINNESOTA VALLEY
BOARD OF DIRECTORS MEETING
AUGUST 7, 1996**

Present: Shirley Hunt Alexander, Jean Johnson, Paige Winebarger, Bob Teetshorn, Joe White, Pat Cragoe, Jody Rahr, John Hickman, Elaine Mellott, Ann Haines, Rick Schultz

Absent: Those Who Called Prior to meeting: Nelson French, Doug Watson, Rodd Johnson

Absent: Those Who Did Not Call Prior to meeting: Ed Crozier, Craig Mandel, Marty Chorzempa

The minutes of the June 5, 1996, meeting were approved.

COMMITTEE REPORTS:

Heritage Registry Committee: Ann Haines reporting:

Ann reported on the recent activities involving registrants and on the status of the program.

Development Committee: Shirley Hunt Alexander reporting:

The Committee met June 19 and reviewed the 1996 goals including recommendations made by FACS. Some of the planned activities were delayed or modified pending further review and discussion. FACS has been given the newsletter mailing list. FACS is now handling membership renewals.

Shirley reported that the Committee is giving much consideration to the June 13 memorandum from the Treasurer regarding the status of funding for the organization. (A copy of that memorandum is attached to these minutes.) In light of these concerns, the Development Committee has asked a professional nonprofit fundraising consultant to advise us on appropriate actions. There will be a meeting with that consultant, Dayton Hultgren, Director of Development,

University of St. Thomas, at the Refuge on August 23 at 7:00 A.M. All Board members are invited to attend.

Shirley reported that the McKnight Foundation grant has been funded, but two other grant proposals have been denied. Although Ann and Shirley had received preliminary indications that a Met Council grant request for \$78,000 would be denied, Shirley made some contacts with members of Met Council and requested reconsideration, and we have now just learned that it will be approved.

There was a meeting on July 31 with FACS staff. This helped to clarify some open issues regarding their responsibilities. They will be handling our renewals at no additional charge.

There are plans for a yearend mailing for fundraising. Shirley asked each Board member to renew his or her membership and to seriously consider increasing the amount of their gift, especially in light of McKnight's challenge matching grant.

Issues Committee: John Hickman reporting:

Regarding previous discussions of proposals to expand Highway 27 in Scott County, Jean has contacted county officials and gotten further information. The current proposals do not impact the fen. If necessary, the Committee will review the status of highway plans and consider writing letters on behalf of FOMV to protect the Savage fen.

In connection with the Kelly property, discussions are still underway regarding a land exchange proposal involving land in Wyoming.

There has been a recent communication from Senator Wellstone's aid that the Senate Appropriations Subcommittee has \$1 million in the 1997 budget for the Minnesota Valley.

Elaine reported on recent communications from Congressman Ramstaad.

Outreach Committee: Ann Haines and Jean Johnson reporting:

We had an FOMV booth at the Scott County Fair. We were able to obtain a good sign-up list for mailings. Dan Patch Days are coming up Saturday, August 10 and we will need volunteers to help for that.

Refuge Manager Report: Rick Schultz

They have recently acquired 130 acres in LeSeur County from Roger Price; this will be managed as waterfowl production area.

Recent staffing changes were discussed.

Rick recently attended a meeting with some Scott County Commissioners regarding bids by USF&WS to acquire 53 acres of wetlands that are for sale. The Service's bid was refused because the "Refuge has a reputation of being anti-recreational and anti-hunting". This is a concern because we need to maintain many public and private working partnerships in the future. Further, this perception is incorrect, because the Refuge does in fact allow hunting. Rick plans to focus on ways to correct this misperception over the coming months, and to emphasize principles of quality, ethical hunting through some outreach efforts with both public and private groups.

Rick then requested that the FOMV act as agent for the Refuge in hiring an employee for environmental education curriculum work for the period September 1 through December 31, 1996. The Refuge will reimburse the Friends a total of \$9,840 which will cover salary, benefits, and an administrative fee. Following discussion, upon motion duly made and seconded, this proposal was approved.

Nominating Committee: John Hickman reporting:

Election of Pat Cragoe as a new Board member was ratified and approved.

Executive Director Report: Ann Haines

The new Director's Handbooks were distributed to each director. These have been developed by Ann to serve as orientation material for new directors and on-going guidance for current board members. They contain a great deal of information about the organization. Each director was urged to review the material therein and to use this information as they are soliciting new members for the organization.

Interviews will be held soon for candidates for the new staff position for Marketing and Public Relations which is funded for two years by the McKnight Foundation's grant.

Most storm sewer stenciling has been completed for this year.

Ann reported on an upcoming two-day barge trip on the River for major agricultural industry representatives. Our organization has also been invited. On the one hand, this would be a good outreach and networking opportunity, but it was also discussed whether the organization should allocate two days of Ann's time to this type of an event. If one or more Board members can donate their time for this type of event, that might be more appropriate.

There was a discussion of *Staff Notes*, the newsletter written by Ann to Board members. Is there an interest by the Board members for this to continue? What topics should/should not be covered? Most board members felt that this was helpful and informative and should be continued. There is a concern that we should avoid any discussion of pending land negotiations or similar transactions. It was decided that Ann will solicit feedback from the Executive Committee after she drafts future issues but prior to their distribution to active and honorary board members.

Ann reiterated her concern for long-range strategic planning and fundraising for the organization as currently there are no funds available for staff salaries beyond June 1997.

The annual membership meeting will be held Saturday, October 12, at the Refuge. It will be in conjunction with other activities celebrating the 20th anniversary of the Refuge. Board members will meet August 14 in a planning meeting to prepare for the annual meeting.

- The next Board meeting will be held Wednesday, October 2, at 7:00 P.M. at the Refuge. (The Secretary was asked to remind all Board members to please call Ann or a member of the Executive Committee PRIOR to a meeting if they are unable to attend.)

Paige Winebarger, Secretary

FRIENDS OF THE MINNESOTA VALLEY
BOARD OF DIRECTORS MEETING

WED. SEPT. 3, 1997

- I. APPROVAL OF AGENDA
- II. APPROVAL OF JULY 2, 1997 MINUTES
- III. REPORTS-GENERAL
 - A. Draft Strategic Plan dated 8/8/97 from 7/23/97 Meeting.
 - B. MVIA Information
- IV. REPORTS OF COMMITTEES
 - A. Board Affairs
 - 1. Role and Expectations of President and Vice-President
 - 2. Proposed Board Affairs Officer Nominations:
 - a. President-Ed Crozier
 - b. Vice-President-Nelson French
 - c. Secretary-Paige Winebarger
 - d. Treasurer-Jack Kley
 - B. Development
 - 1. FACS Update
 - 2. Fund Raising Status
 - C. Finance
 - 1. Status of MAP
 - D. Program
 - 1. Annual Meeting Update-Saturday, September 20, 1997
- V. REPORT OF EXECUTIVE DIRECTOR\
- VI. REPORT OF REFUGE MANAGER
- VII. NEW BUSINESS
- VIII. OLD BUSINESS
- IX. ADJOURNMENT

- To be incorporated in Bylaws?

**FRIENDS OF THE MINNESOTA VALLEY
BOARD OF DIRECTORS MEETING
JULY 23, 1997**

Present: Marty Chorzempa, Jean Johnson, Joe White, Nelson French, Jack Kley, Bob Teetshorn, Paige Winebarger, Ed Crozier, Pat Cragoe

Staff Present: Rick Schultz, Ann Haines, Nancy Albrecht

The purpose of this meeting is to serve a special Visioning discussion following the two sessions conducted at the Board's request by Dayton Hultgren. Ann Haines, Executive Director is moderating and leading tonight's discussion. She distributed in advance of this meeting written materials to serve as worksheets and discussion items for the Visioning process (see attached)

The remainder of the meeting involved a general discussion of short-term and long-term goals and visions of this organization. Ann will document and summarize the key points and mail this to Board members in the next couple of weeks.

OTHER BUSINESS:

Upon motion duly made and approved, it was approved that employment of Nancy Albrecht would be extended through yearend, at a total cost of approximately \$5700.

It was decided to cancel the Board meeting scheduled for August 6. The next Board meeting will be Wednesday, September 3, 1997, at 7:00 P.M. at the Refuge.

Paige Winebarger, Secretary

**FRIENDS OF THE MINNESOTA VALLEY
BOARD OF DIRECTORS MEETING
JULY 2, 1997**

Present: Jody Rahr, Jean Johnson, Bob Teetshorn, Paige Winebarger, Joe White, Kate Winsor, Nelson French, Ed Crozier, Marty Chorzempa, Rodd Johnson

Staff Present: Ann Haines, Rick Schultz, Nancy Albrecht

Absent: Doug Watson, Shirley Hunt Alexander, Pat Cragoe, John Hickman, Duke Addicks,

Guest Present: Jack Kley

The meeting was called to order by Jean Johnson, President. The agenda was approved as distributed. Minutes of the June meeting were approved with one correction duly noted by the Secretary.

Jack Kley was invited tonight as a guest, to give consideration to joining as a new board member. Introductions of him, and board members were made. There was a discussion regarding finding a new Treasurer to replace Bob Teetshorn, who is resigning in September. Jack, a CPA and self-employed consultant, retired with over 24 years with Control Data Corporation, may be a possible replacement.

Ann distributed a summary from Dayton Hultgren regarding his two sessions with Board members discussing the future goals and directions of the Friends organization. There followed a general discussion of the issues and information noted in this summary.

With regard to the revisions to the Mission Statement, the Board duly approved the following:

The Friends of the Minnesota Valley is a nonprofit citizens group devoted to supporting conservation and management of the cultural and natural resources of the lower Minnesota Valley and to promoting environmental awareness.

It was decided to hold a special board meeting on July 23 at 7:00 P.M. to reset the Vision and Action Plans, long-range and short-range goals of the organization.

Since the potential of a merger or joint endeavor with the MVIA continues to be a critical issue, a Task Force was appointed to move the discussions and deliberations along faster. The Task Force will consist of two from each organization, plus two from the Refuge; the Board appointed Bob Teetshorn and Kate Winsor as Friends representatives.

BOARD AFFAIRS COMMITTEE: Joe White reporting—

Joe distributed a written memo report dated July 2 containing several recommendations. These were reviewed and discussed. Board members were asked to call Joe prior to the next meeting with any specific recommendations.

DEVELOPMENT COMMITTEE: Ed Crozier reporting—

A written report was distributed (attached) and discussed.

EXECUTIVE DIRECTOR'S REPORT: Ann Haines—

Ann reported briefly on upcoming events. Also, she reminded the Board that she will be on vacation, out-of-town for the month of August. During that time she will be working on a special assignment for the U.S. Fish and Wildlife Service in Washington, D. C.

Kate Winsor reported on plans for our annual meeting. The date has been set for Saturday, September 20, which is also River Steward Day and River Clean-up Day.

FINANCE COMMITTEE, Bob Teetshorn reporting...

Ann and Bob reported that they continue to have problems getting financial reports from MAP. They are extremely slow, and the reports, when received, are poor quality. We have not yet entered into a contract with them, and Ann and Bob think we should find other alternatives.

Bob reported that our net assets are approximately \$130,000.

REFUGE DIRECTOR'S REPORT: Rick Schultz—

There is now \$2.3 million in the House Appropriations budget for the Kelly property; this looks promising. Paige asked if the potential runway expansion would impact the desirability of purchasing the Kelly property. Rick responded that it is still important to obtain this property, given its critical location.

On August 4, there will be members of the House Appropriations Committee staff attending a lunch and tour of the Refuge. Rick asked for Board members to attend the lunch.

OTHER BUSINESS

Following a question and answer session for Jack Kley, upon motion duly made and approved, Jack was elected as a Board member. He was also designated as incoming Treasurer-elect.

Our next meeting will be Wednesday, July 23, 1997, at 7:00 P.M. at the Refuge, for a special board meeting, and Wednesday, August 6, at 7:00 P.M. at the Refuge for our regular monthly meeting..

Paige Winebarger, Secretary

FRIENDS OF THE MINNESOTA VALLEY
BOARD OF DIRECTORS MEETING

WED. JULY 2, 1977

7:00pm @REFUGE

- I. APPROVAL OF AGENDA
- II. APPROVAL OF JUNE 4, 1997 MINUTES
- III. REPORTS-GENERAL
 - A. Comments from Training Sessions
- IV. REPORTS OF COMMITTEES
 - A. Board Affairs
 - B. Development
 - 1. FACS Update
 - 2. Fund Raising Status
 - C. Finance
 - 1. Update on MAP(Minnesota Assistant Project)
 - D. Program
 - 1. Annual Meeting Update 9/20 9Am 12-1230 Bus Mtg
- V. REPORT OF EXECUTIVE DIRECTOR
- VI. REPORT OF REFUGE MANAGER *House Appropriations Staff 8/4?*
- VII. NEW BUSINESS
- VIII. OLD BUSINESS
- IX. ADJOURNMENT

**FRIENDS OF THE MINNESOTA VALLEY
BOARD OF DIRECTORS MEETING
JUNE 4, 1997**

Present: Jody Rahr, Pat Cragoe, Shirley Hunt Alexander, John Hickman, Jean Johnson, Bob Teetshorn, Paige Winebarger, Joe White, Kate Winsor, Melissa Salter, Nelson French, Ed Crozier, Marty Chorzempa

Staff Present: Ann Haines, Rick Schultz

Absent: Rodd Johnson, Doug Watson

The meeting was called to order by Jean Johnson, President. The agenda was approved as distributed with the addition of Ed Crozier, who requested an opportunity early in the meeting to address the Board. Minutes of the May 7 meeting were approved with one correction duly noted by the Secretary.

There was a discussion regarding finding a new Treasurer to replace Bob Teetshorn, whose term is expiring in September. Jody Rahr and Joe White discussed a potential Board candidate who may be willing to serve as Treasurer. He is Jack Clay, a former controller for Control Data. Now self-employed, he has lived in Bloomington over 30 years. He has been approached about his interest and has indicated a potential willingness. Joe will invite him to attend the next Board meeting as a guest. Ann and Bob will prepare an outline of the key duties that the Treasurer will perform for followup discussions.

Ann and Bob reported that we are continuing to meet with representatives from MAP regarding their providing certain bookkeeping and reporting services which Bob has been providing in the past.

Ann reported on the Board Fundraising Training Classes that were held on May 20 and 21, taught by a representative from the University of St. Thomas. She distributed handouts of key information (attached.)

Ed Crozier then addressed the Board, as follows:

I would like to express a concern about the health and condition of the Friends of the Minnesota Valley. The Friends has an incredible record. You just have to look around you to see examples of the great work that has been done throughout its history. It is a leader among citizens groups that support national wildlife refuges. Other look to this organization for advice and assistance.

**FRIENDS OF THE MINNESOTA VALLEY
BOARD OF DIRECTORS MEETING
October 1, 1997**

Present: Jody Rahr, Jean Johnson, Paige Winebarger, Joe White, Kate Winsor, Nelson French, Ed Crozier, Melissa Salter, Pat Cragoe, Jack Kley, Rodd Johnson
Staff Present: Ann Haines

Absent: Shirley Hunt Alexander, Marty Chorzempa, Pat Cragoe, John Hickman, Jody Rahr

Guests: Pat Judge, MVIA Board Member

The meeting was called to order by Ed Crozier, President. The agenda as presented by Ed was approved.

Executive Director's Report: Ann Haines: The annual survey of the Heritage Registry Program is currently underway.

Ann discussed a proposal, in light of her announced departure, for the FOMV to extend the part-time employment of Nancy Albrecht beyond December for an additional six months until June 1998, at her current level of compensation. Following discussion, upon motion duly made, this proposal was approved.

Ann reported on the success of the Trash and Treasure Hunt on September 20. There were 213 participants, with the equivalent of two dump truck loads of trash picked up. She especially thanked Kate Winsor for all of her time and leadership in coordinating the event. Also, Ann noted the energy, enthusiasm and creativity shown by Amy in assisting to run this event.

We are looking for a new project manager for the Water Quality Trekking Pack project; this person will be jointly supervised by FOMV and the Refuge.

Current membership data is:

We obtained 93 new members in 1997. We now have 404 active members, plus all Heritage Registrants are honorary members. We recently deleted 100 names for nonrenewal; most of these were members solicited through FACS.

Refuge Manager's Report: Rick Schultz:

The fiscal year ended September 30; we were able to upgrade computers and add some new equipment during that fiscal year.

We received news today that the House Conference Committee has designated \$2.3 million in the 1998 budget for the acquisition of the Kelly property!

The staff of Senator Wellstone will be spending the afternoon at the Refuge on Monday.

Rick was contacted by a travel agent who proposed some coordinated effort for us to assist in having people sign up for an Alaska trip and she will donate \$50 to the FOMV for each participant. She would get access to our mailing list. Following discussion, it was agreed that this idea could be explored further, but that without knowing more about this agent or the trip, we would be reluctant to share our mailing list or solicit participants as though we were "endorsing" either.

There has been no response yet from MAC to the Refuge's letter regarding mitigation requirements for airport runway expansion.

Finance Committee: Jack Kley:

Ann distributed financial statements for review. She and Jack reported that there is approximately \$60,000 in general funds. It was agreed the new Executive Director will be advised during the interviewing and selection process of their responsibility and role in fundraising—including funds need for their salary.

Ann noted there are other funding needs where we need to solicit grants, including the Water Quality Trekking Packs, the Heritage Registry Program, and River Steward projects to support the McKnight funding.

Regarding McKnight, Nelson reported that he met with Dan Ray this week and discussed Ann's pending departure. Dan/McKnight continue to be very supportive of the FOMV. He anticipates new initiatives and significant new funds over the next five years for river conservation, so we should continue to explore these possibilities.

Upon motion duly made, it was approved to authorize Jack and Ed as signers on our general bank account at Richfield Bank and to authorize Jack and Nelson on our miscellaneous account at Richfield Bank.

Program Committee: Nelson French:

Nelson reported on the Search; notices have been printed and mailed and the deadline for applicants is November 1. Ed reported that we will have a selection and interview process in place to finalize our selection.

Other Business

Kate Winsor reported on recent events involving MVIA. She and Ed met with their Board last week. They are definitely interested in exploring closer cooperation

and/or some kind of merger. They were invited to attend our Board meetings (and Pat Judge is here tonight). Organizations will share meeting minutes and they will be invited to participate in our selection of the new Executive Director.

It was decided to schedule a joint meeting for November 12 to continue discussions. Pros and cons of a merger were discussed further. Paige requested a pro forma financial statement to be developed for the next meeting, so that we could understand the financial consequences of a merger. We should be sure the financial statement reflects the net income or loss from the operation of the bookstore.

Jean Johnson provided an update on a new proposal by Flying Cloud airport for expansion of runway. An EIS is now underway, and a hearing is scheduled for early December. Sensitive issues to be monitored include: the impact on the sensitive bluffs; noise, bird strikes, storm water runoff; and the impact on the heron rookery. Jean will bring more details to the November meeting.

Our next meeting will be Wednesday, November 5, 1997, at 7:00 P.M. at the Refuge.

Paige Winebarger, Secretary

DATE: September 3, 1997

TO: Friends of the Minnesota Valley Board of Directors

FROM: Shirley Hunt Alexander

SUBJECT: Report of the Development Committee

The Development Committee held one meeting since the July Board meeting on August 6, 1997. Committee members present were Marty Chorzempa, Ed Crozier, Jody Rahr, chair Shirley Hunt Alexander and staff, Amy Jo Grieme. Agenda items for the meeting included the following:

- ~ Report on the status of the 25 Year Report and FMV brochure. A. Grieme reported that the two documents should be complete and printed by the first part of September. However, the mission of the FMV had yet to be approved by the Board of Directors. Of concern to the Development Committee was the identification of both projects and an *urgent and compelling* reason for which funds should be raised. S. Hunt Alexander said she would contact Rick Schultz to see if there was a list of projects/ programs that needed Friends support.
- ~ Friends Corporation/Organizational memberships: A. Grieme reported that A. Haines would not be able to meet with the consultant she had identified to help with the development of these membership categories until September.
- ~ Status of the FACS telemarketing campaign: It was agreed that FACS would try a pilot campaign with the list provided. 63 names were called during a 4 1/2 hour period during the day and 2 1/2 hours in the evening. The staff found it very difficult to contact those on the list. 42 were actually reached and of that group, 32 said no, while 3 said yes to Friends membership. 7 of that group wanted additional information. Because the response was so poor, A. Haines directed that FACS would not proceed with the calls to this group. The cost of the pilot campaign was \$234. There is a balance in the FACS account of \$779.13.
- ~ Water Quality Treking Pacs: A. Grieme reported that the Cargill corporate giving program wanted to contribute \$15,000 for the Water Quality Treking Program. Suzanne Trapp, director of the Refuge environmental education program is working with Cargill on this issue.
- ~ The mailing to the Nature Conservancy list will be sent and planning for mailing to the other lists we have will be completed when the brochure has been printed.
Note: Now that A. Haines is no longer paid by the Metropolitan Council grant, there should be staff time to handle these mailings as well as entry of names in the Friends data base. I have requested Pat Cragoe to forward all lists that have been entered into her computer system and/or are in hard copy to the Friends office as soon as possible.

~ Planning for the proposed "Major Donor Luncheon" will be delayed until fall when staff will be available to provide the support required.

August 8, 1997 meeting with Rick Schultz: S. Hunt Alexander met with the Refuge manager to discuss projects he was interested in seeing funded with support from the Friends. R. Schultz noted his concern regarding the July 23, 1997 Friends meeting. He said he had written a memo to Ed Crozier and Ann Haines outlining the issues he saw and would be sharing that with the Board members prior to the September meeting. Because MVIA is clearly established to provide support for the Refuge, he saw this organization as providing basic private support for the Refuge unless there was inclusion of the Refuge in the Friends Mission/Vision statement.

Note: The July 30 MVIA minutes reflected the Refuge managers concerns as well as outlined some of the needs for private support that are seen by Refuge staff.

These issues must be resolved by the Board, before the Development Committee can proceed.

Themes for River Steward Campaign

"Leadership in Stewardship"

Accomplish through: regional news media; traveling display; creation and distribution of literature and outreach materials; detachable "river steward card" in each newsletter; consistent message, explain the problem, what the solution is and how people can help; events and promotion of events; coordinate with existing Refuge; get people to resource. **G2**

"Stewards of the Refuge"

Accomplish through: include the Refuge in literature; partner with current Refuge programming and occasionally promote events through the Friends. **G1,2,4,5**

"Recreational Stewardship"

Accomplish through: update, develop and distribute recreational brochures/maps; strategically distribute information to targeted audiences; utilize newsletter for recreational information; sponsor/promote one "recreational stewardship" event per quarter. **G8**

"Hands-on Stewardship"

Accomplish through: stewardship theme programs and events, target newsletter at "general public"; one Saturday a month a theme of indoor activities for kids and adults; develop a wider-array of programming; establish partnership with one major organization/one general public event per year. **G8**

"Stewardship 2000"

Accomplish through: utilize FACS, mailings, board contact. **G10**

"Stewardship through Membership"

Accomplish through: expand programming exclusively for HR, volunteers and Friends members; send members a customized "stewardship kit", additional publications, and expand benefits; conduct optional membership orientations; one event per year at VC only for Friends members, HR, volunteers. **G10**

"Voluntary Stewardship: the Heritage Registry"

Accomplish through: update and expand HR literature; create custom three ring binders for enrollees; utilize HR members for additional publicity; develop quarterly publication for HR members; coordinate special HR events; mail river steward information to bluffland and floodplain landowners. **G7**

"Greening the Bottom Line: Corporate Stewardship"

Accomplish through: Do a mailing to businesses in Valley; Develop POP displays at cooperating Valley businesses; Begin to utilize them for corporate sponsorships of programs. **G7**

"Stewardship through Education"

Accomplish through: coordinate literature/outreach materials with EEI literature; expand environmental education activities through partnerships Refuge; include Friends information with WQTP's; utilize data in each newsletter as an "update" and distribute results in press releases and member mailings; assist in sponsoring and promoting workshops as part of "stewardship workshop series"; include participants on mailing list/potential member. **G3**

Refuge Mission

To manage the ecological communities of the lower Minnesota River Valley while providing environmental education and wildlife oriented recreation opportunities.

Refuge Vision

To accomplish the Refuge mission through high quality and innovative service, programs, and facilities that are models both locally and internationally, provided by an exceptional staff, integrated with the community.

Friends Mission Statement (1996 Strategic Plan)

The Friends of the Minnesota Valley is a nonprofit citizens organization dedicated to conserving the natural and cultural resources of the lower Minnesota River Valley, including the Minnesota Valley National Wildlife Refuge.

Other Friends Statements

The Friends of the Minnesota Valley is a nonprofit citizens group devoted to conserving the natural and cultural resources of the Minnesota Valley and to promoting environmental education. (Brochure.)

Working to conserve and manage wisely the cultural and natural resources of the Minnesota Valley. (same brochure)

...the Friends is positioning itself to move into the 21st century by doing projects and programs to help meet the demands of urbanization, outdoor recreation and natural resource protection... (same brochure)

Goals of the Friends of the Minnesota Valley (1996 Strategic Plan)

- 1) Conserve the integrity of the Minnesota Valley National Wildlife Refuge
- 2) Provide environmental education to residents of the Valley's communities
- 3) Provide wildlife and environmental education to governmental agencies in the Valley
- 4) Work to complete land acquisition in the Minnesota Valley National Wildlife Refuge
- 5) Be an advocate for the Refuge and lower Minnesota Valley as needed
- 6) Support efforts of other environmental advocacy groups whenever possible

Objectives of the Friends (1996 Strategic Plan)

- a) Education
- b) Environmental Watchdog
- c) Refuge Support
- d) Heritage Registry
- e) Friends Support

The Friends work to (brochure)

- 1) Advocate for the Minnesota Valley National Wildlife Refuge
- 2) Promote awareness of the Refuge and Minnesota River Valley
- 3) Build a Heritage Registry of Minnesota Valley landowners to voluntarily preserve their acreage
- 4) Involve the public in Refuge management decisions
- 5) Enlist volunteers for the Refuge
- 6) Foster partnerships to improve the Minnesota River Basin and its ecosystems

Other Friends Goals (verbal conversation with Ann)

- 1) Increase recognition of the MVNWR
- 2) Increase recognition of the Friends
- 3) Promote the Refuge as a recreational destination
- 4) Promote and encourage attendance at Refuge events and programs
- 5) Increase attendance at VC
- 6) Increase membership to 2000 by 2000
- 7) Increase enrollment in the HR
- 8) Foster a sense of stewardship
- 9) Continue EE

Water Quality Trekking Pack Goals

- 1) Provide 7-12 teachers with tools/info. how to lead Unit about NPS/Minnesota River
- 2) Encourage student action in water quality issues and their resolution
- 3) Promote teacher awareness of NPS/Minnesota River
- 4) Increase student-teacher participation in water quality issues affecting the Minnesota River/Refuge

River Steward Campaign Goals

- 1) Education residents of communities in the lower Minnesota Valley about how their choices affect river water quality and what individuals can do to improve the river
- 2) Raise awareness and concern about stewardship among bluffland and floodplain landowners in the lower Minnesota Valley

Objectives of the River Steward Campaign

- 1) Hire staff
- 2) Explore opportunities for partnerships
 - a. ongoing process
 - b. utilize existing partnerships more to build credibility for expanding to new partnerships
 - c. need to develop solid message/ materials before going out "cold"
 - d. need to better educate members about what we do (they all have "connections!")
 - e. need to determine what we would "partner" on?????
- 3) Develop detailed timetable, distribution and seasonal messages
 - a. needs to be flexible, unexpected opportunities are inevitable and essential
- 4) Design prototype
- 5) Develop database of media
 - a. get software
 - b. implement ASAP
- 6) Develop plans for 1997 Spring Planting promotion
 - a. kickoff is a good idea
 - b. would recommend making sure members, PAIs are aware of what is going on first, then planning kickoff.
 - c. organizing, planning, promotion should have already been started (11/96)
 - d. members are instrumental in a Friends event
- 7) Explore opportunities for corporate sponsored PSAs
 - a. not sure about this - need to more info on where idea came from
 - b. again, members and their potential assistance
- 8) Develop feedback and outcome measurements for campaign

Combined Friends and McKnight Grant

Goals and Objectives

including suggested River Steward Activities

draft 11/5/96

** Increase recognition of the Friends of the Minnesota Valley (verbal)**

"Local Leadership in Stewardship"

- RS1) develop and maintain working relationship with regional news media
- RS2) traveling display, presence at Home and Garden Shows, Ski Swaps, etc.
- RS3) update and expand literature and outreach materials
 - folder, "family" of publications
 - Friends brochures and lit, develop fact sheets
- RS4) develop consistent message - one that complements the Refuge and is consistent in all literature
- RS5) plan events far in advance and focus promotion on those events
- RS6) coordinate campaign with existing Friends and Refuge and EE activities
- RS7) get people to resource
- RS8) back up - explain the problem, what the solution is and how people can help
- RS9) utilize ALL current outgoing lit to explain MN River/what people can do
- RS10) include detachable "river steward card" in each newsletter
- RS11) implement regular mail program*

G1) Conserve the integrity of the Minnesota Valley National Wildlife Refuge (SP)

"Stewards of the Refuge"

Oa. Increase the recognition of the Minnesota Valley Wildlife Refuge (verbal)

- RS1) continue to include the Refuge in literature
- RS2) partner with current Refuge programming and occasionally promote events through the Friends
- RS3) need to cross reference events, using existing methods and plan way
- RS4) coordinate literature with Friends where/when appropriate
- RS5) partner with Refuge when appropriate
- RS6) improve internal team updates to keep posted on upcoming programming

Ob. Advocate for the Minnesota Valley National Wildlife Refuge (Bro)

1. Promote awareness of the Refuge and Minnesota River Valley (bro)
2. Involve the public in Refuge management decisions (bro)
3. Enlist volunteers for the Refuge (bro)
4. Environmental watchdog (SP)

Oc. Work to complete land acquisition in the Minnesota Valley NWR (SP)

Od. Be an advocate for the Refuge and lower Minnesota Valley as needed (SP)

Oe. Promote the Refuge as a recreational destination (verbal)

"Recreational Stewardship"

- RS1) update, develop and distribute recreational map
- RS2) produce rec. brochure/maps
- RS3) strategically distribute information to targeted audiences
- RS4) include information when appropriate in other mailings
- RS5) utilize newsletter for recreational information
- RS6) sponsor/promote one "recreational stewardship" event per quarter

Of. Promote and encourage attendance at Refuge events and programs (verbal)

"Hands-on Stewardship"

RS1) stewardship could be an overall theme for various programs, or the

Friends could promote the "stewardship" aspect of existing events

RS2) help target newsletter at the "general public"

RS3) utilize Friends mailing

Og. Increase attendance at the Visitor Center (verbal)

RS1) one Saturday a month a theme of indoor activities for kids and adults

RS2) develop a wider-array of programming (what does the audience want?)

RS3) establish partnership with one major organization/one general public
event per year

RS4) need to have something new and exciting at the VC - exhibits are the same -
why should people return?

G2) Increase membership to 2000 members by the year 2000

"Stewardship 2000"

RS1) continue to utilize FACS, only when the Friends see a need (?)

"Stewardship through Membership"

RS2) expand programming exclusively for HR, volunteers and Friends members

RS3) send members a customized "stewardship" kit upon membership

RS4) conduct optional membership orientations in the spring or make it part of the
annual meeting

RS5) one event per year at VC only for Friends members, HR, volunteers
(kids, movies, etc.)

RS6) allow members to use VC on a first-come, first served basis for birthday parties
and/or other appropriate events

RS7) quarterly publication called "Family, Fun and Friends" with upcoming,
expanded programming

RS8) distribute "News You Can Use" publication when appropriate

RS9) expand additional benefits to members

G3) Increase enrollment in the Heritage Registry

"Voluntary Stewardship: the Heritage Registry"

RS1) update and expand HR literature*

RS2) create custom three ring binders for enrollees

RS3) utilize HR members for additional publicity

RS4) develop quarterly publication for HR members

RS5) HR enrollees receive three ring binder

RS6) coordinate special HR events (with volunteers, members?)

RS7) create landowner database*

RS8) mail river steward information to bluffland and floodplain landowners*

"Greening the Bottom Line: Stewardship Through Businesses"

RS1) Do a mailing to businesses in Valley

RS2) Develop POP displays at cooperating Valley businesses

RS3) Begin to utilize them for corporate sponsorships of programs

G-4) Provide environmental education to residents of the Valley's communities (SP)

G-4) Provide wildlife and environmental education to governmental agencies in Valley (SP)

"Stewardship through Education"

G-4) Support efforts of other environmental advocacy groups whenever possible (SP)

1. "Education" (SP)

RS1) coordinate literature/outreach materials with EEI literature when/where appropriate

RS2) expand environmental education activities through partnerships with Refuge EEI team

2. Water Quality Trekking Packs

G1) Provide 7-12 teachers with tools/info. how to lead Unit about NPS/Minnesota River

Oa. provide teachers with instructional components

RS1) include Friends information

Ob. provide teachers/students materials needed to do activities

G2) Encourage student action in water quality issues and their resolution

Oc. explain storm drain stenciling as a way to get involved

RS1) use Enviroscope as part of orientation

RS2) show them a stencil and give information

RS3) photos of all groups/action photos, too

Od. require all data sheets/mail to Refuge

RS1) utilize data in each newsletter as an "update"

RS2) distribute results in press releases

RS3) utilize data for member mailings

Oe. report back to participating teachers each fall with a summary

RS1) summary distributed in press release form

RS2) use info to encourage new participants

RS3) update info each year under "stewardship" theme

G3) Promote teacher awareness of NPS/Minnesota River

Of. provide teacher training for WQT on topic of NPS pollution, the Minnesota River, and how to reserve WQT

RS1) assist in sponsoring and promoting workshops as part of "stewardship workshop series"

RS2) include participants on mailing list/potential member

G4) Increase student-teacher participation in water quality issues affecting the Minnesota River/Refuge

Og: select Dakota County educators to assist

Oh: invite limited teachers to participate in field testing

RS1) get photos, do press releases on this group, give results

G5) Evaluate effectiveness of WQTP

Oi: Collect feedback

Oj: Conduct focus groups



Friends of the Minnesota Valley

"Local Leadership in Stewardship"

G1: Minnesota Valley National Wildlife Refuge

"Friends of the Minnesota Valley: Stewards of the Refuge"

"Recreational Stewardship"

"Hands-on Stewardship: Programming and Events"

G2: Increase Friends membership to 2000 by 2000

"Stewardship 2000"

G3: Increase enrollment in the Heritage Registry

"Voluntary Stewardship: the Heritage Registry"

"Greening the Bottom Line: the Heritage Registry for Businesses"

G4: Provide environmental education to residents of the Valley

"Stewardship through Knowledge"

MINNESOTA VALLEY HERITAGE REGISTRY
PROGRESS, JULY 1990 TO FEBRUARY 1991

1990

- Hired Jennifer Hengelfelt as the Minnesota Valley Heritage Registry Program Coordinator.
- Researched and mapped the ecology and species of the Minnesota Valley.
- Mapped the archeology of the Valley.
- Considered pre-settlement vegetation.
- Created sensitive species lists for the Valley.
- Researched land ownership.
- Considered zoning in adjacent cities.
- Highlighted potential registry concentration areas. (These areas were determined to be highly significant natural communities in need of protection and were given priority depending on the degree to which they were threatened by development.)
- Developed an education program for landowners.
- Researched lawn chemical use and impact, exotic plants, and other issues effecting the ecology of the valley.
- Created a brochure describing the registry program to potential registrants.
- Developed information packets for landowners which encourage good land stewardship and explain problems and solutions.
- Created a list of resources for landowners to use when interested in actively managing their land for wildlife or natural communities.
- Acquired Landscaping for Wildlife books at a low price to reward landowners who register.
- Solicited a donation of prairie seed mixtures to give to landowners interested in reestablishing this native vegetation.
- Designed and produced laser engraved plaques to be given to landowners who register as a constant reminder of their commitment
- Arranged to use a wall in the Refuge Visitor Center to display an honor roll of registrants.
- Created a system to track and record registries in detail.
- Sent first letters to introduce potential registrants to the program.

1991

- Began landowner contacts.
- Shared the ecological assessment information with educators.
- Incorporated the help of Wildlife Habitat Enhancement Council to aid in the registration of some of the Valley's corporations.
- Achieved 14 land Registries.
- Continuing landowner contacts toward program completion.

FWS #

**COOPERATIVE AGREEMENT
BETWEEN THE
U.S. FISH & WILDLIFE SERVICE
AND THE
FRIENDS OF THE MINNESOTA VALLEY**

1. AGREEMENT NUMBER:

2. AGREEMENT RECIPIENT:

Friends of the Minnesota Valley
3815 East 80th St
Bloomington, MN 55425
612-858-0706

RECIPIENT CLASS:

Non-Profit Organization, CFDA #15.FFC

3. AUTHORITY

This Cooperative Agreement between the U.S. Fish and Wildlife Service, hereafter referred to as the "Service", and the Friends of the Minnesota Valley, hereinafter referred to as the "Friends", is hereby entered into under authority of Section 1 of the Fish and Wildlife Coordination Act (48 stat. 401, as amended; 16 U.S.C. 661-667 et seq.).

4. PURPOSE

The purpose of this agreement is to facilitate cooperation between the Friends and the Service in the completion of public information and outreach efforts, insure effective coordination, interaction, and cooperation with adjoining landowners and stakeholders, and promotion of conservation, management, and where appropriate, restoration of the fish, wildlife, and plant resources of MINNESOTA VALLEY NATIONAL WILDLIFE REFUGE.

5. SCOPE OF WORK

For the period hereinafter set forth, the Friends and the Service will provide the necessary materials, services, facilities, funds, and otherwise perform all things necessary for or incidental to the performance of this Agreement.

A. Specifically, the Friends will:

1. Administer the Heritage Registry Program designed to promote private landowner protection, restoration, and management of ecologically significant lands within the Lower and Middle Minnesota River Watershed. These lands may also be lands ecologically connected to the Minnesota Valley National Wildlife Refuge.
2. Administer and manage the operations of the Blufftop Bookshop by providing oversight in purchasing, receiving and financial administration for the business.

Responsibility for management of staff/volunteer cashiers will be the responsibility of the Friends.

3. As requested by the refuge manager and approved by the Board of Directors, seek appropriate public and/or private in kind or financial resources for high priority refuge projects.
4. No less than annually, host open house for Congressional staff for the purpose of sharing information about the Minnesota Valley National Wildlife Refuge, its programs and activities.
5. Serve as a repository for donations and/or fees collected through refuge programs and disperse such funds for expenses as approved by the refuge manager.
6. As requested by the refuge manager and approved by the Friends Board of Directors, contract for natural resource interns who will work under the supervision of refuge staff on specific term projects. The provision of such resources is dependent on the availability of sufficient funds for said purposes.

B. Specifically the Service will provide:

1. Office space, storage space, and systems furniture for up to three core Friends staff plus additional staff or volunteers assigned to specific projects subject to its availability.
2. Use of Minnesota Valley National Wildlife Refuge Visitor Center conference room, classrooms, and auditorium subject to its availability and with the approval and knowledge of the refuge manager.
3. Use of the Minnesota Valley National Wildlife Refuge Visitor Center Blufftop Bookshop as a cooperative association interpretive sales area. In addition, the Service will provide staff and volunteers to serve as cashiers during hours of operation.
4. Limited administrative assistance to the Friends in support of activities and projects associated with this Agreement, including use of office machines such as telephones, photocopiers and fax machines.
5. Access to public refuge information as they pertain to resource threats, land ownership and boundaries, habitat types, stewardship needs, and location of USFWS lands and private lands projects within the watershed(s) within which the refuge is located.
6. Use of the refuge GIS system, subject to its availability, for purposes of conservation planning and project implementation within the Lower and Middle

Minnesota River Watersheds. Use of the system must be coordinated with the refuge manager and/or his/her representative.

7. Training and guidance to Friend's employees, contractors, interns, and volunteers in the completion of refuge related projects.

C. Specifically, the Friends and the Service will:

1. Meet at least quarterly to review and discuss Friends and Service priorities and projects and insure effective program coordination.
2. Coordinate and integrate respective programs and facilitate working together as natural resource professionals.
3. Work together in the development and implementation of events, programs and activities benefiting the refuge and associated natural resources within the Lower Minnesota River Watershed, including, but not limited to, Earth Day, International Migratory Bird Day, Youth Fishing Day, Youth Waterfowl Hunting and National Wildlife Refuge Week.
4. Co-host recognition events designed to celebrate natural resource accomplishments and milestones.

6. ADMINISTRATIVE OFFICER

The Service Administrative Officer for this agreement is:

Sue F. Kozarek, Contracting Officer
U.S. Fish and Wildlife Service
Bishop Henry Whipple Federal Building
1 Federal Drive
Fort Snelling, MN 55111
612/713-5274

7. PROJECT OFFICERS

Project Officers, for the purpose of administering this agreement are:

For the Service:

Richard D. Schultz
Refuge Manager
Minnesota Valley National Wildlife Refuge
U.S. Fish and Wildlife Service
3815 E 80th St
Bloomington, MN 55425

612-858-0701

For the Friends:

Nelson T. French
Executive Director
Friends of the Minnesota Valley
3815 E 80th St
Bloomington, MN 55425
612-858-0706

8. TERMS AND CONDITIONS

The Service General Provisions for Grants and Cooperative Agreements, dated May, 1993, are applicable to this Agreement and are hereby incorporated by reference with the same force and effect as if there were given in full text.

Upon request, the Service's Division of Contracting and General Services (612/713-5274) will make the full text available. Also, the attached certifications must be signed by an authorized representative of the Friends in order to implement this agreement.

9. SPECIAL PROVISIONS

1. The Friends and the Service, as mutually agreed upon, will provide or arrange for such additional services, facilities, equipment, materials and arrangements as may be required to achieve common objectives.
2. The program conducted will be in compliance with all requirements respecting nondiscrimination as contained within the Civil Rights Act of 1964, as amended, and the regulations of the Secretary of the Interior, which provide that no person in the United States shall, on the grounds of race, color, age, sex, handicap, religion, marital status, or national origin, be excluded from participation in, or denied the benefits of, or be otherwise subjected to discrimination under any program or activity receiving Federal financial or technical assistance from the Department of the Interior or any agency thereof.
3. Each party agrees that it will be responsible for its own acts and the results thereof and shall not be responsible for the acts of the other party and the results thereof. Each party, therefore, agrees, to the extent authorized by applicable law (as specified below), the Friends will assume all risks and liability to itself, its agents or employees, for any injury to persons or property resulting from any operations of its agents or employees under this agreement, and for any loss, cost, damage, or expense resulting at any time from any and all causes due to any acts, or negligence, or the failure to exercise proper precautions of or by itself or its own agents to this Agreement.

The liability of the Federal Government will be governed by the Federal Tort Claims Act (28 U.S.C. 2761 et seq.).

10. MODIFICATIONS, AND TERMINATION

This Cooperative Agreement may be modified or terminated at any time by mutual consent of the parties hereto, or may be terminated by either party by giving 60 days written notice to the other party.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the date therein written.

U.S. Fish and Wildlife Service

Friends of the Minnesota Valley

Signature
Susan F. Kozarek
Contracting Officer

Signature
Edward S. Crozier
President
Friends of the Minnesota Valley

**COOPERATIVE AGREEMENT
BETWEEN THE
FRIENDS OF THE MINNESOTA VALLEY
AND THE
MINNESOTA EXTENSION SERVICE**

1. PURPOSE

The purpose of this agreement is to insure that Friends of the Minnesota Valley and Minnesota Extension Service are in agreement on the successful completion of the Lower Minnesota Watershed Strategic Action Plan prior to final payment on or around February 15, 2001 to Bonestroo, Rosene, Anderlik & Associates, Inc. This agreement will facilitate cooperation between the Friends and the Service in the completion of the Lower Minnesota River Watershed Strategic Implementation Plan.

2. AGREEMENT

Specifically, prior to final approval of work completed by Bonestroo, Rosene, Anderlik & Associates, Inc. and final payment on above mentioned project, the Friends will contact Minnesota Extension Service and seek their concurrence that the project work has been completed to their satisfaction. No final payment of approval of project work will be made without the agreement of Minnesota Extension Service.

Friends of the Minnesota Valley

Minnesota Extension Service

Signature

Nelson T. French

Executive Director

Friends of the Minnesota Valley

Signature

Jim Anderson

Minnesota Extension Service

Date

Date

Bylaws of Friends of the Minnesota Valley

(Amended October 12, 2000)

Article I. Offices, Corporate Seal

Section 1.01. Registered Office.

The registered office of the corporation in Minnesota shall be that set forth in the Articles of Incorporation or in the most recent amendment of the Articles of Incorporation or resolution of the directors filed with the Secretary of State of Minnesota changing the registered office.

Section 1.02. Other Offices.

The corporation may have such other offices, within the State of Minnesota, as the directors shall from time to time determine.

Section 1.03. Corporate Seal.

The corporation shall have no corporate seal.

Article II. Members and Meeting of Members

Section 2.01 Classes of Membership and Annual Dues.

Classes of membership of the corporation, reasonable rules and regulations applicable to each class, and the annual dues payable for each class of membership shall be as prescribed from time to time by the Board of Directors.

Section 2.02. Members.

Any person, firm, or entity shall become a member of the corporation upon payment of the annual dues payable with respect to the class of membership for which such person, firm, or entity has applied.

Section 2.03. Property.

No member shall have any right, title, or interest in or to the property of the corporation.

Section 2.04. Annual Meetings.

An annual meeting of the members shall be held in September or October, on a day designated by the directors.

Section 2.05. Special Meetings.

A special meeting of the members for any purpose or purposes, unless otherwise proscribed by statute, may be called at any time by the President or by the Board of Directors or by petition of not fewer than 1/10 of the voting members.

Section 2.06. Place of Meeting.

Each meeting of the members of the corporation shall be held at any place within or without the State of Minnesota, designated by the directors, and, in the absence of such designation, shall be held at the registered office of the corporation in the State of Minnesota.

Section 2.07 Notice of Meetings.

Except as otherwise provided by statute and in these Bylaws, written notice of each meeting of the members, whether annual or special, shall be given not fewer than five (5) nor more than sixty (60) days before the day on which the meeting is to be held, to each member by prepaid mailing of such notice addressed to the member at the member's post office address as shown on the books of the corporation. Notice of any meeting of members shall not be required to be given to any member who shall attend such meeting in person or by proxy. Notice of any adjourned meeting of the members shall not be required to be given, except where expressly required by law.

Section 2.08. Quorum.

At each meeting of the members, one-tenth (1/10) of the total number of voting members present in person or by proxy (but not fewer than two (2)) shall constitute a quorum for the transaction of business, except where a greater percentage may be required by statute. In the absence of quorum, a majority of the voting members are present in person or by proxy, any officer entitled to preside or act as Secretary at such meeting, shall have the power to adjourn the meeting from time to time, until the requisite number of voting members shall be present in person or by proxy. At any such adjourned meeting at which a quorum shall be present any business may be transacted which might have been transacted at the meeting as originally called.

Section 2.09. Voting.

At each meeting of members, each member of the age of sixteen (16) years or older ("Voting members") shall be entitled to one (1) vote in person or by proxy on each matter to be voted upon at the meeting. At all meetings of the members, all matters (except in special cases where other provisions may be made by statute or by the Articles of Incorporation of the corporation) shall be decided by a majority of the votes cast by the voting members present or by proxy, a quorum being present. Voting shall not be cumulative. Unless demanded by a voting member present in person or by proxy at any meeting, the vote on any question need not be by ballot.

Article III. Board of Directors

Section 3.01. General Powers.

The property, affairs, and business of the corporation shall be managed by its Board of Directors.

Section 3.02. Number, Qualifications, and Term of Office.

The number of directors shall be determined by the Board of Directors. The number of directors shall be not fewer than nine (9) nor greater than twenty-one (21). From time to time, the directors may elect honorary directors, but such honorary directors shall have no power with respect to governance of the corporation. Each director shall hold office until his or her successor shall have been elected, or until he or she shall resign, or until his or her death. Directors shall be elected for three (3) year terms. A director shall be nominated for office by a Board Affairs committee selected by the directors.

Section 3.03. Organization.

At each meeting of the Board of Directors, the President of the corporation or, in his or her absence, the Vice President, shall preside as chairperson of such meeting. The Secretary of the corporation or, in his or her absence, any person whom the chairperson may appoint, shall act as secretary of the meeting.

Section 3.04. Resignation.

Any director of the corporation may resign at any time by giving written notice to the President or to the Secretary of the corporation. The resignation of any director shall take effect at the time specified therein; and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 3.05. Vacancies.

Any vacancy in the Board of Directors caused by death, resignation, disqualification, or any other cause, may be filled for the unexpired term by a vote of the remaining directors (though less than a quorum), and each director so chosen shall hold office until the expiration of the unexpired term for which he or she was chosen and until his or her successor shall have been duly elected and shall qualify.

Section 3.06. Place of Meetings.

The Board of Directors may hold its meetings at such place or places, within or without the State of Minnesota, as it may from time to time determine.

Section 3.07. Regular Meetings.

Regular meetings of the Board of Directors shall be held on such dates and at such times and places within the State of Minnesota as the Board may determine by resolution adopted by a majority of the whole Board of Directors. Notice of regular meetings need not be given.

Section 3.08. Special Meetings; Notice. Special meetings of the Board of Directors shall be held whenever called by the President or by two (2) of the directors. Notice of each such special meeting shall be mailed to each director, addressed to the director's residence or usual place of business, at least two (2) days before the day on which the meeting is to be held, or be delivered personally or by telephone, not later than one (1) day before the date on which the meeting is to be held. Each such notice shall state the time and place of the meeting, but need not state the purposes thereof

except as otherwise herein expressly provided. Notice of any meeting of the Board need not be given to any director who shall be present at such meeting; and any meeting of the Board shall be a legal meeting without any notice thereof having been given, if all of the directors of the corporation then in office shall be present thereat.

Section 3.9. Quorum and Manner of Acting.

Except as otherwise provided by statute or by these Bylaws, one-third (1/3) of the total number of directors (but not fewer than three (3)) shall be required to constitute a quorum for the transaction of business at any meeting, and the act of a majority of the directors present at any meeting at which a quorum is present ~~shall the act of~~ the Board of Directors. In the absence of a quorum, a majority of the directors present may adjourn any meeting from time to time until a quorum be had. Notice of any adjourned meeting need not be given. All meetings shall be conducted in accordance with Roberts Rules of Order.

Section 3.10. Compensation.

No director shall receive any compensation for any service that he or she may render to the corporation in his or her capacity as such director.

Article IV. Officers

Section 4.01. Number.

The officers of the corporation shall be a President, Vice President, Secretary, Treasurer, and, if the Board shall so elect, such other officers as may be appointed by the Board of Directors. No two (2) offices may be held by the same person.

Section 4.02. Election, Term of Office, and Qualifications.

The officers shall be elected annually by the Board of Directors, and, except in the case of officers appointed in accordance with the provisions of Section 4.10, each shall hold office until the next annual election of officers and until his or her successor shall have been duly elected and qualified, or until he or she shall resign, or until he or she shall have been removed in the manner hereinafter provided, or until is or her death.

Section 4.03. Resignations.

Any officer may resign at any time by giving written notice of his or her resignation to the Board of Directors, to the President, or to the Secretary of the corporation. Any such resignation shall take effect at the time specified therein; and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 4.04. Removal.

Any officer may be removed, either with or without cause, by a vote of the Board of Directors at a meeting called for the purpose, and such purpose shall be stated in the notice or waiver of notice of such meeting unless all the directors of the corporation shall be present thereat.

Section 4.05. Vacancies.

A vacancy in any office because of resignation, removal, death, or any other cause shall be filled for the unexpired portion of the term in the manner prescribed in these Bylaws for election or appointment to such office.

Section 4.06. President.

The President shall be the chief executive officer of the corporation and shall have general active management of the business of the corporation. The President shall, when present, preside at all meetings of the members and directors; shall see that all orders and resolutions of the Board of Directors are carried into effect; may execute and deliver in the name of the corporation any contracts or other instruments pertaining to the business of the corporation, including, without limitation, any instruments necessary or appropriate to enable the corporation to donate income or principal of the corporation to or for the account of such organizations, causes, and projects described in the Articles of Incorporation of the corporation as the corporation was organized to support; shall have such other duties as may from time to time be prescribed by the Board of Directors; and, in general, shall perform all duties usually incident to the office of President.

Section 4.07. Vice President.

The Vice President shall have such powers and perform such duties as may be prescribed by the President or the Board of Directors. In the event of the absence or disability of the President, the Vice President shall succeed to the powers and duties of the President.

Section 4.08. Secretary.

The secretary shall be secretary of, and, when present, shall record proceedings of meetings of the members and Board of Directors; shall, when directed to do so, give proper notice of meetings of members and directors; shall perform such other duties as may from time to time be prescribed by the Board of Directors or by the President; and, in general, shall perform all duties incident to the office of Secretary.

Section 4.09. Treasurer.

The Treasurer shall keep accurate accounts of all moneys of the corporation received or disbursed; shall deposit all moneys, drafts, and checks in the name of, and to the credit of, the corporation in such banks and depositories as a majority of the whole Board of Directors shall from time to time designate; shall have power to endorse for deposit all notes, checks, and drafts received by the corporation; shall disburse the funds of the corporation as ordered by the Board of Directors, making proper vouchers therefor; shall render to the President, the directors, and the members, whenever required, an account of all his or her transactions as Treasurer and of the financial condition of the corporation, and shall perform such other duties as may from time to time be prescribed by the Board of Directors or by the President; and, in general, shall perform all duties incident to the office of Treasurer.

Section 4.10. Other Officers.

The corporation may have such other officers and agents as may be deemed necessary by the Board of Directors, who shall be appointed in such manner, have such duties

and hold their offices for such terms as may be determined by resolution of the Board of Directors.

Section 4.11 Compensation.

No officer shall receive compensation for any service that he or she may render to the corporation in his or her capacity of such officer.

Article V. Books and Records, Audit, Fiscal Year

Section 5.01. Books and Records.

The Board of Directors of the corporation shall cause to be kept: (1) Records of all proceedings of members and directors; and (2) Such other records and books of account as shall be necessary and appropriate to the conduct of the corporate business.

Section 5.02. Documents Kept at Registered Office.

The Board of Directors shall cause to be kept at the registered office of the corporation originals or copies of: (1) Records of all proceedings of members and directors; and (2) Articles of Incorporation and Bylaws of the corporation and all amendments thereto.

Section 5.03. Audit.

The Board of Directors may, but shall not be required to, cause the records and books of account of the corporation to be audited each fiscal year and at such other times as it may deem necessary or appropriate.

Section 5.04. Fiscal Year.

The fiscal year of the corporation shall be July 1 through June 30 of the following calendar year.

Article VI. Waiver of Notice

Whenever any notice whatsoever is required to be given by these Bylaws or the Articles of Incorporation of the corporation or any of the corporate laws of the State of Minnesota, such notice may be waived in writing, signed by the person or persons entitled to said notice, whether before, at, or after the time stated therein or before, at, or after the meeting.

Article VII. Authorization Without a Meeting

Any action that may be taken at a meeting of the voting members may be taken without a meeting if authorized in writing and signed by all the voting members who are entitled to notice of the meeting for such purpose. Any action that could be taken at a meeting of the Board of Directors may be taken without a meeting when authorized in writing signed by all of the directors.

Article VIII. Committees

Section 8.01. Executive Committee.

The persons who are from time to time the officers of the corporation, the immediate past President, and the chairs of the committees shall constitute the Executive Committee of the corporation. The Executive Committee shall have full power and authority of the Board of Directors in the management of the property, affairs, and business of the corporation, provided, however, that the Executive Committee shall act only in the interval between meetings of the Board of Directors and shall at all times be subject to the control and direction of the Board of Directors.

Section 8.02. Other Committees.

The corporation may have such additional committees, with such membership, authorities, and duties, as may from time to time be prescribed by the Board of Directors.

Article IX. Amendments

These Bylaws may be amended or altered by a vote of the majority of the whole Board of Directors at any meeting provided that notice of such proposed amendment shall have been given in the notice given to the directors of such meeting. Such authority in the Board of Directors is subject to the power of the voting members to change or repeal such Bylaws by a majority vote of the voting members present in person or by proxy at any annual or special meeting of voting members called for such purpose.

Friends of the Minnesota Valley Board of Directors

Director Responsibilities

The Board of Directors are charged with managing the property, affairs, and business of the Friends. They are responsible for establishing and furthering the Friends' purpose and mission.

Through active participation in the development and approval of a strategic plan, annual plan and budget, the Board of Directors will set the direction, goals, and policies for the Friends. The Board reviews and update plans with staff as necessary, and monitors achievement of the Friends' overall goals.

The Board of Directors is responsible for ensuring the financial health and fiscal duties of the Friends. The Board is also responsible for hiring, supervising, evaluating the Executive Director.

The Board of Directors will use their contacts to assist staff in publicizing the Friends and its mission to important community groups. They will also advise staff on appropriate partnerships that the Friends should form with other local groups.

Ten Basic Responsibilities of Nonprofit Boards (from the National Center For Nonprofit Boards)

1. Determine the Organization's Mission and Purposes
2. Select the Chief Executive
3. Support the Chief Executive and Assess His/Her Performance
4. Ensure Effective Organizational Planning
5. Ensure Adequate Resources
6. Manage Resources Effectively
7. Determine, Monitor, and Strengthen the Organization's Programs and Services
8. Enhance the Organization's Public Standing
9. Ensure Legal and Ethical Integrity and Maintain Accountability
10. Recruit and Orient New Board Members and Assess Board Performance

Expectations

Attend Board meetings and actively serve on at least one committee.

Participate in at least one special event per year and attend fall Annual Meeting.

Participate in annual planning and goal setting.

Nominate new board members and elect officers.

Serve as a resource of knowledge and counsel.

Review and respond to all action and information requests from the Executive Committee and Executive Director.

Be a paying member of the Friends.

Assist in locating and developing funding sources.

Represent the Friends at the request of the President.



Friends of the Minnesota Valley Standing Committees Recommendation

Committees: One or more persons with responsibility for working with staff to recommend action to the Board and/or to work on behalf of accomplishing the vision and mission of the Friends of the Minnesota Valley. Chairs of the committees will be current members of the Board. The President and Executive Director are responsible for seeking new chairs. Each Board member is expected to serve on at least one committee. Committees are encouraged to seek members from general membership and the community at large.

Standing Committees	Their Roles
Board Affairs	Ensure effective board processes, structures and roles, including retreat planning, committee development, and board evaluation; includes role of nominating committee, such as keeping list of potential board members, orientation and training.
Conservation	Link between the board and the staff on Friends of the Minnesota Valley's conservation program activities including MN Valley NWR operations and expansion, land registry program, LIS Initiative, Big River Partnership collaboration, and general conservation related matters of concern to the Friends. The committee will also participate in the development of an integrated resource management vision for the Lower Minnesota Watershed and coordinate with conservation planning and implementation related to accomplishment of the Friends mission. The committee may from time to time develop position statements on policy related matters and make recommendations regarding the same for consideration to the Board of Directors.
Executive	This committee oversees operations of the board; has full power and authority of the Board of Directors during the interval between meetings of the Board of Directors, and shall report to the Board upon its actions and recommendations. It shall review and coordinate the work of all other committees, guide strategic planning for the corporation, review the performance and recommend terms of employment of the Executive Director, set personnel policies, review and evaluate the corporation's operating policies. This committee shall also review and evaluate the corporation's financial policies and programs and shall develop recommendations regarding the same for consideration to the Board of Directors. It shall oversee maintenance of financial records, prepare annual operating budget, monitor financial status, and develop a clear set of operating and accounting procedures.
Finance Subcommittee of Executive Committee	Oversees development of the budget; ensures accurate tracking/monitoring/accountability for funds; ensures adequate financial controls; led by the board treasurer; reviews major grants and associated terms.
Fundraising and Membership Development	Working with the Executive Director to oversee development and implementation of member retention, new member recruitment, and fundraising; identifies and solicits funds from external sources of support.
Public Affairs	Link between the board and the staff on representing Friends of the Minnesota Valley to the membership and general public; enhances the organization's image, including communications with the press and elected officials. Develops and promotes the government relations agenda of the organization. Oversees newsletter production.

Refuge
001101

interface with Refuge Manager to facilitate the work of the Refuge. Strategize Congressional appropriations



Conflicts of Interest Policy

This conflict of interest policy is designed to help directors, officers and employees of the Friends of the Minnesota Valley identify situations that present potential conflicts of interest and to provide Friends of the Minnesota Valley with a procedure which, if observed, will allow a transaction to be treated as valid and binding even though a director, officer or employee has or may have a conflict of interest with respect to the transaction. The policy is intended to comply with the procedure prescribed in Minnesota Statutes, Section 317A.255, governing conflicts of interest for directors of nonprofit corporations. In the event there is an inconsistency between the requirements and procedures prescribed herein and those in section 317A.255, the statute shall control. All capitalized terms are defined in Part 2 of this policy.

1. Conflict of Interest Defined. For purposes of this policy, the following circumstances shall be deemed to create Conflicts of Interest:

Outside Interests.

- (i) A Contract or Transaction between Friends of the Minnesota Valley and a Responsible Person or Family Member.
- (ii) A Contract or Transaction between Friends of the Minnesota Valley and an entity in which a Responsible Person or Family Member has a Material Financial Interest or of which such person is a director, officer, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative.

Outside Activities.

- (i) A Responsible Person competing with Friends of the Minnesota Valley in the rendering of services or in any other Contract or Transaction with a third party.
- (ii) A Responsible Person's having a Material Financial Interest in; or serving as a director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative of, or consultant to; an entity or individual that competes with Friends of the Minnesota Valley in the provision of services or in any other Contract or Transaction with a third party.

Gifts, Gratuities and Entertainment. A Responsible Person accepting gifts, entertainment or other favors from any individual or entity that:

(i) does or is seeking to do business with, or is a competitor of Friends of the Minnesota Valley; or

(ii) has received, is receiving or is seeking to receive a loan or grant, or to secure other financial commitments from Friends of the Minnesota Valley;

(iii) is a charitable organization operating in Minnesota;

under circumstances where it might be inferred that such action was intended to influence or possibly would influence the Responsible Person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity of Friends of the Minnesota Valley.

2. Definitions.

A. A "Conflict of Interest" is any circumstance described in Part 1 of this Policy.

B. A "Responsible Person" is any person serving as an officer, employee or member of the Board of Directors of Friends of the Minnesota Valley.

C. A "Family Member" is a spouse, parent, child or spouse of a child, brother, sister, or spouse of a brother or sister, of a Responsible Person.

D. A "Material Financial Interest" in an entity is a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect a Responsible Person's or Family Member's judgment with respect to transactions to which the entity is a party.

E. A "Contract or Transaction" is any agreement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a loan or grant, the establishment of any other type of pecuniary relationship, or review of a charitable organization by Friends of the Minnesota Valley. The making of a gift to Friends of the Minnesota Valley is not a Contract or Transaction.

3. Procedures.

A. Prior to board or committee action on a Contract or Transaction involving a Conflict of Interest, a director or committee member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting.

B. A director or committee member who plans not to attend a meeting at which he or she has reason to believe that the board or committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the

Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.

C. A person who has a Conflict of Interest shall not participate in or be permitted to hear the board's or committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.

D. A person who has a Conflict of Interest with respect to a Contract or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote. The person having a conflict of interest may not vote on the Contract or Transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting. For purposes of this paragraph, a member of the Board of Directors of Friends of the Minnesota Valley has a Conflict of Interest when he or she stands for election as an officer or for re-election as a member of the Board of Directors.

E. Responsible Persons who are not members of the Board of Directors of Friends of the Minnesota Valley, or who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of Board or committee action, shall disclose to the Chair or the Chair's designee any Conflict of Interest that such Responsible Person has with respect to a Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Responsible Person. The Responsible Person shall refrain from any action that may affect Friends of the Minnesota Valley's participation in such Contract or Transaction.

In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to the Chair or the Chair's designee, who shall determine whether there exists a Conflict of Interest that is subject to this policy.

4. Confidentiality. Each Responsible Person shall exercise care not to disclose confidential information acquired in connection with such status or information the disclosure of which might be adverse to the interests of Friends of the Minnesota Valley. Furthermore, a Responsible Person shall not disclose or use information relating to the business of Friends of the Minnesota Valley for the personal profit or advantage of the Responsible Person or a Family Member.

5. Review of policy.

A. Each new Responsible Person shall be required to review a copy of this policy and to acknowledge in writing that he or she has done so.

B. Each Responsible Person shall annually complete a disclosure form identifying any relationships, positions or circumstances in which the Responsible Person is involved that

he or she believes could contribute to a Conflict of Interest arising. Such relationships, positions or circumstances might include service as a director of or consultant to a nonprofit organization, or ownership of a business that might provide goods or services to Friends of the Minnesota Valley. Any such information regarding business interests of a Responsible Person or a Family Member shall be treated as confidential and shall generally be made available only to the Chair, the Executive Director, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.

C. This policy shall be reviewed annually by each member of the Board of Directors. Any changes to the policy shall be communicated immediately to all Responsible Persons.

Conflict of Interest Information Form

Name: _____

Date: _____

Please describe below any relationships, positions, or circumstances in which you are involved that you believe could contribute to a Conflict of Interest (as defined in Friends of the Minnesota Valley's Policy on Conflicts of Interest) arising.

1)

2)

3)

4)

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of Friends of the Minnesota Valley that is currently in effect.

Signature: _____

Date: _____

Job Description

BOARD OF DIRECTORS

John A. Chamberlain, President
Ottawa

Scott Sharkey, Vice President
Bloomington

John M. Kley, Treasurer
Bloomington

Kate Winsor, Secretary
North Oaks

Shirley Hunt Alexander
Edina

Pat Cragoe
Jordan

Edward S. Crozier
Burnsville

Richard Duerre
Bloomington

John Hickman
Bloomington

John Gill
Lakeville

Constance Morrison
Burnsville

Jodell Rahr
Bloomington

Scott Sharkey
Bloomington

James Watson
Burnsville

James Warren
Prior Lake

Orville J. White
Bloomington

Jim Wolf
Bloomington

Nelson T. French
Executive Director
nelson_french@hotmail.com
952-858-0706

Holly N. Buchanan
Land Conservation Manager
Buchanan_holly@hotmail.com
952-858-0720

FRIENDS OF THE
MINNESOTA VALLEY
3815 East 80th Street
Bloomington, MN 55425
Fax: 612-725-3279

Title: Executive Director
Supervisor: President
Location: Bloomington, MN
Prepared: September 23, 1997 Revised 7/1/00
Preparer: Edwards S. Crozier

SUMMARY OF POSITION

The Executive Director leads the Friends of the Minnesota Valley, its Board of Directors and its staff, in efforts supporting conservation and management of the cultural and natural resources of the Lower Minnesota River Watershed and promoting environmental awareness. The Executive Director is responsible for all aspects of the Friends' program and pursuing its long term goals: Protect and conserve biodiversity of the valley, especially the Minnesota Valley National Wildlife Refuge, instill within local communities a sense of appreciation, responsibility, and stewardship for the watershed and develop a strong and stable base of resources for the Friends.

Responsibilities include developing and implementing strategic and annual plans, raising capital and operating funds, identifying and implementing appropriate program strategies, establishing management objectives and supervising staff to accomplish these goals. To this end, the Executive Director must work cooperatively with the Minnesota Valley National Wildlife Refuge and through collaborative relationships cultivated with volunteers, citizens, corporations, universities, government agencies, and other conservation organizations. These duties are carried out through close cooperation with and advice from the Friends of the Minnesota Valley Board of Directors. The Executive Director supervises the staff of the Friends, which includes administrative and program staff. This position reports to and is directly supervised by the President of the Friends of the Minnesota Valley with involvement of the Friends Executive Committee.

DUTIES

1. Fundraising and Membership Development – Raise private and public funds for Friends programs and for cooperative programs with the Minnesota Valley National Wildlife Refuge and others for lands protection, stewardship, and other conservation and stewardship activities through soliciting major gifts, cultivating new potential funding sources, developing and implementing capital campaigns and

2. Management of Friends of the Minnesota Valley – Develop and support an effective volunteer organization, particularly the Board of Directors. Foster Board of Director participation in carrying out the full range of the Friends' program initiatives. Coordinate work with Board of Directors and Committees, serve as an ^{written} advisor during Board meetings, report program and fund raising accomplishments in monthly and annual reports.
3. Administration – Develop and administer strategic plans, annual plans and budgets. Administer government grants and contracts entered into by the Friends. Lead, manage, supervise and develop the Friends staff. Coordinate with the Friends Treasurer on all financial concerns, project budgets and records.
4. Stewardship of the Lower Minnesota River Watershed – Foster the integration of all Friends, wildlife refuge and other programs in the Lower Minnesota River Watershed (science, protection, stewardship, development, communications, government relations, administration) to insure the accomplishment of long-term goals.
5. Coordination – Cultivate and coordinate Friends activity with local, state, and federal government agencies, particularly the Minnesota Valley National Wildlife Refuge, and other private conservation organizations, in the accomplishment of the Friends' mission.
6. Public Relations and Communications – Convey the Friends mission and programs to the media, public, membership and donors. Publicize the Friends and their activities, programs and projects.

ENTRANCE REQUIREMENTS

- A college/university degree and at least three years successful work experience in business, law, fundraising, natural resource non-profit organization, or an equivalent combination of experience and education.
- Ability to effectively organize, lead, and manage a growing and evolving non-profit organization.
- Proven ability to work well with a wide range of partners, including corporate, government, community and foundation leaders, donors, landowners, scientists and volunteers.
- Demonstrated ability to lead and develop individual staff members and multi-disciplinary teams of volunteers and to closely coordinate work activities with a variety of individuals in order to achieve program goals.
- Demonstrated fund raising experience and negotiation skills.
- Excellent writing and public speaking skills.
- A demonstrated commitment to the mission of the Friends and the preservation of biodiversity.
- Familiarity with non-profit organizations preferred.

SUMMARY

The Friends of the Minnesota Valley

Who are the Friends?

The Friends of the Minnesota Valley envision a healthy Lower Minnesota River Watershed where an informed citizenry takes personal and group responsibility to ensure that natural ecological systems and human economic and social systems coexist in a fashion sustainable into the future. Our mission is supporting conservation and management of the natural and cultural resources of the Lower Minnesota River Watershed, and promoting environmental awareness. We call our focussed effort *Leadership In Stewardship™*. The Friends were largely responsible for the creation of the Minnesota Valley National Wildlife Refuge as a response to threats to the Lower Minnesota River ecosystem. The Friends are a 501(c)(3) nonprofit organization which promotes awareness of the the ecological importance of the Lower Minnesota River Watershed through community involvement and serves as an advocate for the cultural and natural resources of the Lower Minnesota River Watershed. The Friends also operate the Blufftop Bookshop, located at the Minnesota Valley National Wildlife Refuge Visitor Center.

Heritage Registry

In response to increasing pressures on natural communities in the Lower Minnesota Valley, the Friends have been working since 1983 to create a network of privately protected lands around the Refuge through a program called the Heritage Registry. The Registry is a voluntary arrangement between the Friends of the Minnesota Valley and private landowners who choose to protect the ecological value of their property. Registrants represent an "honor role" of private and corporate landowners who volunteer to protect and preserve their land for the benefit of wildlife and the ecosystems that support it. More than 75 percent of the 145 Registrants have made stewardship improvements on their land.

Corporate Partners for Conservation

The Corporate Partners for Conservation is a program developed to meet the needs of the corporate community in the Lower Minnesota River Watershed and provide essential support to the Friends. The program is designed to foster a constructive working relationship between the Friends and businesses with an interest in land and water conservation and sustainable development.



The Friends of the Minnesota Valley is a local, nonprofit citizens group devoted to supporting conservation and management of the cultural and natural resources of the Lower Minnesota Watershed and promoting environmental awareness.

2- Lower Minnesota River Watershed Initiative

In cooperation with local, state and federal agencies, businesses, educators and community groups, the Friends of the Minnesota Valley is coordinating an effort to develop an integrated, long term sustainable communities conservation effort in the Lower Minnesota River Watershed. We are collaborating with many public and private institutions and individuals to develop a common vision for restoring and maintaining the ecological health of the Lower Minnesota River ecosystem.

2- Support of Public Land Conservation Agencies and Citizens

The Friends of the Minnesota Valley work to ensure that ecosystem-based management principles are in place in the Lower Minnesota River Watershed. In particular we work closely with the Minnesota Valley National Wildlife Refuge to accomplish its goals of stewardship, biological monitoring and education. This will include expansion of the Refuge upstream. The Friends are also beginning to work with the appropriate local and state land management agencies that have stewardship responsibilities in the Lower Minnesota River Watershed - particularly the Minnesota Department of Natural Resources, Hennepin Regional Parks and local park and recreation agencies. The Friends work to generate discussion with natural resource managers in the Lower Minnesota River Watershed and are initiating efforts to create a common vision for the Lower Minnesota River Watershed.

2- Membership

As a Friends member, you join many citizens and corporations who act as the collective citizen voice for Minnesota Valley National Wildlife Refuge and the Lower Minnesota River Watershed concerns. Friends' programs are supported by individual and corporate memberships, private grants and donations. Members receive quarterly newsletters and special publications, a ten percent discount on merchandise in the Blufftop Bookshop, invitations to special events, and the knowledge that you are making a significant contribution to helping protect the Minnesota River ecosystem.

2- Blufftop Bookshop

The Friends of the Minnesota Valley operate the Blufftop Bookshop located in the Minnesota National Wildlife Refuge Visitor Center in Bloomington, MN. The bookshop carries the widest selection of natural-resource based and environmental related books in the Twin Cities. Members always receive a 10% discount and all profits help protect the Minnesota River ecosystem.

More Information

Friends of the Minnesota Valley
Minnesota Valley National Wildlife Refuge Visitor Center
3815 East 80th Street
Bloomington, MN 55425-1659
952-858-0737
friendsmnvalley@hotmail.com



FRIENDS OF THE MINNESOTA VALLEY

CREATING & COOPERATING WITH A NATIONAL WILDLIFE REFUGE

by Edward S. Crozier, President, Friends of the Minnesota Valley, Nelson T. French, Executive Director, Friends of the Minnesota Valley

The Minnesota Valley National Wildlife Refuge is a magnificent urban wildlife refuge that owes its very existence to the Friends of the Minnesota Valley and its precursor citizen groups. The refuge borders the Minnesota River as it extends upstream from the heart of the Minneapolis-St. Paul, Metropolitan area nearly 40 miles into the farm country of rural Minnesota. The river lies in a deep valley formed by an ancient glacial river and meanders through a valley of tree covered bluffs, floodplain marshes and forests with only a short span of commercial development and an occasional glimpse of bluff-top homes. The scene from many bluff vistas is remarkably similar to the sketches by visitors of the early 1800's.

It is surprising that such a scene still exists and even more surprising that there is a 14,400 acre national wildlife refuge along this river. The reason the refuge exists is because of the activities of Friends of Minnesota Valley and predecessor groups that have labored for it for over twenty-five years. These citizen volunteers were responsible for the creation of the refuge proposal, they sold it to the local community, they lobbied it through Congress, they worked to get funds for land acquisition and the visitor, ^{center} and they continue to make the refuge even better.

The Friends of the Minnesota Valley was incorporated June 21, 1982, and applied for non-profit 501 (c)(3) tax-exempt status that same year. The first Friends' Board of Directors had been active in supporting the refuge for nearly 10 years before that as independent citizens or as members of similar groups.

The dream of having a national wildlife refuge in the Minnesota Valley was developed in the early 1970's by a group of citizens called the Burnsville Environmental Council. Frustrated with their failure to stop the expansion of landfill operations on the Burnsville portion of the Minnesota River floodplain they decided that a more comprehensive approach was necessary to protect the river bottoms. As a result, in 1974, under the leadership of Council President, Dick Duerre, the Burnsville group produced a 24 page booklet that proposed a Minnesota River National Wildlife Recreation Area, something that had never been created anywhere in the nation.

The Council sent the proposal booklet to everyone from local city councils to the President of the United States. Fortunately, Congressman Frenzel responded by asking the Department of Interior to investigate the feasibility of establishing a national wildlife recreation area in the valley. The result was the development, in 1975, of a proposal for the Minnesota Valley National Wildlife Refuge.

Very quickly the Burnsville Environmental Council realized that the project was more than they could handle. They needed citizen involvement from other communities along the river so they journeyed across the river and asked for help from the Bloomington Natural Resources Commission. At the time Elaine Mellot, a very energetic and concerned Control Data employee,

was chairperson of the Bloomington Natural Resources Commission. Together the Burnsville and Bloomington groups formed an Ad Hoc Lower Minnesota River Committee. Eventually the Burnsville Environmental Council exhausted their energies and the Council dissolved.

Fortunately, Elaine Mellott took up the challenge. Aided by her friend, Marialice Seal, another Bloomington environmentalist, they formed the Lower Minnesota River Citizens Committee, a loosely knit, all-volunteer, no-membership-dues group that brought together citizens from throughout the valley.

They kept up the contacts between the volunteers and they asked people to drum up more support for the project by writing letters and calling officials. Mellot and Seal made countless presentations up and down the river educating people about the project and seeking endorsements. They and the other volunteers were able to get support and funds from more than 40 private groups: conservationists; chambers of commerce; corporations; the Jaycees; and endorsements from some city councils.

On July 11, 1975, Democratic Senator Walter Mondale introduced a bill to establish the Minnesota Valley National Wildlife Recreation Area. Senator Hubert Humphrey was a co-sponsor and other members of the Minnesota Congressional Delegation, including lead House sponsor Congressman Jim Oberstar, soon followed with similar bills. Congress approved the legislation on October 6, 1976, and the Minnesota Valley National Wildlife Refuge was established.

The friends of the new refuge did not stop their support efforts with the passage of the Minnesota Valley National Wildlife Refuge Act. They were quick to begin working together with the first Refuge Manager, Ed Crozier, and the next task soon became apparent: seek land acquisition funds.

The Lower Minnesota River Citizens Committee, which was by then two or three people with some stationary, along with a few other committed citizens lobbied congress for land acquisition dollars. Through the years nearly \$22 million dollars have been appropriated for land acquisition and construction of the visitor center, due mostly to the efforts of local citizens lobbying for their refuge.

In 1981 the National Audubon Society designated the "Year of the Refuge". The Minnesota Valley Audubon Chapter responded by designating Kay Schwie of their Conservation Committee to investigate the possibility of adopting the Minnesota Valley National Wildlife Refuge. Instead, Kay quickly joined forces with Elaine Mellott of the Lower Minnesota River Citizens Committee and, along with a few other interested citizens and refuge staff, decided that what was needed was a new organization that was solely dedicated to the Refuge, conserving the natural and cultural resources of the Minnesota valley, and to promoting environmental education. By mid -1982 the official "The Friends of the Minnesota Valley" were incorporated with non-profit 501 (c)(3) tax exempt status attained in the same year.

Armed with their new status and a membership of about 60 people the Friends of Minnesota Valley's nine member Board of Directors started their official business. The Board, composed of Chairman Ed Martin, Mike Bosanko, Mary Kenny, Harriet Lykken, Elaine Mellott, Kay Schwie, Tyrone Steen, John Tietz and Joyce Underkofler (Refuge Manager Ed Crozier was an Ex Officio member, a practice that continues today) agreed on the following goals and priorities: fund raising; new member recruitment; refuge legislation; and developing prestige for the Friends. Stationary was ordered along with a post office box. A membership brochure was drafted and printing arranged. A newsletter was started. Prominent Minnesotans were asked to be Honorary Board Members.

The Friends initial primary work was to be an advocate for the refuge and promote awareness of the refuge. While continuing to work on the basic organizational survival needs of fund raising and membership, the Friends have broadened their programs. They have helped enlist volunteers, served as the refuge manager's sounding board for management decisions, and they foster partnerships to improve the Minnesota River watershed and ecosystem.

The most significant Friends' program of benefit to the refuge is the Minnesota Valley Heritage Registry. The Registry is an honor roll of refuge neighbors who volunteer to protect and preserve the natural lands that they own for the benefit of wildlife and the ecosystems that support it. The Friends started this program to expand protection in the valley beyond the Refuge boundaries, in essence creating a buffer zone around the Refuge of privately protected lands. It in turn has brought to the Friends additional members, volunteers, publicity, and eventually enough funds to hire a permanent staff person.

The Friends started developing the Heritage Registry in 1983, but it was not until 1990, that the program really got started. With private funds raised to support the program, the Friends hired a part time staff person to implement the program, including making landowner contacts. A Cooperative Agreement with the USFWS for Registry staff office space, clerical support, and an exchange of services was developed. When the original funds were depleted in 1993, the Friends received a 2-year grant from the McKnight Foundation to hire a full time Registry Coordinator and a part-time intern. In 1994 the Registry Coordinator, Ann Haines, became the Friends first Executive Director.

The appointment of a full time Executive Director opened up even more opportunity and benefits for the Friends. With staff on board several projects were initiated for the purpose of educating and encouraging local citizens to take an active role in conservation of the Refuge and the surrounding valley.

Using grants from the Twin Cities Metropolitan Council and Cargill, they have worked with the Refuge's Environmental Education staff to develop Water Quality Trekking Packs. The packs provide teachers and students with: information on non-point pollution and issues surrounding it; equipment and activities for water quality testing and site investigation at several locations in the Refuge; and encouragement to participate in community activities such as storm drain stenciling, another Friends project.

These same grants have provided funding for the Storm Drain Stenciling Project. Through this project school groups, Scout troops and employees of businesses such as Cargill, are involved in stenciling residential street storm sewer drains in communities that border the refuge. The volunteers stencil drains with the message "Drains to the River" to educate people that what goes in the drains goes directly into the river. Over 320 volunteers have stenciled 3,000 storm drains and distributed 6000 educational fliers in nine communities.

An exciting effort came to the Friends in 1986 with the McKnight Foundation's funding of the Friends Minnesota River Steward Campaign. This new two-year grant from the McKnight Foundation allowed the Friends to hire an additional full time staff person. A Communications Coordinator was hired to assist in educating residents of the lower Minnesota Valley about how their choices affect river water quality and what individuals can do to improve the river. This campaign served the purpose of beginning to unite all of the Friends current activities under a single theme – Leadership in Stewardship.

The Friends collaborate with the refuge staff and other public conservation entities in many ways. The Friends have sought and obtained funding for Refuge environmental education and habitat restoration projects jointly with the USFWS, cosponsored many public events at the visitor center, work closely with the Refuge's Volunteer Coordinator, team up with Refuge staff to combine the activities of the Heritage Registry with those of the Partners for Wildlife program, funded one year of the Water Quality Trekking Pack program, and obtained state funds for wetland and prairie restorations.

The Friends approved a ten-year strategic plan in September, 1997, which calls for the Friends to become a more significant conservation force in the Lower Minnesota River Watershed, a 1,810 square mile area with a population of over 400,000. In December, 1997, the Friends hired Nelson French, a former Vice President and Director of Minnesota Operations for The Nature Conservancy, as its new Executive Director. He comes to the Friends with over 20 years of experience in conservation leadership, enthusiasm for the mission and commitment to developing a broader community based conservation program. The Friends have also merged with the Minnesota Valley Interpretive Association, and now operates the Blufftop Bookshop at the Minnesota Valley National Wildlife Refuge Visitor Center. These are indeed exciting times for an organization with much history.

The McKnight Foundation again stepped up to challenge the Friends to grow. In 1998 the Friends were awarded a \$210,000 three-year general operations challenge grant. \$35,000 per year was granted with an additional \$35,000 per year made available if a new \$35,000 of revenue from private sources is obtained in each of the three years of the grant. This has allowed the Friends to begin developing a private donor support base for the future.

The Friends of the Minnesota Valley are starting a new era — our *Leadership in Stewardship™* — our trademarked conservation and sustainable development program. We are spreading our wings by expanding our horizon, beyond the refuge boundary to include the natural aquatic and

terrestrial resources of the entire Lower Minnesota River Watershed as well as the residents and associated development. To really be effective in accomplishing our mission in our own backyard, we have realized that we must work more effectively throughout the watershed. So as time goes on, you will play a role in how this expanded role unfolds. It should be exciting and hopefully rewarding to see your membership and donation dollars used in this new watershed approach to create a better environment in the Lower Minnesota River Watershed—for both people and wildlife. Your membership and support will sustain us through this time of change and growth.

In March, 1998, the Friends of the Minnesota Valley was named the Friends Group of the Year by the National Wildlife Refuge Association and the National Fish and Wildlife Foundation. The organization is proud to be named the best of its kind in the country. The challenge is to continue to strive for even greater conservation of natural resources within the Lower Minnesota River Watershed.

To quote Minnesota Valley National Wildlife Refuge Manager Rick Schultz "The Friends of Minnesota Valley and their staff have made invaluable contributions to the refuge. Our partnership with them has allowed this refuge to become one of the premier units of the National Wildlife Refuge System".



Here is what we have said:

Vision

A healthy Lower Minnesota River Watershed where an informed citizenry takes personal and group responsibility to ensure that natural ecological systems and human economic and social systems coexist in a fashion sustainable into the future.

Mission

Supporting conservation and management of the natural and cultural resources of the Lower Minnesota River Watershed, and promoting environmental awareness.

Organizational History

The Friends of the Minnesota Valley and its predecessor groups have been instrumental in supporting conservation of the Lower Minnesota Valley for more than 25 years. In the 1970's citizens concerned about increasing development in the Minnesota River Valley convinced river corridor commissions and councils that the area could best be preserved as a national wildlife refuge. They held public meetings and spearheaded an extensive letter writing campaign, and in 1976 the Minnesota Valley National Wildlife Refuge was established. Since Refuge establishment we have taken the lead to secure federal funding for Refuge land acquisition and construction of the Visitor Center. We have also continued to be an advocate for and promoted awareness of the ecological importance of the Lower Minnesota River Valley through environmental education, community involvement, fund-raising, monitoring legislation and issues that affect the valley, recruiting members and volunteers, and developing a Registry of private landowners that are voluntarily committed to protecting and preserving their land.

Leadership in Stewardship™ Goals

- Protect and conserve biodiversity of the Lower Minnesota Watershed.
- Instill within the community a sense of appreciation, responsibility, and stewardship for the Lower Minnesota Watershed.
- Develop strong base of resources to sustain and nurture the Friends organization.

Here is what we should do to be consistent with what we have said:

Leadership in Stewardship™ requires that the Friends of the Minnesota Valley begin to once again get ahead of the curve, as we did when as citizens we worked for the establishment of the Refuge as a tool to protect the special resources of the Lower Minnesota River Valley. In this effort we will expand our area of focus to the Lower Minnesota River Watershed, most of which falls within the 13 county wetland management district which is managed by the Minnesota Valley National Wildlife Refuge staff. In our continuing role as a catalyst for good public and private stewardship we will work with others to identify some of the systemic threats in the watershed which are taking their toll on the health of that which we

have worked so hard for - among other things, the Minnesota Valley National Wildlife Refuge. We will continue to expand our extremely valuable private landowner Heritage Registry Program which has been on going since 1991 and has taken us well off Minnesota Valley National Wildlife Refuge land and into the watershed. Importantly, however, our work will be inextricably linked to the health of the Minnesota Valley National Wildlife Refuge, and in particular, the aquatic resources therein. The health of the Refuge is truly a reflection of the health of its watershed. We will continue efforts to develop Long Term Environmental Monitoring programs - such as the work we are currently doing with the Water Quality Project in the Lower Minnesota River Watershed.

Leadership in Stewardship™ requires that we begin networking within the Lower Minnesota River Watershed in ways that will allow us to be a player in setting the community-based conservation agenda into the next century. This will mean developing relationships with our conservation organization friends, and individuals and interests well beyond our traditional environmental organization friends. In order to achieve long term, sustainable conservation, we must work with not only the ecological, but the community and economic legs of the three legged stool of sustainable development. We are in a perfect position to inform these new partners about the values of the National Wildlife Refuge System and make them more aware of the Minnesota Valley National Wildlife Refuge.

Leadership in Stewardship™ will require us to step up to the plate as the Minnesota River Basin Joint Powers Board recognized agent for leadership (as in ***Leadership in Stewardship™***) in the Lower Minnesota River Watershed. This will be an exciting time in which all Friends members can participate in an effort which contributes significantly to improving the health of the Minnesota River ecosystem. We will take personal and organizational responsibility to work hard to bring the resources together to fully implement the ten recommendations from the Minnesota River Citizens' Advisory Committee to the Minnesota Pollution Control Agency.

Leadership in Stewardship™ will lead to a broader membership base for the Friends of the Minnesota Valley as we work directly in communities to promote a long-term sustainable development agenda. The effort will also lead to greater community understanding of the Minnesota Valley National Wildlife Refuge and its important role in conservation in the Lower Minnesota River Watershed. Hopefully we will spend less time fighting losing battles on issues that threaten the ecological health of the Lower Minnesota River Watershed and more time helping to avoid such crises and allow for the environment in which win-win scenarios can be created.

Leadership in Stewardship™ will allow us to continue to serve as an advocate for the Minnesota Valley National Wildlife Refuge in much the same way as we have since incorporation in 1982. We will have a clearly articulated Memorandum of Agreement between the USFWS and the Friends that will insure this is a healthy long term relationship.

Leadership in Stewardship™ will allow us to accomplish our goals, achieve our mission and attain the vision we have laid out for ourselves. To do anything less would not be true to what we have said we are about.

Membership and Fundraising

The Friends of the Minnesota Valley is an organization that has annual memberships for individuals and corporations who wish to join. The organizations' activities can also be supported through individual, corporate, foundation and government grants and/or contracts.

The Friends of the Minnesota Valley currently has 522 active members and donors. This is up from approximately 340 active members and donors on June 30, 1998. Our membership is primarily Bloomington and Burnsville based although new expansion has occurred in Jordan and other communities within the Lower Minnesota River Watershed.

The Friends of the Minnesota Valley has received donations and/or grants of support from 36 corporations and 11 foundations since 1998. The Friends has also received 2 government contract awards since 1998 (USFWS and MPCA). [See next pages.]

In 2000 the Minnesota League of Conservation Voters conducted a membership analysis of current and past Friends members which revealed:

- 1. 4.5 % of membership is under 35**
- 2. 20.7% of membership belongs to 4 environmental organizations of more indicating an active membership**
- 3. 61% are on the MN voter files – 55% cast vote in 3 out of the last 4 elections**

Utilizing the information contained in this report the Friends Membership Development Committee will work to develop a strategic corporate and individual membership growth plan over the next fiscal year. Organizational resources must be applied to acquiring new and younger members.

Year End Giving To the Friends

Charitable Gift & Estate Planning

To make a gift of any kind to the Friends is an act of generosity. To make a long-term gift—one derived from the work of a lifetime—is to make a commitment beyond measure.

The Minnesota River Club

For nearly five decades, Friends of the Minnesota Valley has been fortunate to count on the support of men and women who share its dedication to preserving the plants and animals of our natural world. Among these people, one group makes the most lasting gift. They remember the Friends in their wills or estate plans.

To make a gift of any kind to the Friends is an act of generosity. To make a long-term gift—one derived from the work of a lifetime—is to make a commitment beyond measure.



(c) Brenda Trarp

We are encouraging Friends members to consider us in their estate planning. We are hopeful that some of you will wish to leave an extraordinary legacy to the Friends. They are people of all means, from all walks of life. They share an intense desire to help preserve the wildness of our treasured Minnesota Valley natural world for future generations. At the Friends, they form a very special group of donors.

Benefits of Membership

If you name Friends of the Minnesota Valley in your estate plans and decide to join The Minnesota River Club, you will receive these special benefits.

- *Membership Certificate* - an attractive certificate symbolizing your dedication to preserving the plants and animals of our natural world.
- *Notables* - this newsletter will inform you twice a year about current Friends projects, tax and estate planning matters and other Legacy Club members' commitments to the Friends.
- *Special Invitations* - invitations to domestic and international trips and events.
- *Listing in Friends Publications* - new Legacy Club members are listed in the Annual Report and other publications. (If you would prefer to remain anonymous, we will respect your wishes.)



(c) Byron Jorjorian

Benefits of a Gift of Stock

As with any gift, contributions of securities provide the Friends with critical support for habitat protection. If you have a particular chapter or program that you would like to support, you can designate where you would like your contribution to be used (see our sample letters).

Read on to learn more about tax benefits from gifts of securities.

Income Tax Savings: A gift of appreciated securities owned longer than twelve months qualifies for a charitable income tax deduction of the fair market value of the donation. (Fair market value is described further below.) Currently, you can use this deduction if you itemize your tax return.

Gifts of appreciated securities are deductible up to 30% of adjusted gross income. The deduction is available in the year of the gift. If the entire deduction cannot be used in the first year, there would be a 5 year carry-over for any excess.

Capital Gain Tax Savings: In addition to a charitable income tax deduction, neither you nor the Friends are liable for any capital gain tax on the subsequent sale of those securities by the Friends. This means the full value of your shares will be used for conservation.

Valuation of Securities for Tax Deduction: The amount of the contribution is determined by the value of the contributed securities as of the date of the gift. Assuming that you have owned the donated securities more than twelve months, the value is calculated as follows:

Publicly traded stocks and bonds: The fair market value is the mean of the quoted prices of the securities on the date of the gift. ($\text{High} + \text{Low} \text{ divided by } 2 = \text{Mean}$, $\text{Mean} \times \text{Number of Shares} = \text{Fair Market Value}$).

Mutual funds: The fair market value is its public redemption price, or net asset value ("NAV"), on the date of gift. ($\text{NAV} \times \text{Number of Shares} = \text{Fair Market Value}$).

Your broker/banker will often supply this information in connection with a donation to the Friends. The Friends will always provide you with a separate valuation letter in addition to our acknowledgment letter

Corporate Donor Report - Donors 7/1/98 - 1/31/01

1000 Friends Of Minnesota
Bluff Creek Bed And Breakfast
Burger Brothers
Castle Rock Associates, Llc
Ceridian Corporation
Church Of St. John The Baptist
Colonial Craft, Inc
Crescent Children's Place - The Nutcracker Sweet
Davisco International, Inc
Express Solutions
Fish & Wildlife Legislative Alliance
Frederick O. Watson Foundation
Friends Of Beaver Creek
Friends Of The Mississippi River
Great River Greening
Hartman Communities, Llc
Izaak Walton League - Mn Division
League Of Conservation Voters Education Fund
Minnesota Association Of Watershed Districts
Minnesota Center For Environmental Advocacy
Minnesota Farmers Union
Minnesota Lakes Association
Mn League Of Conservation Voters
National Audubon Society
National Wildlife Refuge Association
New Folk Consortium
Prairie Restorations, Inc.
Reliant Energy Minnegasco
Richfield Bank & Trust
Rivers Council Of Minnesota
Rocking Horse Ranch, Inc.
South Hyland Pet Hospital
The Hadley Companies
The Nature Conservancy
The St. Paul Companies, Inc. Foundation
The Trust For Public Land

Friends Government Relations Activities

The Friends of the Minnesota Valley has a strong history in public policy advocacy work related to conserving the natural and cultural resources of the Lower Minnesota River Watershed. This work has involved working with local, state and federal agencies and elected officials to inform and educate them about the special value of the place in which we work.

MN Valley NWR Land Acquisition Funding (e.g. Land and Water Conservation Fund appropriations)

State Park and Natural Area Land Acquisition Funding (e.g. Metro Greenways Initiative)

Public Funding for Land Conservation Easement Programs (e.g. CREP)

Public Funding for Land Stewardship and Resource Management Programs (e.g. Big Rivers Partnership)

The Friends play a critical role in informing elected officials representing the Lower Minnesota River Watershed about needs for funding.

Legislative Resources

Web Legislative Contact Information

House www.house.leg.state.mn.us <<http://www.house.leg.state.mn.us/>

Senate www.senate.leg.state.mn.us <<http://www.senate.leg.state.mn.us/>

The house and senate sites contain information on bill status and bill text, conference committee activity, floor amendments, bill introductions, committee information and member contact information, member email addresses, daily journals of activity and more.

Minnesota Legislature Home Page:

<http://www.leg.state.mn.us>

Governor Jesse Ventura: governor@state.mn.us

Senate email:

Sen.[first name].[last name]@senate.leg.state.mn.us

House email:

Rep.[first name].[last name]@house.leg.state.mn.us

Weekly Publications of Legislative Activity:

Senate Weekly review weekly online (PDF format) at <http://www.senate.leg.state.mn.us/briefly/index.htm> or subscribe to print version by calling 888-234-1112

Session Weekly (House Activity) online (PDF format) at

<http://www.house.leg.state.mn.us/hinfo/swkly5.htm> or to subscribe to print copy call 800-657-3550.

Session Daily also online at <http://www.house.leg.state.mn.us/hinfo/sdaily/sdaily.htm>

General Legislative Contact Information:

Minnesota House of Representatives

100 Constitution Ave., St. Paul MN, 55155

Minnesota Senate

75 Constitution Ave, St. Paul, MN 55155

General information:

House, 800-657-3550, Senate 888-234-1112

For bill identification or status:

House 651-296-6646

To obtain a copy of a bill:

House, 651-296-2314; Senate 651-296-2343

Committee Hotlines:

House 651-296-9283; Senate 651-296-8088

Lower Minnesota River Watershed Initiative

On behalf of the Friends of the Minnesota Valley and Minnesota Extension, Bonestroo, Rosene, Anderlik & Associates is coordinating the process of developing an integrated *Strategic Action Plan* to improve land use and water quality in the Lower Minnesota River Watershed (see attached watershed map). This plan will build upon the accomplishments of the Lower Minnesota River Watershed Project, which combined the efforts of the Lower Minnesota Civic Organizing Project and those of the Friends of the Minnesota Valley in May of 1999. This plan will also build upon and integrate the Comprehensive Local Water Plans in those portions of the counties within the subwatersheds of the Lower Minnesota River Watershed.

The goal is to deliver a report that serves as a compass to guide the stakeholder activities for the short- and long-term, delivering a regional plan that provides a framework for future activities of the watershed – a plan that recognizes the link between land use and water quality. It is a goal that the plan be a tool embraced by all levels of stakeholders – individuals, organizations, and state, regional, county and local units of government.

The *Strategic Action Plan* will take the stakeholders of the Lower Minnesota River Watershed from the visioning and consensus-building phase into the implementation phase.

The *Strategic Action Plan* will identify projects (feasibility studies, physical improvements and analyses) and priorities that will result in improvements to land use and water quality in the Lower Minnesota River Watershed.

The *Strategic Action Plan* recommendations will be based on

- i. scientifically oriented solutions that will address pollution “hot spots”, and
- ii. identifying highly motivated communities that desire to make local improvements.

Scope of the *Strategic Action Plan* development.

Collect and evaluate pertinent available data in the following four areas:

1. Scientific, technical
2. Ecological, environmental, and land use, including cultural
3. Public Outreach
4. Information Management
5. Financial/economic

Conduct meetings with stakeholders in the Lower Minnesota River Watershed to identify “hot spots” in terms of environmental degradation, high profile projects and motivated constituents. Consultant will meet with the Company approximately 1-2 times per month during the course of the project for direction and feedback. Consultant expects several of these meetings to include members of the Company's Coordinating Committee. In addition, the budget allows for 3 - 5 more meetings with key groups. Suggested meetings would include those with:

1. The Public Outreach Committee
2. The Data Collection and Monitoring Committee
3. County Comprehensive Local Water Planners and Coordinators and Watershed District representatives

4. Local, State, Federal and Native Nation Land Management Agencies or Departments [Local Park & Rec, MN-DNR (Park & Rec, Wildlife), USFWS and Shakopee Mdewakanton Sioux]]

Prepare *Draft Action Plan Report* and distribute for review by the stakeholders. The report will include:

1. Key findings
2. Recommendations, including identification of preliminary priorities

Conduct workshop for ranking priorities

1. Obtain feedback on the draft report
2. Review the recommendations outlined in the report and determine the priorities of the participants
3. Discuss an action plan
4. Finalize report, incorporating feedback obtained from stakeholders.

Deliverables

The findings of this study will be compiled into a report. Consultant will review the draft report with Company and the other stakeholders at the 70 percent completion point. The budget allows for approximately 5 color maps and figures. Twenty copies of the draft report will be distributed for review and 20 copies of the final report will be provided. Consultant expects the report to be approximately 40 pages in length. Elements of the report (subject to change) will include:

- Executive Summary
- Introduction & Background
- Data Compilation Summary
- Technical Findings
- Action Plan Priorities & Ranking
- Funding Overview
- Recommendations

Friends of the Minnesota Valley Vision and Mission Statements

September 18, 2002

Original Vision Statement:

“A healthy Lower Minnesota River Watershed where an informed citizenry takes personal and group responsibility to ensure that natural ecological systems and human economic and social systems coexist in a fashion sustainable into the future.”

Revised Vision Statement:

“An informed citizenry takes responsibility for the interactive stewardship of natural and cultural resources within the Lower Minnesota River Watershed; using natural, economic, and social systems to restore and sustain a healthy Minnesota River and surrounding lands and waters.”

Original Mission Statement:

“Supporting conservation and management of the natural and cultural resources of the Lower Minnesota River Watershed, and promoting environmental awareness, and especially advocating for the Minnesota Valley National Wildlife Refuge.”

Revised Mission Statement:

“Using the Minnesota Valley National Wildlife Refuge as a foundation, Friends of the Minnesota Valley will provide leadership and build partnerships within the Lower Minnesota River Watershed to:

- Protect, restore, and foster respect for natural and cultural resources;
- Improve water quality;
- Advance, through education, an understanding of the connection individuals have with the watershed and the role they play in its protection;
- Guide decisions that impact the Lower Minnesota River Valley.”

**Friends of the MN Valley
Final Organizational Planning Summary
September 18, 2002**

PROGRAMMATIC AGENDA :

(Areas of Programmatic Leadership)

- I. Enhancing Refuge Management and Support
 - Affecting Management Decisions
 - Securing Funding
 - Increasing Public Awareness & Support
 - Building Community Relationships
- II. Providing Leadership to Build Public and Private Partnerships for Stewardship of the Lower Minnesota River Watershed
 - Engaging Citizens of the Lower Minnesota River Valley
 - Educating Agencies and Elected Officials
 - Working with Corporate Citizens
 - Working with Communities and Developers
 - Promoting Compatible Recreation & Use
- III. Expanding Public and Private Partnerships for Conservation within the Lower Minnesota River Watershed
 - Protecting and Restoring Natural Resources
 - Working with Landowners
 - Protecting Wildlife and Habitat Corridors
 - Improving Water Quality
 - Protecting Cultural Resources

(continued)

Accounting Categories by Program:

Administration

Staff Supervision/Training
Other

Board Activities

Committee Support & Development
Board Training/Development
Board Events
Other

Refuge Management & Support

Centennial Anniversary
Refuge Events & Programs
Other

Conservation

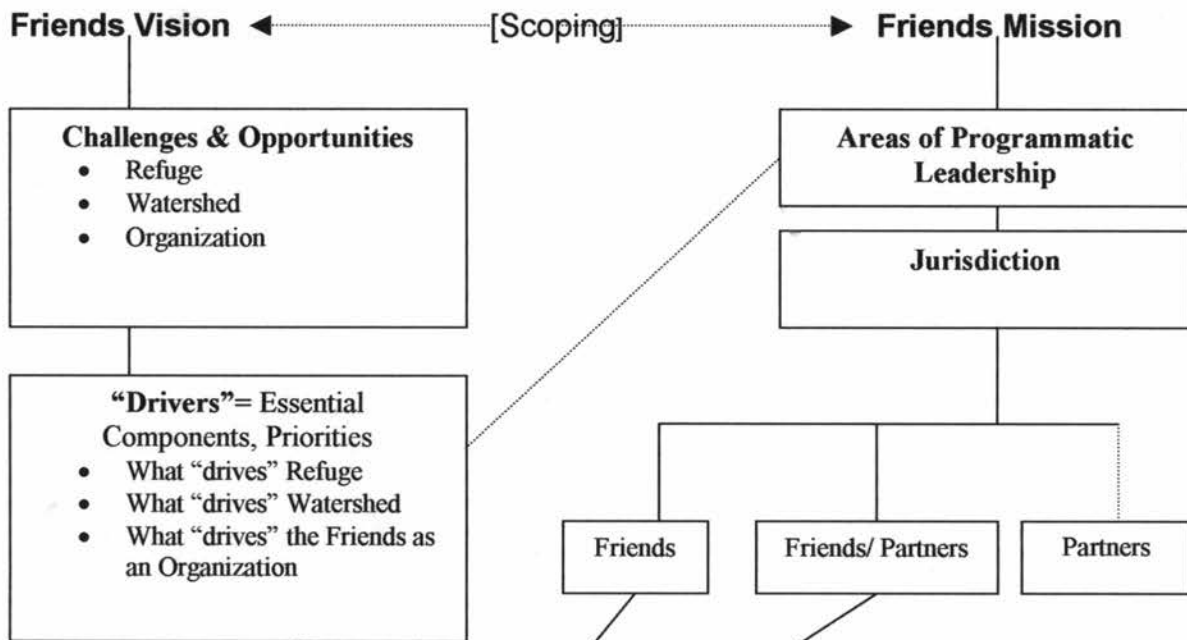
Heritage Registry
Big Rivers Partnership
Neighborhood Wilds
NFWF
Watershed Initiative
MN Valley Community Partnerships
Corporate Associates for Conservation
Government Relations-Lobbying
Government Relations-Other
Land Acquisition
Other

Communications & Outreach

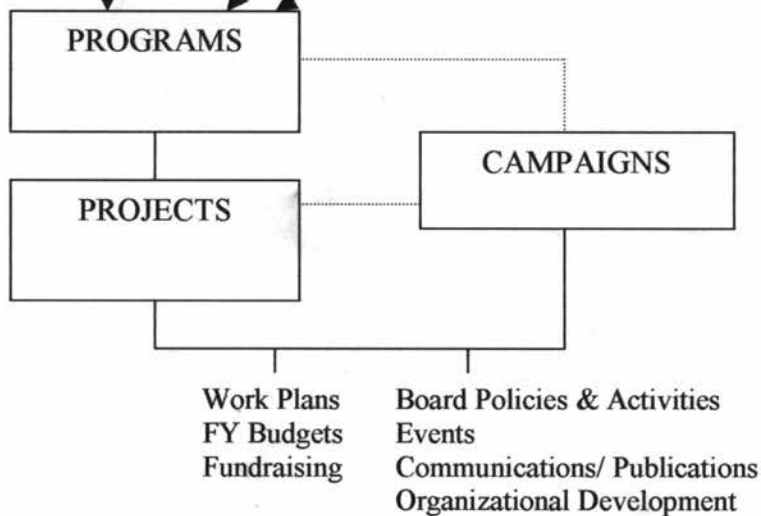
Communications

Friends of the MN Valley Three-Year Organizational Plan

STAGE I



STAGE II



Friends of the Minnesota Valley 2002-2003 Board of Directors

OFFICERS

Steven Sutter, President

Bloomington

The Minnesota River has been a part of Steve's life for over 45 years. After beginning a career as a firefighter in 1976, he rose in rank quickly. Steve completed the 4-year National Fire Academy Executive Fire Office Program and retired as Richfield's Chief Fire Officer and Fire Marshal on July 1, 2000 with 24 years of service (11.5 years as Fire Marshal and 10 years as Chief Fire Officer). On July 5, 2000 he began volunteering with the Minnesota Valley NWR. He was recently contracted to and has prepared the Fire Management Plan dealing with prescribed and wildfires on the Refuge and will be assisting staff with completing additional Burn Plans. As a Refuge volunteer, he wears many hats: volunteer Black Dog Ranger, Blufftop Bookstore clerk, Youth Fishing Day group guide, Volunteer Newsletter staff member, Project WET, and more. Steve also volunteers with the Raptor Center and serves on the Boards of the Richfield Optimists' Club, BSA Viking Council Exploring/Learning for Life, and the Minnesota Fire Service Foundation. He is a member of the Minnesota State Fire Chiefs Association Public Education Committee.

Jim Wolf, Vice President

Bloomington

Jim is a 38-year resident of Bloomington and a retired math teacher from Jefferson Senior High in the Bloomington school district, with a life long involvement with the Minnesota River. "I have always lived in a river town and many of my leisure activities since childhood have included the Minnesota River. My main purpose and interest is to raise a general awareness of the Minnesota River and to promote and enhance the quality of it and the wildlife it supports. As a society, we have abused the Minnesota River for 150 years. It's about time to change those habits."

Pat Cragoe, Secretary

Jordan

Pat believes that protecting the Minnesota Valley is the most important thing we can do for our children and grandchildren. An accountant and involved in business development, she has owned her own practice for the past 26 years. Pat has served on the Scott County Extension Committee where she was chair for 6 years and was one of the founders of the Scott County Library system. Through involvement with Friends of the Minnesota Valley, Pat helped lobby for the full funding of the CREP program. As Chair of the Conservation Committee, she is deeply committed to the Friends' Watershed Initiative.

Jack Kley, Treasurer

Bloomington

A semi-retired CPA, Jack has been a member of the Board and Treasurer for 4 years. Born and raised in Philadelphia, he appreciates the closeness and availability of a place like the Minnesota



Valley National Wildlife Refuge can make in educating and raising a family. He knows the Minnesota Valley and is committed to cleaning up and preserving it for future generations.

BOARD MEMBERS

Shirley Hunt Alexander

Edina

Present activities include serving on the DNR Greenways Committee, the Colonial Church Foundation, the Edina Chemical Health Partnership, and President of the Joseph N. Alexander Heritage Education Foundation. She was the Environmental Legislative Assistant for 6 years for Senator Durenberger working both in Minnesota and Washington. She was appointed by the Secretary of Interior to the Mississippi River Coordinating Commission and later received the Conservation Services Award, the highest civilian award given by the U.S. Department of Interior. Earlier, she was appointed to the Minnesota Water Resources Board, the MN DNR Citizens Advisory Committee, the MN Environmental Quality Council, was staff for the Upper Mississippi River Basin Commission, Chair of the Nine Mile Creek Citizens Committee and Executive Director of the Foundation of Hennepin County.

Ed Crozier

Burnsville

Living in Burnsville since 1965, Ed worked to preserve the natural resources of the lower river valley and the southern suburbs. He is a founder of the Minnesota Valley National Wildlife Refuge and Friends of the Minnesota Valley. Before becoming the first Refuge Manager for the Minnesota Valley NWR, he was the chief of a national planning team for the National Wildlife Refuge system. He became a Regional Supervisor of national wildlife refuges in WI, ND, IA, IL, and MN. He was awarded the U.S. Department of Interior Meritorious Service and Distinguished Service Awards, the two highest honors given to employees of the Department of Interior. Ed retired after 38 years from the U.S. Fish and Wildlife Service but continues to serve as a volunteer at the national level. He is the Vice Chairman of the National Wildlife Refuge Association, a member of the Blue Goose Alliance, a national advocacy organization for Wildlife Refuges, and a mentor for refuge groups throughout the nation. He is currently the President of the Minnesota River Valley Refuge Trust, Inc.

Dick Duerre

Burnsville

A founding member of the Burnsville Environmental Commission and President in the 1970s, Dick's focus was on cleaning up the floodplain of the Minnesota River in Burnsville – with particular emphasis on the landfill and garbage dumps in the floodplain. Although the Commission did not make the change needed with the landfill, their efforts served as a catalyst in the creation of the Minnesota Valley National Wildlife Refuge. A retired manufacturing representative, Dick now lives in Bloomington on the bluffs above Nine Mile Creek and the Minnesota River. He has been on the Minnesota Brain Injury Association for 9 years and served as the President/Chairman for a term. He belongs to several environmental organizations and wrote an environmental column for the Burnsville Current.

John Hickman
Bloomington

John has been a Board member since 1991, served a term as President in 1992-93 and currently holds the office. John also served on Minnesota River Citizens Advisory Committee from 1992-94 and was the Editor for the Committee's final report, *Working Together: A Plan to Restore the Minnesota River*.

Karen Hollingsworth
North Branch

Karen Hollingsworth is a nationally-recognized nature photographer known for her commitment to increasing public awareness of the US National Wildlife Refuge System. Ms. Hollingsworth's work has been featured in national magazines, books, and interpretive exhibits. In recognition of her contributions, Karen received the Department of the Interior's prestigious Conservation Service Award, the Refuge Hero Award, and an Outstanding Contribution Award for her role in the Taking Pride in America campaign. She also serves on the boards of the National Wildlife Refuge Association and the Infinity Foundation. Karen is married to Doug Grann, President and CEO of Wildlife Forever.

Diane Lynch
Jordan

Diane Lynch is the President of Lynch Associates, a consulting group specializing in conflict management and public policy development. Ms. Lynch has extensive experience in the areas of alternative dispute resolution, facilitation, land use, water resources, groundwater protection, solid waste management, and non-profit management. Prior to forming Lynch Associates, Diane was the District Administrator for the Minnehaha Creek Watershed District and served as the Intergovernmental Relations Manager for both the St. Paul Mayor's Office and the St. Paul City Council. Among her many other accomplishments, Diane helped found the Eden Prairie Land Trust and was a member of the Governor's Roundtable on Sustainable Development.

Ralph Malz
Belle Plaine

A farmer in Blakeley Township, Scott County, he has farmed there since 1968. Most recently, Ralph was the CREP specialist working in Nicollet County for the Board of Water and Soil Resources. He was a member of the Blakeley Township Board, a former Scott County Commissioner, former Board member of the Minnesota River Basin Joint Powers Board (MRBJPB). He worked for 2 years as a contract employee for the Board, working with the 13 major watersheds in the Minnesota River Basin. From 1998-99, Ralph was a Policy Fellow at the Humphrey Institute of Public Affairs, University of Minnesota. Ralph is also a Minnesota Agricultural Rural Leadership Program Participant of Southwest State University. From his unique experience and perspective, he is interested in providing the structure needed to coordinate the education and clean-up efforts of groups and individuals in the Watershed through his work on the Friends Board.

Connie Morrison
Burnsville

As a former mayor and state legislator, she is acutely aware that the Minnesota Valley is an integral part of Burnsville's history and current life. As the home of Black Dog Fen and other natural



areas, it is logical that her interest centers on the impact of suburban growth and protection of the unique character of the Valley. It was under her leadership as mayor that Black Dog Fen was dedicated to The Nature Conservancy to be preserved for future generations. She has devoted 18 years to public service – 10 on the City Council (4 as mayor) and 8 years in the Legislature. She co-authored *Burnsville 2000: A Community History* and is currently a member of the Scott County Library Board.

Sidney Pauly
Eden Prairie

Sidney has a distinguished record of 20 years of public service, 8 on the Eden Prairie City Council (1973-1980) and 6 terms in the State House of Representatives (1982-1994) where she served on the Environmental and Natural Resources, Taxes, and Transportation Committees. She has a B.S. in Natural Sciences from the University of Minnesota. She is currently a member and immediate past President of State Ethical Practices Board.

Jodell Rahr
Bloomington

Jodi lives in Bloomington on the Minnesota River bluffs. She values the turkey, deer and other wildlife that share her river valley home. Since childhood she has loved to bird-watch, a hobby instilled by the local Audubon Society that supplied school children folders with a different bird each week. She has been a member of the Izaak Walton League, Ducks Unlimited, and Audubon, as well as other environmental organizations. She is committed to doing whatever possible to protect and restore the Minnesota River valley she loves.

Scott Sharkey
Bloomington

Dr. Sharkey is a cardiologist with the Minneapolis Heart Institute. His home overlooks the Minnesota Valley National Wildlife Refuge that to Scott is, "one of my favorite places on earth. I have spent the last 10 years exploring the Refuge. My hobby and passion is nature photography and the Refuge is my studio." He uses the slide shows he creates to showcase the wonders of the Refuge. His slides are used for the multimedia presentation in the Refuge auditorium as well as the Refuge brochure. His hope is that the Refuge will expand up river and he can play a role in heightening public awareness of the value of a healthy Minnesota River.

Joe White
Bloomington

Joe came to Bloomington in 1950 and has lived in the city ever since. He taught Biology and Environmental Studies in the Bloomington Senior High schools, retiring in 1984. He served on the Bloomington Natural Resources Commission from 1977 to 1982. He joined the Friends in 1990, and has served on the Board Affairs Committee for several years. He has a particular interest in the preservation of the Minnesota River and the river bluffs.

Friends of the Minnesota Valley Staff Biographical Information

Employees

Lori M. Nelson, *Executive Director*

Lori Nelson came to Friends of the Minnesota Valley as Executive Director in March 2002. Prior to joining the Friends, Lori was the Heartland Regional Director for the National Parks Conservation Association. She is an attorney with significant legislative and political experience at both the state and federal levels, including a campaign for the Minnesota State Senate in 1992. Lori has a Juris Doctor degree from Hamline University School of Law, and graduated *summa cum laude* with a Bachelor of Arts degree in Political Science from St. Cloud State University.

Holly N. Buchanan, *Land Conservation Manager*

Holly Buchanan joined the Friends as its first Land Conservation Manager in August 2000. Holly has over ten years' worth of research and field experience in natural resource management, including work for agencies and nonprofits related to exotic species control, forest management, and endangered species. Holly has a Masters of Science degree in Conservation Biology from the University of Minnesota and a Bachelor of Arts degree in Economics and International Relations from Bucknell University.

Emily R. Eschbach, *Program Assistant*

Emily Eschbach began her employment as the Friends' Program Assistant in July 2002. Emily has experience in water quality monitoring, land use planning and public trails and recreation. She also has organized many volunteer events in her areas of interest. Emily has a Bachelor of Science degree in Natural Resources and Environmental Studies from the University of Minnesota.

Consultants

Judith L. Erickson, *Public Affairs Director*

Judy has extensive experience in nonprofit conservation public affairs, government relations advocacy and association representation. Judy has been a consultant to the Friends since 1999. She also is a consultant to the Minnesota Parks and Trails Council and the Minnesota Association of Soil and Water Conservation Districts. Judy served as the Washington, D.C. Environmental Staff person for former Senator Dave Durenberger.

Suzanne C.C. Magdalene, *Watershed Initiative Coordinator*

Sue Magdalene began her tenure with the Friends as Watershed Initiative Coordinator in July 2002. Sue has ten years of field-based research experience in the Minnesota River basin. As a Ground Water Quality Specialist for the Minnesota Pollution Control Agency, she helped develop a statewide baseline ground water quality network. She has taught courses related to her work at the University of St. Thomas and at the University of Minnesota. Sue is a Ph.D. candidate in Geology at the University of Minnesota and also holds Master of Science and Bachelor of Arts degrees in Geology from the University.

Scott Emerson Sparlin, *Watershed Initiative Coordinator*

Scott Sparlin became the Friends' first Watershed Initiative Coordinator in July 2002. Scott is the Executive Director of Citizens for a Clean Minnesota River and has a long history of advocating sound water quality management policies throughout the Minnesota River basin. Scott brings a wealth of experience in fundraising, community organizing, public education and outreach, and policy development to the position. Scott also dedicates his time to a host of other activities, including managing his tree farm, writing and recording music, and serving as a fishing and tour guide in the Minnesota Valley.

FY 2003 Committee Membership

Board Affairs

Hickman, Hunt Alexander, Morrison, White, chair vacant

Conservation

Sharkey, Cragoe, Crozier, Duerre, Hickman, Rahr, Wolf

Membership & Development

Kley, Sutter

Public Affairs

Morrison, Pauly, Hunt Alexander, Duerre, Sharkey

Refuge

Hunt Alexander, Sutter, Crozier, White, Winsor (ad hoc)

Friends of the Minnesota Valley
proposed Board of Directors and Executive Committee Meetings schedule 2002-03
11/6/2002 sgs

Board Meeting	Executive Committee Meeting
November 6	November 20
December 4	December 18
January 8	January 22
February 5	February 19
March 5	March 19
April 2	April 16
May 7	May 21
June 4	June 18
July 2	July 16
August 6 Elections	August 20
September 3	September 17
October 15 General	October 1
November 5	November 19
December 3	December 17

*Newsletter
- member survey*

Interview with Elaine Mellott

The Minnesota Valley National Wildlife Refuge, Recreation Area and State Trail is a wildlife and recreational area along the Minnesota River from Carver to Fort Snelling State Park. Eventually, the Minnesota Valley Trail will provide a 72-mile connecting corridor, hooking up wildlife refuge lands to trail systems in Hennepin, Dakota, Scott, Carver, Sibley and Le Sueur Counties. The refuge segment of the project will total about 12,500 acres.

Located within a thriving metropolitan area, the Minnesota Valley seeks to preserve the beauty of the river valley and protect the natural floodplain and wildlife habitats while providing unique recreational and educational opportunities to residents of its communities. We owe the existence of this marvelous resource to the persistence of just a few citizen activists who are now known officially as the "Friends of the Minnesota Valley." It all began, though, with a handful of people who appreciated the Valley's unspoiled beauty and wanted to protect it from commercial development.

Elaine Mellott is one of these people. She was chairman of Bloomington's Natural Resources Committee when a group of

concerned citizens from Burnsville asked the Committee to help them get federal protection for the Valley.

Proposals had been made as early as 1934 for establishing a wildlife and recreational area to preserve the Minnesota Valley, but nothing had been done. By the early 1970s most of the land was zoned commercial. To prevent development and destruction of the area, local conservationists had to fight battle after battle with county and city governments, state agencies, private industry, the watershed district, etc.

Dick Duerre, president of the Burnsville Environmental Council, finally decided that the Valley needed federal protection. He initiated the process with a letter to President Nixon, but he and his group were weary from fighting so many battles and they looked for new champions to carry on. They found those champions across the river in Bloomington.

Elaine Mellott had become involved in environmental issues when she moved into a home on Nine-Mile Creek in Bloomington. The natural habitat and its wildlife intrigued her. When the creek became polluted, she joined other citizens in their efforts to clean up the creek and protect its wildlife. Because of her effective presentations before the City Council, the Council members invited her to join the city's natural resources commission.

By the time Dick Dueree and his associates met with the Commission, Elaine had learned how to work with the city council, the metropolitan council and other agencies. She

Karen Dirksen
Citizenship & the American Political Process
August 1990

realized that they would need a separate organization in order to gain community support and political leverage. Ten people attended the first meeting in June 1973, and at the end of the meeting each person laid \$10 on the table -- that was the beginning of the Lower Minnesota River Valley Citizens Committee. That \$100 lasted a long time, as committee members generously donated their time to put out newsletters and handle correspondence and publicity.

Initially, the group hoped that money from the Federal Duck Stamp program could be allocated for acquisition of land for the refuge. But Secretary of the Interior, who controls disbursement of these funds, flatly denied their request.

Elaine and her small group of cohorts then ferreted out another possible source of money -- the Federal Land and Water Conservation Fund -- which has over four billion dollars. Some of the money is distributed to the states, and Bloomington had previously received funds from this source to buy park land. However, allocation of the federal share of the funds requires an act of Congress.

The group started by contacting all relevant federal and state agencies -- The Department of Natural Resources, The State Planning Agency, the Highway Department, etc., telling them about the project and soliciting their support and advice. State Senator William Kirchner, Senator Mondale and Governor Wendell Anderson helped to organize the first public meeting. Mondale helped get high-level representatives from

the U.S. Fish and Wildlife Service, and the Corps of Engineers to attend. Elaine brought in citizens to speak about the need to protect the Valley. Most of them were friends and fellow members of the Audubon Society.

Finally, they had the right people together, and they had a plan ready. In her presentation at that meeting Elaine said, "We are not taking care of this resource. We are losing it. We need a plan. Here is what we want to do..." Most importantly, it happened to be an opportune time to ask for political support. It was 1975 and Democratic Senator Mondale was running for re-election. Bloomington was a predominately Republican area, but its citizens are passionately concerned about preserving the natural beauty of their city and some local elections have turned into heated races because of environmental issues.

Senator Mondale assigned an aide to work with the committee members. She helped them write the legislation and organize community support. Mondale introduced the bill in the Senate in July 1976, and the Citizens Committee worked fervently on a write-in campaign to get the legislation passed. Committee members addressed many local organizations and every state, city or county agency that had anything to do with the river. They also wrote to conservation organizations throughout the country asking for their support.

The Bloomington Sun and other community newspapers were very interested and gave the project a lot of favorable

publicity. There was surprisingly little opposition. Senator Humphrey lent his support in the Senate, and Representatives Oberstar and Frenzel helped get the bill through the House. In 1977, President Ford signed the legislation.

But the story isn't finished. Money was appropriated to begin buying land in 1978 and 1979. However, for three or four years after that funds were not appropriated and little progress was made. Finally, the group realized that an ongoing organization was needed. In 1982, The Friends of the Minnesota Valley was formally incorporated to lobby for federal and state support. Although the group has about 300 members, it is the 11-member board that does most of the work. Each member takes an assignment and follows through. Their thrifty tradition continues -- they have a budget of less than \$3,000 a year.

Competition for federal funds is stiff; and the Valley needs to have a presence in Washington, so each spring the Friends host a luncheon for Congressional aides where they have an opportunity to talk about the Valley project and inform the aides about progress and the current needs. The aides enjoy the luncheon and it has been is a very effective means of gaining their attention and support.

Every two or three years, Congressmen are invited to visit the Valley so they can see the results of their efforts. Few of the projects that they support produce tangible results that are as beautify and emotionally satisfying as the Valley.

Through the efforts of the Friends, Congress has continued

Karen Dirksen
Citizenship & the American Political Process
August 1990

to appropriate money for land acquisition, and about 70 percent of the land has been acquired. Six million dollars was allocated for construction of an environmental education center on the refuge that will be dedicated this fall.

Through the education center, the Friends will have the opportunity to foster citizen participation in this project and other public land issues and educate future generations of environmental activists. The Friends will have to continue their lobbying efforts, however, because Congress has only appropriated enough money to operate the Center for one year.

It is the continuity and perseverance of a core group that has made the Valley project successful. Elaine says there were about four people, initially, who got the project going -- proof that just a few people can effect social change if they are willing to make a long-term commitment to a project.

A map of the Valley is attached. As you can see, this is an enormous project. Over the years since we moved to Apple Valley, I have occasionally read about the Valley project and have made use of some of the recreational facilities. I was surprised and encouraged to learn that such a small group of people had made such a large contribution to our community. The secret of their success is clear goals, persistence, timing, and a project that has broad appeal. This serves as an excellent inspiration and a model to me and other would-be citizen activists.

INTRODUCTION

The Minnesota River Valley was formed when glacial Lake Agassiz broke through its natural dam forming a torrential river that created a channel 75 feet below the present flood plain. Eventually the waters slowed and sediment accumulated creating a valley, 1 to 4 miles wide, with the Minnesota River meandering through it. This valley provided habitat for a number of species. It also provided a home for the Dakota people who lived on the abundant plant and animal resources, and eventually traded with near by settlements. After the Dakotas were displaced in the 1850's, the landscape was subjected to increased changes by new settlers. In 1934, Governor Floyd B. Olson and Theodore Wirth recognized the Minnesota Valley was an important natural resource.

However, it was not until the 1970's that the protection of the Valley was realized entirely through the support and profound activism of local citizens. In 1976, the Minnesota Valley National Wildlife Act was passed which led to the creation of the Minnesota Valley National Wildlife Refuge, establishing a 34-mile urban greenbelt along the Minnesota River, from Fort Snelling State Park to Jordan (Schomaker 1991). This area is divided into seven discontinuous units, separated by highways, and development (see Appendix A). Of these seven units, four are accessible to the public.

Today, the refuge protects 12,500 acres of savanna, grassland, and floodplain forest, where over 300 species of birds, mammals, reptiles, and amphibians reside. It is a unique place because coyotes, bald eagles, badgers, and beavers live next door to 2.2 million people (Schomaker 1991). The mission of the Refuge is to protect restore, and enhance the lower Minnesota River and its associated watershed and habitats. Other goals of the Refuge are to provide for a diversity and abundance of wildlife, to offer environmental education programming, and to provide opportunities for wildlife-oriented recreation.

Minnesota Valley is one of only four urban national wildlife refuges in the United States, with the other three being in San Francisco, New Orleans and Philadelphia. The urban aspect of this refuge has produced unique circumstances that probably don't occur at the other 500 National Refuge Systems (Schomaker 1991). For example, the Refuge is effected by things that are difficult to control such as runoff and storm sewer input and noise from the

nearby airport and Interstate 494. In addition since few predators remain to control the population naturally, hunting is needed in the Refuge in order to control the deer population (Schomaker 1991). These problems all stem from the its location in the metro area, yet its closeness to people allows it to be more accessible. This is crucial factor in the success of environmental education programs.

Since the Refuge is so unique we thought it would be an excellent location for our project. We were curious about the public's interpretation of the relationship between the urban and natural environments. We also wanted to know why people thought it was important to have a wildlife refuge in the metropolitan area. In addition, we desired information about the frequency of people's visits, their reasons for visiting, and their ideas for improving their visits to the Refuge.

The purpose of this project is to find out the public's perceptions on these topics and to provide information that the Refuge could use to make future plans and decisions. There are four distinct goals which outline this project. The first is to help the refuge gather information on the public's needs and wants in regard to the Refuge. Secondly, we want to define the importance of the refuge on personal and general levels. Another goal is to determine the public's perceptions of the refuge's usefulness. Finally, we want to determine the public perceptions of the effects the urban area may have on the Refuge and vice versa.

Bylaws of Friends of the Minnesota Valley

Article I. Offices, Corporate Seal

Section 1.01. Registered Office.

The registered office of the corporation in Minnesota shall be that set forth in the Articles of Incorporation or in the most recent amendment of the Articles of Incorporation or resolution of the directors filed with the Secretary of State of Minnesota changing the registered office.

Section 1.02. Other Offices.

The corporation may have such other offices, within the State of Minnesota, as the directors shall from time to time determine.

Section 1.03. Corporate Seal.

The corporation shall have no corporate seal.

Article II. Members and Meeting of Members

Section 2.01 Classes of Membership and Annual Dues.

Classes of membership of the corporation, reasonable rules and regulations applicable to each class, and the annual dues payable for each class of membership shall be as prescribed from time to time by the Board of Directors.

Section 2.02. Members.

Any person, firm, or entity shall become a member of the corporation upon payment of the annual dues payable with respect to the class of membership for which such person, firm, or entity has applied.

Section 2.03. Property.

No member shall have any right, title, or interest in or to the property of the corporation.

Section 2.04. Annual Meetings.

An annual meeting of the members shall be held in September or October, on a day designated by the directors.

Section 2.05. Special Meetings.

A special meeting of the members for any purpose or purposes, unless otherwise proscribed by statute, may be called at any time by the President or by the Board of Directors or by petition of not fewer than five (5) voting members.

Section 2.06. Place of Meeting.

Each meeting of the members of the corporation shall be held at any place within or without the State of Minnesota, designated by the directors, and, in the absence of such designation, shall be held at the registered office of the corporation in the State of Minnesota.

Section 2.07 Notice of Meetings.

Except as otherwise provided by statute and in these Bylaws, written notice of each meeting of the members, whether annual or special, shall be given not fewer than five (5) nor more than thirty (30) days before the day on which the meeting is to be held, to each member by prepaid mailing of such notice addressed to the member at the member's post office address as shown on the books of the corporation. Notice of any meeting of members shall not be required to be given to any member who shall attend such meeting in person or by proxy. Notice of any adjourned meeting of the members shall not be required to be given, except where expressly required by law.

Section 2.08. Quorum.

At each meeting of the members, one-tenth (1/10) of the total number of voting members present in person or by proxy (but not fewer than two (2)) shall constitute a quorum for the transaction of business, except where a greater percentage may be required by statute. In the absence of quorum, a majority of the voting members are present in person or by proxy, any officer entitled to preside or act as Secretary at such meeting, shall have the power to adjourn the meeting from time to time, until the requisite number of voting members shall be present in person or by proxy. At any such adjourned meeting at which a quorum shall be present any business may be transacted which might have been transacted at the meeting as originally called.

Section 2.09. Voting.

At each meeting of members, each member of the age of sixteen (16) years or older ("Voting members") shall be entitled to one (1) vote in person or by proxy on each matter to be voted upon at the meeting. At all meetings of the members, all matters (except in special cases where other provisions may be made by statute or by the Articles of Incorporation of the corporation) shall be decided by a majority of the votes cast by the voting members present or by proxy, a quorum being present. Voting shall not be cumulative. Unless demanded by a voting member present in person or by proxy at any meeting, the vote on any question need not be by ballot.

Article III. Board of Directors

Section 3.01. General Powers.

The property, affairs, and business of the corporation shall be managed by its Board of Directors.

Section 3.02. Number, Qualifications, and Term of Office.

The number of directors shall be determined by the Board of Directors. The number of directors shall be not fewer than nine (9) nor greater than twenty-one (21). From time to time, the directors may elect honorary directors, but such honorary directors shall have no power with respect to governance of the corporation. Each director shall hold office until his or her successor shall have been elected, or until he or she shall resign, or until his or her death. Directors shall be elected for three (3) year terms. A director shall be nominated for office by a nominating committee selected by the directors, and shall serve no more than three (3) consecutive terms.

Section 3.03. Organization.

At each meeting of the Board of Directors, the President of the corporation or, in his or her absence, the Vice President, shall preside as chairperson of such meeting. The Secretary of the corporation or, in his or her absence, any person whom the chairperson may appoint, shall act as secretary of the meeting.

Section 3.04. Resignation.

Any director of the corporation may resign at any time by giving written notice to the President or to the Secretary of the corporation. The resignation of any director shall take effect at the time specified therein; and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 3.05. Vacancies.

Any vacancy in the Board of Directors caused by death, resignation, disqualification, or any other cause, may be filled for the unexpired term by a vote of the remaining directors (though less than a quorum), and each director so chosen shall hold office until the expiration of the unexpired term for which he or she was chosen and until his or her successor shall have been duly elected and shall qualify.

Section 3.06. Place of Meetings.

The Board of Directors may hold its meetings at such place or places, within or without the State of Minnesota, as it may from time to time determine.

Section 3.07. Annual Meeting.

At each annual meeting, the Board of Directors shall meet for the purpose of electing the officers of the corporation (drawing from the membership of the Board).

Section 3.08. Regular Meetings.

Regular meetings of the Board of Directors shall be held on such dates and at such times and places within the State of Minnesota as the Board may determine by resolution adopted by a majority of the whole Board of Directors. Notice of regular meetings need not be given.

Section 3.09. Special Meetings; Notice.

Special meetings of the Board of Directors shall be held whenever called by the President or by two (2) of the directors. Notice of each such special meeting shall be mailed to each director, addressed to the director's residence or usual place of business, at least two (2) days before the day on which the meeting is to be held, or be delivered personally or by telephone, not later than one (1) day before the date on which the meeting is to be held. Each such notice shall state the time and place of the meeting, but need not state the purposes thereof except as otherwise herein expressly provided. Notice of any meeting of the Board need not be given to any director who shall be present at such meeting; and any meeting of the Board shall be a legal meeting without any notice thereof having been given, if all of the directors of the corporation then in office shall be present thereat.

Section 3.10. Quorum and Manner of Acting.

Except as otherwise provided by statute or by these Bylaws, one-third (1/3) of the total number of directors (but not fewer than three (3)) shall be required to constitute a quorum for the transaction of business at any meeting, and the act of a majority of the directors present at any meeting at which a quorum is present shall be the act of the Board of Directors. In the absence of a quorum, a majority of the directors present may adjourn any meeting from time to time until a quorum be had. Notice of any adjourned meeting need not be given. All meetings shall be conducted in accordance with Roberts Rules of Order.

Section 3.11. Compensation.

No director shall receive any compensation for any service that he or she may render to the corporation in his or her capacity as such director.

Article IV. Officers

Section 4.01. Number. The officers of the corporation shall be a President, Vice President, Secretary, Treasurer, and, if the Board shall so elect, such other officers as may be appointed by the Board of Directors. No two (2) offices may be held by the same person.

Section 4.02. Election, Term of Office, and Qualifications. The officers shall be elected annually by the Board of Directors, and, except in the case of officers appointed in accordance with the provisions of Section 4.10, each shall hold office until the next annual election of officers and until his or her successor shall have been duly elected and qualified, or until he or she shall resign, or until he or she shall have been removed in the manner hereinafter provided, or until his or her death.

Section 4.03. Resignations.

Any officer may resign at any time by giving written notice of his or her resignation to the Board of Directors, to the President, or to the Secretary of the corporation. Any such resignation shall take effect at the time specified therein; and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 4.04. Removal.

Any officer may be removed, either with or without cause, by a vote of the Board of Directors at a meeting called for the purpose, and such purpose shall be stated in the notice or waiver of notice of such meeting unless all the directors of the corporation shall be present thereat.

Section 4.05. Vacancies.

A vacancy in any office because of resignation, removal, death, or any other cause shall be filled for the unexpired portion of the term in the manner prescribed in these Bylaws for election or appointment to such office.

Section 4.06. President.

The President shall be the chief executive officer of the corporation and shall have general active management of the business of the corporation. The President shall, when present, preside at all meetings of the members and directors; shall see that all orders and resolutions of the Board of Directors are carried into effect; may execute and deliver in the name of the corporation any contracts or other instruments pertaining to the business of the corporation, including, without limitation, any instruments necessary or appropriate to enable the corporation to donate income or principal of the corporation to or for the account of such organizations, causes, and projects described in the Articles of Incorporation of the corporation as the corporation was organized to support; shall have such other duties as may from time to time be prescribed by the Board of Directors; and, in general, shall perform all duties usually incident to the office of President.

Section 4.07. Vice President.

The Vice President shall have such powers and perform such duties as may be prescribed by the President or the Board of Directors. In the event of the absence or disability of the President, the Vice President shall succeed to the powers and duties of the President.

Section 4.08. Secretary.

The secretary shall be secretary of, and, when present, shall record proceedings of meetings of the members and Board of Directors; shall, when directed to do so, give proper notice of meetings of members and directors; shall perform such other duties as may from time to time be prescribed by the Board of Directors or by the President; and, in general, shall perform all duties incident to the office of Secretary.

Section 4.09. Treasurer.

The Treasurer shall keep accurate accounts of all moneys of the corporation received or disbursed; shall deposit all moneys, drafts, and checks in the name of, and to the credit of, the corporation in such banks and depositories as a majority of the whole Board of Directors shall from time to time designate; shall have power to endorse for deposit all notes, checks, and drafts received by the corporation; shall disburse the funds of the corporation as ordered by the Board of Directors, making proper vouchers therefor; shall render to the President, the directors, and the members, whenever required, an account of all his or her transactions as Treasurer and of the financial condition of the corporation, and shall perform such other duties as may from time to time be prescribed by the Board of Directors or by the President; and, in general, shall perform all duties incident to the office of Treasurer.

Section 4.10. Other Officers.

The corporation may have such other officers and agents as may be deemed necessary by the Board of Directors, who shall be appointed in such manner, have such duties and hold their offices for such terms as may be determined by resolution of the Board of Directors.

Section 4.11 Compensation.

No officer shall receive compensation for any service that he or she may render to the corporation in his or her capacity of such officer.

Article V. Books and Records, Audit, Fiscal Year

Section 5.01. Books and Records.

The Board of Directors of the corporation shall cause to be kept: (1) Records of all proceedings of members and directors; and (2) Such other records and books of account as shall be necessary and appropriate to the conduct of the corporate business.

Section 5.02. Documents Kept at Registered Office.

The Board of Directors shall cause to be kept at the registered office of the corporation originals or copies of: (1) Records of all proceedings of members and directors; and (2) Articles of Incorporation and Bylaws of the corporation and all amendments thereto.

Section 5.03. Audit.

The Board of Directors may, but shall not be required to, cause the records and books of account of the corporation to be audited each fiscal year and at such other times as it may deem necessary or appropriate.

Section 5.04. Fiscal Year.

The fiscal year of the corporation shall end on the last day of December in each year, the first fiscal year ending on December 31, 1982.

Article VI. Waiver of Notice

Whenever any notice whatsoever is required to be given by these Bylaws or the Articles of Incorporation of the corporation or any of the corporate laws of the State of Minnesota, such notice may be waived in writing, signed by the person or persons entitled to said notice, whether before, at, or after the time stated therein or before, at, or after the meeting.

Article VII. Authorization Without a Meeting

Any action that may be taken at a meeting of the voting members may be taken without a meeting if authorized in writing and signed by all the voting members who are entitled to notice of the meeting for such purpose. Any action that could be taken at a meeting of the Board of Directors may be taken without a meeting when authorized in writing signed by all of the directors.

Article VIII. Committees

Section 8.01. Executive Committee.

The persons who are from time to time the officers of the corporation, the immediate past President, and the chairs of the committees shall constitute the Executive Committee of the corporation. The Executive Committee shall have full power and authority of the Board of Directors in the management of the property, affairs, and business of the corporation, provided, however, that the Executive Committee shall act only in the interval between meetings of the Board of Directors and shall at all times be subject to the control and direction of the Board of Directors.

Section 8.02. Other Committees.

The corporation may have such additional committees, with such membership, authorities, and duties, as may from time to time be prescribed by the Board of Directors.

Article IX. Amendments

These Bylaws may be amended or altered by a vote of the majority of the whole Board of Directors at any meeting provided that notice of such proposed amendment shall have been given in the notice given to the directors of such meeting. Such authority in the Board of Directors is subject to the power of the voting members to change or repeal such Bylaws by a majority vote of the voting members present in person or by proxy at any annual or special meeting of voting members called for such purpose, and the Board of Directors shall not make or alter any Bylaws fixing their qualifications, classifications, terms of office, or number, except that the Board of Directors may make or alter any Bylaw to increase their number.

COOPERATIVE AGREEMENT
BETWEEN
UNITED STATES DEPARTMENT OF THE INTERIOR
AND
FRIENDS OF THE MINNESOTA VALLEY

I. Purpose

This Cooperative Agreement between the United States Fish and Wildlife Service, Department of the Interior, hereafter referred to as the "Service," and the Friends of the Minnesota Valley hereafter referred to as the "Friends," is hereby entered into under the authority of PL 94-466 (16 USC § 688dd) Minnesota Valley National Wildlife Refuge Act, 16 USC § 460K-2, and Minnesota Statutes § 471.59. This Cooperative Agreement is to facilitate the management and protection of the Minnesota Valley National Wildlife Refuge and Recreation Area. It provides for the limited interchange of services, personnel, equipment, facilities and funds to obtain this goal.

II. Scope of Work

For a period of as hereinafter set forth, the Friends and the Service shall furnish the necessary personnel, material, services and otherwise perform all things necessary for or incident to the performance of work necessary for the operation of the Minnesota Valley Heritage Registry designed to protect the natural habitat of the wildlife refuge and its adjacent lands by encouraging conservation and educating landowners about the qualities of land of which they are stewards.

Specifically, the Friends agree to:

1. Compile a list of names, addresses and phone numbers for landowners and businesses within and adjacent to refuge boundaries, including acres and character of land (view air photos, zoning and land descriptions).
2. Complete all aspects of the project identified in the attached McKnight Foundation grant proposal.
3. Develop priorities for landowner contacts.
4. Make contacts with landowners by letter, phone and personal visits.
5. Maintain records for all contacts and responses received.

6. Design a follow-up program for reluctant respondents and those not wishing to participate.
7. Develop strategy for encouraging bequests to the Service through the National Fish and Wildlife Foundation or for "living" gifts to the refuge. (Example: Refuge's present Gifts Catalog).
8. Provide recognition certificates and/or plaque for landowners that have volunteered to participate.
9. Arrange for suitable recognition for participants.
10. Provide expense allowance for transportation of project workers.
11. Match the funds and the value of the support services provided by the Service with in-kind services or funds.

Specifically the Service will:

1. Provide access to information in the wildlife refuge files as they pertain to boundaries, habitat and location of lands adjacent to the wildlife refuge.
2. Provide office space, phone and office supplies for two staff persons during the term of this agreement according to the availability of such services as determined by the Refuge Manager, Minnesota Valley National Wildlife Refuge.
3. Provide staff guidance and secretarial support to the two staff persons provided by the Friends during the term of this agreement of the project.
4. Provide training and other assistance (such as basic fire training and assistance through the refuge volunteer program) as funds and staffing allow.

III. Period of Performance

1. This agreement shall become effective on the date signed and remain in force through December 31, 1995. Since this Agreement extends beyond the current fiscal year for both parties, this agreement for subsequent fiscal years is conditioned upon the passage of an appropriation by the Congress from which expenditures may be made in future fiscal years and shall not obligate the United States upon the failure of the Congress to so appropriate. And likewise, this agreement is conditioned upon the availability of funds to the Friends of the Minnesota Valley from which expenditures may be

made in future fiscal years and shall not obligate the Friends if funds are not available. This agreement, or any subsequent agreement, may be terminated by either party upon sixty (60) days notice to the other party.

IV. Project Officers

1. Friends of the Minnesota Valley

President
Box 20244
Bloomington, Minnesota 55420
Telephone: 612/884-3348

2. U.S. Fish and Wildlife Service

Refuge Manager
Minnesota Valley National Wildlife Refuge
3815 E. 80th Street
Bloomington, Minnesota 55425-1600
Telephone: 612/854-5900

V. Special Provisions

1. Liability

Each party waives any and all claims against every other party for compensation for any loss, damage, personal injury or deaths, except those caused by intentional acts or gross negligence, occurring in consequence of the performance of this agreement.

2. The U.S. Fish and Wildlife Service General Provisions for Grants and Cooperative Agreements, dated August 1, 1985, are applicable to this Cooperative Agreement and hereby incorporated by reference.

In witness whereof, the parties have executed this Cooperative Agreement on the day, month and year opposite their signatures thereto.

FRIENDS OF THE MINNESOTA VALLEY

By: 9-15- 1993
John Hickey
President

UNITED STATES OF AMERICA
DEPARTMENT OF THE INTERIOR

By: 6-30- 1993
Thomas J. Per
Regional Director

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE 14-48-0003-93-1002	PAGE OF PAGES 1 4
2. AMENDMENT/MODIFICATION NO. Mod #1	3. EFFECTIVE DATE 01-01-96	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)
6. ISSUED BY U.S. Fish & Wildlife Service Bishop Henry Whipple Federal Bldg. 1 Federal Drive, Rm 652 Fort Snelling, MN 55111-4056	CODE 1448	7. ADMINISTERED BY (If other than Item 6) U.S. Fish & Wildlife Service Minnesota Valley NWR 3815 E. 80th Street Bloomington, MN 55425-1600	CODE
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP code) Friends of the Minnesota Valley Box 20244 Blomington, MN 55420 612/884-3348 612/854-5900		9A. AMENDMENT OF SOLICITATION NO.	
		9B. DATED (SEE ITEM 11)	
		10A. MODIFICATION OF CONTRACT/ORDER NO. 14-48-0003-93-1002	
		10B. DATED (SEE ITEM 13) 9-15-93	
CODE	FACILITY CODE		

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended, ☐ is not extended. Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
no change

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS,
IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

X	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A. Section III of agreement - Period of Performance
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor ☐ is not, ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

Modify existing agreement number 14-48-0003-93-1002 and extend the term of this agreement for an additional four years or 12-31-99.

All other terms and conditions of the agreement remain the same.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) ANN HAINES EXECUTIVE DIRECTOR	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Susan F. Kozarek #39033 Contracting Officer
15B. CONTRACTOR/OFFEROR <i>Ann Haines</i> (Signature of person authorized to sign)	15C. DATE SIGNED 1-23-96
16B. UNITED STATES OF AMERICA BY <i>Susan F. Kozarek</i> (Signature of Contracting Officer)	16C. DATE SIGNED 1-19-96

MINNESOTA VALLEY HERITAGE REGISTRY

Sponsored by the Friends of the Minnesota Valley



The Need:

Community Profiles and Master Plans for cities and towns in the lower Minnesota Valley project dramatic population increases in the coming years. The need for an alternative program to educate, organize and maintain natural areas in these communities has never been as great. The Friends of the Minnesota Valley developed the Heritage Registry in response to the increasing pressures on the natural communities of the Minnesota Valley.

Lands Targeted:

The Heritage Registry focuses on privately owned lands in the Lower Minnesota Valley. Lands immediately adjacent, or ecologically connected, to the Minnesota Valley National Wildlife Refuge are top priority. The Refuge is one of only six urban wildlife refuges in the country. The area acts as a migration corridor and home for many species of plants and animals, as well as offering recreational and educational opportunities for the 2.2 million people of the surrounding metropolitan area.

Purpose and Process:

The objective of the Heritage Registry is to conserve and protect biodiversity in the valley so that it will continue to be an exceptional and accessible area for wildlife, environmental education, and recreation. The Registry encourages a hands-on approach to stewardship by providing landowners (private and corporate) with access to an information network on stewardship techniques. In return for a voluntary commitment to protect and preserve the natural qualities of their lands, landowners are offered incentives and public recognition of their efforts. They learn how their individual parcel relates to the natural communities of the valley, while a sense of pride and responsibility is instilled for their own natural areas.

More than 130 property owners have registered over 2500 acres of land. Results of a 1994 program evaluation show that more than 75% of Registrants change their land use practices after becoming involved in the program. The Registry has proven to be an effective tool for educating landowners about the impacts that they have on the valley's natural resources and the Friends are committed to continuing to provide this program to the community.

Armed with new knowledge concerning stewardship, citizens of the valley will make more informed decisions concerning land use on their own properties and will be less likely to inadvertently cause destruction of important natural communities. Registry represents a significant strategy to accomplish the task of care and conservation of the valley on a volunteer basis. The result will be the creation of a network of river neighbors who are aware of the importance and uniqueness of this urban river corridor, and who are taking an active role in its stewardship.



To learn more about the Heritage Registry contact
Ann Haines, Executive Director, at 854-5900.

-July 1996

Responses from folks in the Heritage Registry:

"What do you like best about being in the Registry and how has the Registry helped you?"

"The fact that we don't have to stand alone in defending the stewardship of our land and the conservation of it." Otto, Jordan

"Raises awareness of the value of the bluffs." Simonson, Bloomington

"The positive nature of a voluntary program." Horrigan, Bloomington

"Created more interest and a desire of more and better stewardship." Geske, Belle Plaine

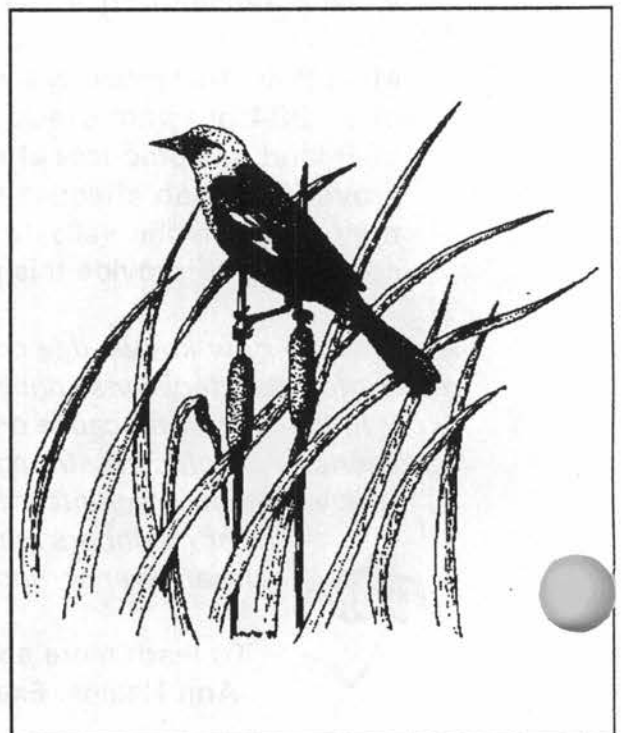
"How the program has made me think out what to do with the property." Chapman, Jordan

"Pleased that an organized effort is being made to preserve forest and prairie areas in the Minnesota Valley." Halverson, Bloomington

"Being one of a number of owners with common commitment." Neal, Bloomington

"Recognition and credit for us as bluff owners in preserving our acreage." Brown, Bloomington

"I think it is very important to preserve the Minnesota River Valley and adjoining properties and I will do what I can to preserve my property" Johnson, Bloomington



Rick Denomme
consignment \$1,000 up front
Coop. Association

donated
to Chincoteague

Nat'l
Wildlife
Refuge
Assoc.

1. Federal ID number
2. Loan from FWF - \$10,000
pay back in 3 years
no interest
3. Stocked according to past records
4. 55-4
5. ~~Articles of Incorp~~ - specific wording!
Articles of Incorp - call State
Fee - \$25 - ?
6. Tax-exempt status 501 c3 \$300.00
7. ^{they will} Send determination status sometime later
8. Keep all tax stuff together -
there's always a contact person
9. Form 990 - file annually
10. A lot of publishers want
cash up front.
11. 40% mark-up
12. Visa / Master card - go to bank
13. Get a good banker
14. Liability insurance \$100,000 ←
15. Service Coop Agreement requires this
16. Separate PO mailing box
17. grossed \$31,000 - Seneey
18. purchased cash register - \$200
19. stamps, supplies, etc.

0-31
NP

C-50, 625

CERTIFICATE OF RESTATED ARTICLES OF INCORPORATION
OF THE LAKE STATES NATIONAL PARK ASSOCIATION, INC.
(whose name is being changed by
these restated Articles to)
LAKE STATES INTERPRETIVE ASSOCIATION, INC.

We, the undersigned, all of whom are citizens of the United States and being the sole directors and the only directors, desiring to restate the Articles of Incorporation of the Lake States National Park Association, Inc., a non-profit corporation under the laws of the State of Minnesota, do hereby certify:

ARTICLE I.

The name of the Corporation shall be Lake States Interpretive Association, Inc.

ARTICLE II.

The place in this State where the principal office of the corporation is to be located is the City of International Falls, Minnesota.

ARTICLE III.

Said corporation is organized exclusively for charitable and educational purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

ARTICLE IV.

The names of the present directors are:

Lloyd Brandt, Chairman and President - 31st East Oaks Rd, St. Paul, Minnesota 55110

Fred Witzig, Member and Secretary - 808 Arrowhead Rd, Duluth, Minnesota 55801

Roger Williams, Member - 26-19th Ave. S.W., New Brighton, Minnesota 55112

F.A. Hilke, Member - International Falls, Minnesota 56649

Russell Hanover, Member - International Falls, Minnesota 56649

ARTICLE V.

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, directors, officers, or

C-4, 626

other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Three hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) and political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under section 170 (c) (2) of the Internal Revenue Law).

"Notwithstanding any other provision of these articles, this corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purpose of this corporation."

ARTICLE VI.

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the corporation, dispose of all the assets of the corporation exclusively for the purposes of the corporation in such manner, or as to such organization or organizations organized and operated exclusively for charitable or educational purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Trustees shall determine. Any such assets not so disposed of shall be disposed of by District Court of the County in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

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ARTICLE VII.

The Lake States Interpretive Association, Inc., will cooperate with governmental agencies having the primary responsibility for the administration of public reserves such as parks, forests, fish and wildlife management areas, and cultural sites. These agencies shall include, but not be limited to, the National Park Service, the United States Forest Service and the United States Fish and Wildlife Service. Any aforementioned public reserves are hereinafter designated as "reserves".

A. Publish and make available to "reserves" visitors, by sale or free distribution, suitable literature interpreting such "reserves" and the significant events or qualities for which they were created.

B. Handle products, and handcrafts which interpret or symbolize the significance of events, cultural development, and personage associated with the "reserves" and to stimulate public interest in our nation's culture, heritage, history, natural history, and natural resource management.

C. Acquire objects and material pertaining to the history and natural history of the "reserves" for the purpose of adding them to the museum collections.

D. Aid and develop suitable libraries and museum exhibits when aid is requested by "reserve" management.

E. Aid development and improvement of educational facilities within the "reserves", including signs, markers, wayside exhibits, and museum exhibits, when aid is requested by the "reserves" management.

F. Acquire options on lands needed to preserve and protect educational features within or adjacent to the "reserves". Such options on lands to be held until acquired by said "reserves".

G. Do all that is possible to conserve, develop, and interpret "reserves" for the benefit of the public and posterity.

H. Assist "reserves" in starting innovative programs in living interpretation, cultural demonstrations and other heritage based activities.

I. To take and hold by purchase, gift, devise, or bequest, either real or personal property or both, and/or to carry out the obligations or provisions of trust, imposed by will or deed or trust, or otherwise, where

the trust is created for any charitable or public purpose, and where the same is not repugnant to any law of the State in which located, and to use and dispose of any property of any kind for the purpose only for which this corporation is formed.

ARTICLE VIII.

The business affairs and transactions of the association, shall be governed by a Board of Directors which shall be composed of not less than three or more than nine members as set out in the By-Laws. It will formulate the policy of the association and will direct the activities through the Executive Secretary.

ARTICLE IX.

Any person who has a sincere desire to advance the aims of the association and who is willing to assist the association in its activities shall be eligible for membership upon written application to the Executive Secretary. The amount of the annual dues shall be fixed by the Board of Directors. The By-Laws may provide for more than one class of membership and shall control the rights and duties of each. An annual meeting, to which all members shall be invited, by written notice, shall be held each year on a date determined by the Board of Directors beginning 1976.

ARTICLE X.

The period for duration of the corporation is perpetual.

ARTICLE XI.

The association shall have no shares of stock issued. Memberships and participation in the activities of the association shall be based on such membership dues or contributions as may be set forth in its By-Laws.

ARTICLE XII.

This association shall have the power to receive donations and engage for pay, remuneration, and revenue, in business transactions relevant to the purposes of its organizations; provided that none of the income of the association shall be distributed to its members or to any person as dividends or profits. The entire income shall be devoted to the purpose of its organization.

This association shall have the power to acquire real or personal property by purchase, gift, bequest, or otherwise, and to alienate same by sale, mortgage, or any other legal method.

ARTICLE XIII.

The members of corporation shall not be personally liable for any of the obligations of the corporation, and that the corporation does not afford pecuniary gain, incidentally or otherwise, to its members.

The members herein certify that they adopted the foregoing restated articles in accordance with M.S.A. 317.22, that there are no voting members other than themselves, that in accordance with M.S.A. 317.22, Subdivision 9, the restated articles were adopted by authorizing in writing the adoption of restated articles and that they are the only ones entitled to notice of a meeting for such a purpose, and that these Articles supercede and take the place of existing Articles.

ARTICLE XIV.

The first Board of Directors shall serve until the first annual meeting and until their successors are elected and qualified.

IN WITNESS WHEREOF, We, the undersigned, have sub-
scribed our names this 22nd day of January, 1979.

Lloyd Brandt
Lloyd Brandt- Chairman and President

Fred Witzig
Fred Witzig- Member and Secretary

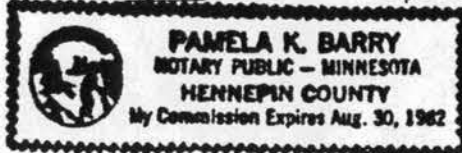
Roger Williams
Roger Williams

F.A. Hilke
F.A. Hilke

Russell Hanover
Russell Hanover

STATE OF MINNESOTA)
COUNTY OF)

The foregoing instrument was acknowledged before
me this 22nd day of January, 1978, by Lloyd Brandt,
President.



Pamela K. Barry
Notary Public

STATE OF MINNESOTA)
COUNTY OF)

The foregoing instrument was acknowledged before
me this 22 day of January, 1979, by Fred Witzig,
Secretary

Robert N. Shadduck
Notary Public

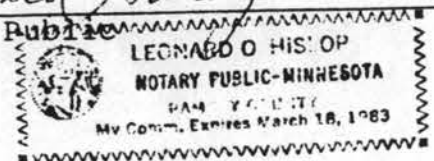
My comm. expires
Feb. 12, 1982

STATE OF MINNESOTA)
COUNTY OF Ramsey)

The foregoing instrument was acknowledged before
me this 2nd day of January, 1979, by Roger Williams.

Leonard O. Hislop
Notary Public

STATE OF MINNESOTA)
COUNTY OF)



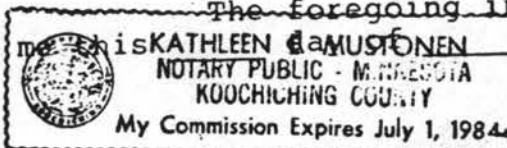
The foregoing instrument was acknowledged before
me this 5th day of January, 1979, by F.A. Hilke.



STATE OF MINNESOTA)
COUNTY OF)

Kathleen E. Mustonen
Notary Public

The foregoing instrument was acknowledged before
me this Jan. 11th, 1979, by Russell Hanover.



Kathleen E. Mustonen
Notary Public

MODIFICATION OF STATUTORY REQUIREMENTS
OR AMENDMENT OF ARTICLES

Corporate Name: Lake States Interpretive Association, Inc.

Date of Adoption of Amendments: November 19, 1988

Effective Date, if any, of Amendments: November 19, 1988

Amendments Approved by Corporate Directors

Pursuant to the provisions of Minnesota Statutes, the following amendments of articles or modifications to the statutory requirements regulating the above corporation were adopted:

ARTICLE XV

Section 1. [ELIMINATION OR LIMITATION OF LIABILITY.]

Pursuant to Minnesota Statute Chapter MSA 317.201 the directors, officers, trustees, members or agents of the Lake States Interpretive Association, Inc. who serve without compensation, shall not be personally liable to the corporation or its members for monetary damages for breach of fiduciary duty as a director, etc., and such liability shall be eliminated. These Articles of Incorporation, in their amended form, shall not eliminate or limit liability of the director:

- (1) for a breach of the director's duty of loyalty to the cooperative association or its members;
 - (2) for acts or omissions not in good faith or that involve intentional misconduct or a knowing violation of law;
 - (3) for a transaction from which the director derived an improper personal benefit;
- or

- (4) for an act or omission occurring prior to the date when the provision in the articles eliminating or limiting liability begins effective.

Section 2. [317.201] [UNPAID DIRECTORS OR TRUSTEES; LIABILITY FOR DAMAGES.]

Subdivision 1. [GENERALLY] Except as provided in subdivision 2, no person who serves without compensation as a director, officer, trustee, member or agent of the Lake States Interpretive Association, Inc. an organization exempt from state income taxation under Section 290.05, subdivision 2, shall be held civilly liable for an act or omission by that person if the act or omission was in good faith, was within the scope of the person's responsibilities as a director, officer, trustee, member or agent and did not constitute willful or reckless misconduct.

Subdivision 2. [EXCEPTIONS] Subdivision 1 does not apply to:

- (1) an action or proceeding brought by the attorney general for a breach of a fiduciary duty as a director;
- (2) a cause of action to the extent it is based on federal law;
- (3) a cause of action based on the person's express contractual obligation; or
- (4) an action or proceeding based on a breach of public pension plan fiduciary responsibility.

Nothing in subdivision 1 limits an individual's liability for physical injury to the person of another or for wrongful death which is personally and directly caused by that individual, nor the liability of a municipality arising out of the performance of firefighting or related activities.

Subdivision 3. [DEFINITION] For purposes of this section, the term "compensation" means any thing of value received for services

rendered, except:

- (1) reimbursement for expenses actually incurred;
- (2) a per diem in an amount not to exceed the per diem authorized for state advisory councils and committees pursuant to section 15.059, subdivision 3; or
- (3) payment by an organization of insurance premiums on behalf of a person who is or was a director, officer, trustee, member, or agent of the organization, is or was serving at the request of the organization as a director, officer, partner, trustee, employee, or agent of another organization or employee benefit plan against any liability asserted against and incurred by the person in or arising from that capacity.

Sections 1 and 2 are effective November 19, 1988, and apply to claims arising from incidents occurring after that date.

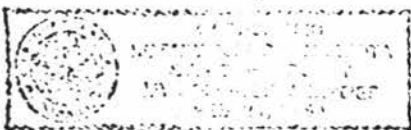
I swear that the foregoing is true and accurate and that I have the authority to sign this document on behalf of the corporation.

Signed: Ronald M. Houty

Position: Chairman

Subscribed and sworn to before me on this 18th day of October, 1988

Gloria J. Maki
Notary Public, Kooch. Co. MN 56649



Signed: Ray Berg
Position: Secretary-Treasurer

Subscribed and sworn to before me this 26th day of October, 1988

Patricia A. Dieren
Notary Public, Kooch. Co. MN



BYLAWS

of the

LAKE STATES INTERPRETIVE ASSOCIATION, INC.
(Formerly Lake States National Park Association, Inc.)
As ammended April 22, 1981

ARTICLE I

Authority and Purposes

Section 1.

This Association operates in the National Park System under the authority of Public Law 663, approved by the Congress of the United States, August 7, 1946 (60 Stat. 885), Sec. 67 which permits use of the: ". . . services of field employees in cooperation with such non-profit scientific and historical societies engaged in educational work in the various parks and monuments as the Secretary of Interior may designate." Authorization for U.S. Forest Service cooperation is contained in the Multiple Use-Sustained Yield Act of 1960. Authorization for U.S. Fish and Wildlife Service cooperation is contained in the National Wildlife Refuge System Administration Act of 1966 and the Refuge Recreation Act of 1962.

Section 2.

The operations and use of property and assets of the Lake States Interpretive Association shall be limited to historical, scientific, interpretive and other educational purposes.

ARTICLE II

Membership

Membership is open, upon written application to the Coordinator to any person interested in furthering the aims of the association. Membership shall be subject to such fees and conditions as the Board of Directors may prescribe.

An annual open meeting for members shall be held on a date in January established by mutual consent of the Board of Directors.

ARTICLE III

Administration

Section 1.

The Association shall have a Board of Directors composed of 9 members who shall serve three-year terms. The Board will formulate the policies of the Association and will direct its activities through a Coordinator. Each year, the members of the Board shall choose a Chairman from among their members. The members of the Board shall

fill board positions prior to the expiration of terms.

If a board member is absent for any reason from more than two consecutive meetings, he is to submit his resignation. The board shall vote on its acceptance.

The Chairman shall fill vacancies on the Board of Directors by appointment for the remainder of the unexpired term.

Section 2.

The Association shall have a Coordinator, a Business Manager, a Treasurer, and Agents. These officers shall serve without compensation except for such salaried officers as approved by the Board of Directors.

The Coordinator shall serve as long as he shall occupy the position of Chief of Interpretation at Voyageurs National Park. One Agent each shall be designated by the Chippewa National Forest, Seney National Wildlife Refuge, Superior National Forest and other affiliates. The Treasurer and the Business Manager will be named by the Chairman, with the concurrence of the Board. The Treasurer shall serve for two years; the Business Manager indefinitely. Either of these officers may be removed for cause upon majority vote of Board Members.

Section 3.

The Chairman of the Board shall preside over meeting of the Board and the membership meeting. The annual meeting of the Board shall be held on the same day as the annual meeting of the membership of the association and at the discretion of the Board by unanimous consent, may be held concurrently with the annual membership meetings. Additional Board meetings may be called at any time by the Chairman. In the event the Chairman is unable to serve, he shall designate from among the Board a temporary chairman to preside in his absence. A majority of the Board shall constitute a quorum for the transaction of business.

Section 4.

The Coordinator will serve as liaison between the National Park Service and the Association; will provide assistance to the Association and will oversee the routine business of the Association in accordance with the policies and programs established by the Board, including supervision of the Board Members; and will submit an annual report of Association activities to the Board of Directors. The Coordinator will approve the expenditure of association funds budgeted to accomplish the authorized programs of the association.

Section 5.

The Coordinator may delegate to the Business Manager authority to oversee the day-to-day routine of business of the association including review and approval for payment of invoices for items of resale, supplies and other non-capital budgeted items. The Business Manager orders and maintains the inventory and sales records of items for resale, approves time and attendance reports for association

employees, makes deposits of monies from sales, and carries out other duties authorized by the Board. Agents shall consult with the Business Manager to insure that inventories are maintained and monies deposited for their outlets.

Section 6.

The Treasurer is responsible for administering the finances of the association. This position is not to be filled by an employee of any cooperating government agency. The Treasurer will receive monies from donation, membership fees, sales of publications, and other approved items that may be handled by the association. The Treasurer will disburse these funds under the direction of the Board. The Treasurer may disburse funds for authorized budget items when approved by the Coordinator. The Treasurer will keep or review the keeping of the association books and records.

Section 7.

The Treasurer will submit an annual financial report of receipts and expenditures to the Board at the end of the business year. The annual statement will be checked for accuracy by an approved source of auditing and accounting after which it will be submitted to the Board of Directors on or before December 10.

ARTICLE IV

Amending of Bylaws

The bylaws may be amended by majority vote of Board Members.

ARTICLE V

Fiscal Policy

Section 1.

The Coordinator may approve expenditure items of up to \$200. With agreement by the Chairman, the Coordinator may approve expenditure items of up to \$500. Expenditure items of more than \$500 require previous authorization by the Board of Directors.

Section 2.

All new ventures in the activities of the Association, such as major publications or purchase of costly objects for museums, require authorization by the Board of Directors before the Treasurer may make disbursements for these items.

Section 3.

The Treasurer shall make no disbursements of the Association's funds without authorization of the Board and review and approval by the Coordinator. The Business Manager shall deposit all funds

of the Association in a bank approved by the Board of Directors, at frequent intervals, and in the name of the Association. The Treasurer shall balance the accounts at the end of each operating year. His report shall reflect the adjustment as required by the audit.

Section 4.

Whenever the cash balances of the association are deemed to be in excess of actual needs for the immediate future, the Board of Directors may authorize the investment of any surpluses for interest earning purposes in Government bonds and/or in savings accounts in banks or savings and loan associations where deposits are guaranteed by the Federal Government. Such deposits shall be made in the name of the Association with authority for the making of withdrawals vested in the Treasurer of the Association. The Board of Directors is further empowered to authorize loans or donations to other cooperating associations for the purpose of furthering their educational work therein, when deemed advisable.

Section 5.

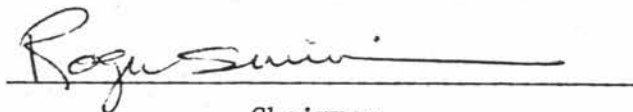
There shall be no cash disbursements except those made by the Coordinator, Business Manager, or Agents from imprest and petty cash funds which are authorized for this use. These petty cash funds shall be established not to exceed \$50 at any one location. Reimbursement to the petty cash fund shall be made by check at any time by request of the Coordinator or Business Manager. Such reimbursements must be supported by valid receipts to cover all expenditures made from the fund.

Section 6.

The Association shall require an annual audit of its accounts by a Certified Public Accountant or a properly-licensed Independent Public Accountant. The U.S. Department of The Interior and National Park Service or Fish and Wildlife Service, and the U.S. Department of Agriculture and Forest Service, shall be duly authorized to audit the records and review the internal controls of the business operations and to evaluate the benefits occurring to the National Park Service from its cooperation with the association.

Approved by the Board of Directors, April 22, 1981

Attest:



Chairman

BY-LAWS .
OF
MIDWEST INTERPRETIVE ASSOCIATION

ARTICLE I. AUTHORITY

1. This Association, duly incorporated under the non-profit Corporation Laws of the State of Iowa on December 1, 1980, shall be known as the Midwest Interpretive Association, hereafter referred to as the Association.
2. This Association operates in cooperation with the U.S. Fish and Wildlife Service under the authority contained in the Refuge Recreation Act of 1962 and the National Wildlife Refuge Administration Act of 1966. This federal agency may hereafter be referred to as the Service.
3. The Association may at its pleasure by vote of the voting membership take the necessary steps to change its name.
4. All phases of the Association's operation shall be in conformity with U.S. Fish and Wildlife Service's Standards for Cooperating Associations.

ARTICLE II. PURPOSE

The association has been organized to operate exclusively for charitable, educational and scientific purposes, including:

1. Providing goods and services of an educational or informational nature to visitors at federal facilities and the public at-large at reasonable cost, and to support and benefit those facilities which produce this revenue.
2. Raising funds and accepting contributions from individuals, corporations and other bodies, foundations and organization; printing, publishing, making, displaying and selling books and magazines, pictures, slides, movies, visual and interpretive objects and visitor convenience items, as may be necessary or desirable for the accomplishment of the purposes of the Association; buying, selling, and generally dealing in appropriate and related interpretive objects, publications; and receiving funds from the public for the purpose of the Association.
3. Restricting operations, business, property, and assets of the Association to promoting natural, historical, educational and interpretive activities.

ARTICLE III. LOCATION

The principal office of the Association, from which the general business of the Association will be transacted and where the records of the Association will be kept, will be in the state of Iowa, as may be fixed from time to time by the Board of Directors. Unless otherwise specified, it will be at the DeSoto Visitor Center on the DeSoto National Wildlife Refuge, R-1, Box 114, Missouri Valley, Iowa 51555. Satellite sales outlets may be located in other states, primarily serving the midwestern United States.

ARTICLE IV. MEMBERSHIP

1. Membership is open to any person interested in furthering the aims of the Association, upon written application to the Executive Secretary. There shall be two types of membership: voting members and Associate members.
2. Voting membership shall be limited to individuals serving as Association Board members, and carries with it the right of casting a vote on all matters as specified, and in the manner prescribed in the Articles of Incorporation or in the By-Laws as requiring a vote or ratification by the Board members. There will be no annual dues required of the voting Board members, the Executive Secretary, Business Manager, or Association's facility managers whom serve as ex-officio Board members.
3. An Associate member is a non-voting member. Any person interested in advancing the purposes for which this Association is formed may become an associate member by payment of an initiation fee of \$5.00 and upon approval by the Board of Directors. The word "person", as used herein, includes individuals, associations, societies, partnerships, firms, companies and corporations. Additional categories of the Association support may be determined by the Board of Directors.
4. Membership cannot be assumed, but must be a result of voluntarily seeking to join, or applying for membership and results from being accepted by the voting membership of the Board.
5. Annual membership dues for Associate members shall be payable at the beginning of the Fiscal Year (October 1) and shall remain the same unless changed by a majority vote of the Board of Directors. All Associate members shall be eligible for all benefits. All benefits shall be regulated by the Board of Directors as they see fit. Any individual may withdraw from membership by a declaration of the purpose in writing to the Executive Secretary. Any person may be expelled from membership by an unanimous vote of the Board of Directors, in which case that year's membership dues will be refunded to the expelled member.

6. All Associate members shall be entitled to receive, upon written request to the Executive Secretary, a copy of the annual report of the Association and any other official document which is issued by the Board reporting the status or activities of the Association.

ARTICLE V. BOARD OF DIRECTORS

1. The Association shall have a Board of Directors composed of no less than three and no more than nine voting members who serve three-year terms. Voting members shall be elected from the citizenry, with not more than two members representing one individual organization. Non-service representation on the Board of Directors shall be a majority.
2. All refuge managers from each Association sales outlet facility shall serve as non-voting, ex-officio members, in those states in which are incorporated. These managers may appoint a facility Coordinator, or by amalgamation, assume these duties.
3. The Board shall formulate the policies of the Association and will direct its activities through the Executive Secretary and/or the Business Manager. Every three years, the voting members of the Board shall choose a President from among their members whom will serve as the chairman at all meeting. The members of the Board shall fill Board positions prior to the expiration of terms. Vacant positions will be filled for the remainder of unexpired terms by a majority vote of the Board.
4. Any director may be removed from the Board of Directors by an affirmative vote of the majority of the directors present at an official meeting of the Board. Notice of the proposed removal will be given to members with the notice of the meeting. The director involved will be given an opportunity to be present and to be heard at the meeting at which his/her removal is considered.
5. No compensation will be paid to a member of the Board of Directors for services as a member of the Board. By resolution of the Board, reasonable expenses may be allowed for attendance at regular and special meetings of the Board.

ARTICLE VI. MEETING OF THE BOARD OF DIRECTORS

1. An annual meeting of the Board of Directors will be held in the month of September of each year for the purpose of electing officers and directors and approving the budget for the forthcoming fiscal year. In addition to its annual meeting, the Board of Directors will hold regular meetings at least once each fiscal year at such place as may be designated in the advanced notice of the meeting.
2. Special meetings of the Board of Directors may be called at any time by one of the Association's members upon written request to the Executive Secretary or Business Manager of the Association.

3. The Executive Secretary will provide advanced notice of regular, special, and annual meetings which will be mailed at least seven days prior to the day such meetings are to be held.
4. At all meetings of the Board of Directors, each director present will be entitled to cast one vote on any motion coming before the meeting. The presence of a majority of membership will constitute a quorum at any meeting.

ARTICLE VII. OFFICERS

1. The Officers of this Association will be a President, Vice-President, Secretary/Treasurer, Executive Secretary, and Business Manager. The refuge managers from satellite sales outlets will be considered ex-officio members of the Association.
2. The Officers of the Association will be elected by members of the Board of Directors at its annual meeting. Each officer will serve three-year terms.
3. Any officer may be removed with or without cause by the Board of Directors by a vote of a majority of all the Board members.
4. A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term.
5. The President will be the chief executive officer of the Association. The President shall preside over all meetings of the Board of Directors and have general supervision of the affairs of the Association. He/She will execute on behalf of the Association all contracts or other agreements that may be required or authorized by the Board of Directors for the proper and necessary transaction of the business of the Association. Members of the Board and/or Officers may be appointed by the President to represent the Association in such negotiations.
6. It will be the duty of the Vice-President to act in the absence or disability of the President and to perform such other duties as may be assigned to him/her by the President or the Board. In the absence of the President, the execution by the Vice-President, on behalf of the Association, of any instrument will have the same force and effect as if it were executed on the behalf of the Association by the President.
7. The Secretary/Treasurer will administer the finances of the Association. This position is not to be filled by an employee of any cooperating government agency. The Secretary/Treasurer will ensure that all books and records are kept with good accounting practices on a fiscal year basis. The Secretary/Treasurer will receive monies and will disburse funds under the direction of the Board. The Secretary/Treasurer may delegate to the Business Manager authority to receive and deposit monies received from Association activities, make payment for items necessary to operate the business effectively, with the approval of the Board of Directors.

8. The Business Manager is a non-government employee of the Association and is responsible to the Board of Directors through its Executive Secretary. The Business Manager is responsible for the routine business of the Association, including, but not limited to, overseeing administration, accounting and record-keeping, purchasing, sales, inventory control and fiscal reporting for all units of this Association. The Business Manager works independently under the general guidance of the Association's Board of Directors in coordinating administration of all sale's outlets.
9. Every Director and every Officer of the Association shall be indemnified by the Association against all expenses and liabilities, including counsel fees, reasonably incurred by or imposed upon him/her in connection with any proceedings to which he/she may be a party, or in which he/she may become involved, by reason of his/her being, or having been, a Director or Officer at the Association or any settlement thereof, whether or not he/she is a Director or Officer at the time such expense are incurred, except in such cases where two-thirds (2/3) of the Board membership finds a Director or Officer to have committed wilful misfeasance or malfeasance in the performance of his/her duties; provided that in the event of a settlement the indemnification herein shall apply only when for the best interest of the Association. The foregoing right of indemnification shall be in addition to and not exclusive of all other rights to such Director or Officer may be entitled.

ARTICLE VIII. COMMITTEES

All committees of this Association shall be appointed by the President and their term of office shall be for a period of one year, or less if sooner terminated by the action of the Board of Directors.

ARTICLE IX. FISCAL POLICY

1. The Association's Business Manager shall set up an effective bookkeeping system using standard accounting procedures, and assist in coordinating each outlet's interpretive activities. The fiscal year of the Association will be October 1 through September 30.
2. Funds for sales stock and sales facilities, as authorized in the annual budget and approved by the Board of Directors, may be obligated by the Business Manager and disbursements may be made to implement these activities. Items that are not in the operating budget may not be obligated without prior approval of the Board of Directors.
3. All checks shall be signed by the President, Vice-President, Secretary/Treasurer, or the Business Manager. The Business Manager shall not sign his/her own payroll check or checks in excess of the amount set by the Board of Directors. No Service employee shall execute or negotiate contracts, or sign checks.

4. The Business Manager, or designee, shall deposit funds of the Association in a bank approved by the Board of Directors, at frequent intervals, and in the name of the Association.
5. A petty cash/imprest fund may be established. There shall be no cash disbursements except those made by the Business Manager or Refuge Coordinators from this fund which is for this use. These petty cash funds shall be established not to exceed \$150 at any location. Reimbursement to the petty cash fund shall be made by check or cash at any time by request of the Business Manager. Such reimbursements must be supported by valid receipts to cover all expenditures made from this fund.
6. All new ventures in the activities of the Association, including requests for donations to support interpretive projects and activities at Association facilities, such as the publication of a booklet, the handling of any sales item, the purchase of objects for a museum or archives, the development of interpretive facilities, shall be approved by the Board of Directors. Such requests shall be initiated by the facility's Project Leader, who will recommend such projects and submit them through the Executive Secretary and/or Business Manager to the Board of Directors for their consideration.
7. When the cash balances of the Association are deemed to be in excess of actual needs for the immediate future, the Board of Directors may authorize investment of any surpluses for interest earning purposes in Government bonds and/or in savings accounts in banks or savings and loans associations where deposits are guaranteed by the Federal Government. Such deposits shall be made in the name of the Association with authority for withdrawals vested in the Treasurer of the Association. The Board of Directors is further empowered to authorize loans or donations to other cooperating associations for the purpose of furthering their educational work therein, when deemed advisable.
8. Audits by a Certified Public Accountant or a properly-licensed Independent Public Accountant will be required if gross sales are more than \$100,000; or, at any time, at the discretion of the Board of Directors.

ARTICLE X. AMENDMENTS

The Board of Directors may amend these by-laws to include or omit any provision that may lawfully be made. Upon written notice of at least 30 days, any number of amendments or an entire revision of the by-laws may be submitted and voted upon at a single meeting of the Board of Directors and will be adopted at such meeting upon receiving a majority vote of the members of the Board of Directors. Disapproval by a majority of the voting members will render an amendment null and void.

ARTICLE XI. DISSOLUTION

Upon the dissolution of the Association and after the payment or the provision for payment of all the liabilities of the Association, the Board of Directors will dispose of all of the assets of the Association exclusively for the purposes of the Association or to organizations that are then qualified as tax-exempt organizations under section* 501(c)(3) of the Internal Revenue Code. Any assets not so disposed of will be disposed of by a court of jurisdiction in the county in which the principal office of the Association is located.