



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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cc D. Director

RA, LC, PB, SI, SF, DB

Source MZS Bd Mtg Sept 13, 80.

Society
K

PROPOSED GUIDELINES FOR SOCIETY FUNDING OF ZOO PROGRAMS

The Zoo Programs Committee presents to the Board of Directors its recommendation regarding funding of MZG program requests through excess funds generated by the Society.

PHILOSOPHY: MZS should maintain its commitment to assist and support the MZG in the accomplishments of its purposes which were stated as being conservation, education, recreation and research.

PROCEDURE: It is recommended that the MZS be generally flexible in its dealings with MZG requests. Each December the Board will review its financial condition and conservatively determine how much money will be available in excess of revenues over expenses and how much should be restricted for MZG programs. At this time, MZG would be asked to present its prioritized program requests to the Board. The Zoo Program Committee will then review MZG requests with regard to available funds and make its recommendations to the Board for final disposition. Because of the need for flexibility, it is recommended that at least 10% of funds available for MZG use be set aside as committed but unrestricted. Because the original funding is based on conservative estimates it is likely that additional excess funds would become available. The Board should review its financial status with regard to excess funds again in June in order to fine tune the dollars available for MZG use.

FOLLOW UP: Each November, MZG will provide a short report summarizing the years progress in each funded project. This summary should then be presented to MZS membership in a subsequent Zoo News.

It was felt by the committee that within the above guidelines, the MZS would welcome requests from the MZG at any time during the year. Because the Board will always know the status of available funds, it is appropriate that this more flexible approach be adopted to provide fundings for fresh ideas.



S. [unclear]

12101 Johnny Cake Ridge Road
Apple Valley, MN 55124
612/432-9010

September 25, 1980

Karla Williams
Executive Director
Minnesota Zoological Society
555 Wabasha North, Room 205
St. Paul, Minnesota 55102

Dear Karla,

Please pay the attached IBR invoice directly to Mr. Peter Colin, IBR.

These services have been performed against the \$7,000 requisition for Telemetry Software.

Thank you.

Sincerely,

A handwritten signature in dark ink, appearing to read 'R. Waterhouse'.

Ralph Waterhouse
Executive Officer

RW:gd

Att.



September 18, 1980

Mr. Ralph Waterhouse
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

RE: Invoice for Computer Services

Dear Mr. Waterhouse:

This letter invoices our services for July and August, 1980,
as follows:

IBR staff programming for the
minicomputer based animal monitoring
system:

\$1,000.00

Thank you.

Sincerely,

A handwritten signature in cursive script that reads "Peter G. Colin".

Peter G. Colin

PGC:pk

A handwritten note in cursive script that reads "OK Ralph Waterhouse 9/23/80".



cc: ISD Society
cc: RA gl

Minnesota Zoological Society

Memo: November 14, 1980
To: Society Board Members
From: Karla A. Williams
Subject: Objections to Trial Membership Program
For your information.
CC: Ed Kohn, Jim Hetland

At yesterday's Zoo Board Meeting, Zoo board member Richard Arndt expressed objection to the Society's current Trial Membership Program.

Some Zoo Board members felt the program would interfere with regular gate admissions resulting in reduced revenue for the zoo from cross country skiers.

The more fundamental concern seems to be with the Reciprocal Agreement between the Minnesota Zoo and the Minnesota Zoological Society - an agreement which exchanges volunteer hours for member admissions. A reason for objection was that the exchange was for services and not real dollars.

By a 5-4 vote, the Zoo Board defeated a motion to voice opposition to the Society regarding the trial membership program. A very narrow margin indeed. Several Zoo board members questioned the Society's authority in such a project. It was stated the Society is an independent organization with legal authority to promote and sell memberships and that this particular program had been developed with zoo staff knowledge and support. Some members of the Zoo Board also felt it was too late to ask the Society to cancel its plans since it embarked on the project in good faith.

A motion was passed to restrict promotion and sales of this membership on-site. If a visitor comes to the facility with an application in hand, it will be processed. Initiating on-site sales is not allowed.

Although I was apprehensive about this particular project when it was first introduced by members at our Marketing and Promotion Committee on October 7, 1980, I feel that trial membership is a positive, important, and appropriate program for this organization to be involved in. Let me express the reasons why:

- 1) Zoo Marketing Director initiated the idea and proposed it to us as a possible way to help the Zoo increase awareness for the cross country ski trial program. A recent Zoo budget cut has seriously reduced advertising funds and the Society's involvement was thought

to be particularly beneficial. At the same time, Society M. & P. Committee conceived it and began development with Society Board endorsement.

- 2) Through the Trial Membership Program, the Society actually helps promote the Zoo by distributing 10,000 brochures to over 30 local ski shops and mailing 10,000 brochures to varified skiers. Frankly the Society has a greater success rate than a state facility does when asking the community to participate in promotional events like this. Many stores and clubs were reluctant to promote the Zoo ski program until I assured them our brochure did not include rental rates or information about a competitive ski store or ski equipment.
- 3) This 90 day trial membership encourages people who would not necessarily buy a regular membership at first-thought. In many ways, trial membership is a time-payment program. (The YMCA has recently approved this approach to sell "introductory membership".) After a satisfactory trial, membership conversions are predictably high. The trial is also affordable; a particularly important component in today's economy.
- 4) The fee for the 90 day trial is actually greater than the annual membership fee prorated over 90 days.
- 5) The offer is only good through January 15 and it is by M. & P. Committee and Society Board expression and design, a test.
- 6) Short-term, special demographic, specially priced and time-framed memberships are vital additions and enhancements to the present membership program.
- 7) Members bring to the Zoo additional revenues through parking, ski rental, gift store purchases, food and beverage purchases, monorail rides and guest admissions.
- 8) Membership is the 3rd step in the pyramid structure generally agreed to be the "bridge" to successful community-wide support.

In my opinion Trial Membership Program is a benefit to the Zoo, not a deterrent. Memberships and human resourcess should be valued as assets, though not always measurable in dollars and cents.

The Minnesota Zoological Society will be asked to respond in March to a revised Reciprocal Agreement prepared by the Audit and Finance Committee, chaired by Richard Arndt.

I encourage you to consider how the Society could most effectively respond to this issue.

Abraham

Special Meeting

MINNESOTA ZOOLOGICAL SOCIETY

November 3, 1980

Minnesota Zoological Society Office

Board Members Present

Dennis Albrecht
Joseph Bohlen
Robert Bonawitz
Narvel Brooks
David Dunn
Stephanie Fox
Toni Hengesteg
Clayton Hatzenbuhler
Ingrid Holley
Pat Leefeldt
Phillip Nelson
Terry Nelson
Marilyn Nordaune
Marialice Seal
Vicki Uchida
Karla Williams, Executive Director

Board Members Absent

Bruce Douglass, M.D.
Don Block
Karen Ferguson
Craig Halvorsen
Mark Jacobson

Others Present

James Hetlund, Chairman
MZG Board
Peg Wetzel

President Robert Bonawitz called the meeting to order at 8:05 p.m. and directed the Board's attention to the special agenda. R. Bonawitz explained that he had called the special meeting to discuss the Inter Board Committee which is composed of the Zoo Board Chairman (J. Hetlund), Society Board President (R. Bonawitz), Foundation Board President (Connie DeLand) and the Executive Directors of the three organizations (Ed Kohn, Karla Williams, Bob Voigt). The committee has met monthly to help define the 3 organizations' roles and purposes. In R. Bonawitz's view, the Committee has not effectively communicated or coordinated efforts.

R. Bonawitz stated that his receipt of an internal memo from K. Williams/P. Saltzman regarding a Foundation annual giving program proposal prompted him to call this meeting so that the Board may determine whether action is necessary. The memo sent to Bonawitz and copied to E. Kohn, D. Block, C. Halvorsen, and T. Hengesteg pointed out the conflict by redundancy in the Animal Adoption Program and the Foundation's Annual Giving Program proposal. The Foundation proposal was developed by its staff, presented to the Foundation Executive Committee October 8. It is scheduled for presentation to the full Foundation Board for approval November 6 and ultimately, to the Zoo Board for approval.

The Animal Adoption program has been approved by the Zoo Board and staff hired to develop and implement the program. R. Bonawitz expressed his frustration that the Inter-Board Committee has not accomplished its goals

and the resulting role confusion has allowed the Foundation to proceed with a proposal in conflict with a Society program.

R. Bonawitz reported that he shared the Williams/Saltzman memo with Foundation Board President C. DeLand and expressed his frustration about the Inter-Board Committee to her.

The result of his discussion is (1) a letter from B. Voigt in response to the Williams/Saltzman memo and (2) a draft of a letter to the Zoo Board expressing the concerns of the Society and Foundation Board. This letter would be signed by R. Bonawitz and C. DeLand provided both Boards approve the action.

Both documents were distributed and are considered to be part of the minutes.

R. Bonawitz reported that it was his opinion that the Zoo Board should set general guidelines for the Society and Foundation. The draft letter requests that a representative committee be formed to define mutual objectives with firm recommendations by February 15, 1981.

Discussion ensued regarding the individual roles, responsibilities and perceived framework of each board and organization. R. Bonawitz added that members of Zoo staff had approached him to intervene in their behalf with the Zoo Board. R. Bonawitz reported that he had spoken to the Zoo Board on this issue but no action was taken. He posed the question whether the Society Board should take a formal action on this issue, as well. In discussion of these issues the question arose whether the Animal Adoption Program was discussed at Inter-Board. Williams and Bonawitz reported that it had been discussed in that forum; a Foundation Annual Giving Program had not been discussed.

T. Hengesteg stated that the Foundation may be confused about the new program because it involves fund-raising which they see as their function.

M. Seal responded that in the past the Foundation's function was corporate fund-raising. The Society sponsored three successful Aid to the Zoo Horse Shows to raise funds for the Zoo before it opened. The Society then decided to do a different fund-raising event and the Foundation presented the Walk proposal which the Society agreed to do. M. Seal pointed out that any individual giving event is primarily a Society function because the Society has the necessary volunteer support.

M. Seal asked whether K. Williams had discussed the conflict in programs with Foundation staff. K. Williams responded that she had not, that when she received a copy of the Foundation proposal in the mail, she and P. Saltzman directed the memo to R. Bonawitz as an internal communication.

In response to a question about where authority lies, J. Hetland stated that the Zoo Board does not see itself as dictatorial, that objectives for the three groups should be arrived at mutually.

MOITON by C. Hatzenbuhler that the Society Board authorizes President Bonawitz to sign the draft memo provided the Foundation Board concurs.

Seconded by N. Brooks.

AMENDMENT by P. Nelson that the content of the memo include that the representative committee would report regularly to the three Zoo Boards.

Seconded by C. Hatzenbuhler.

MOTION PASSED AS AMENDED.

MOTION by T. Hengesteg that K. Williams will attend the next Foundation meeting to explain the Animal Adoption program and this Board's concerns about the coordination of the their proposed Annual Giving Program and the Animal Adoption Program and report the Foundation response back to the Board.

Seconded by S. Fox.

The Board enumerated their concerns about the Annual Giving Program to be:

1. same timing
2. same audience
3. utilization of Society membership as base
4. utilization of volunteers to implement both programs
5. use of Society publications for communication

MOTION PASSED.

C. Hatzenbuhler asked the Board whether they would take any action on the zoo staff issue.

D. Dunn expressed his understanding of staff problems that can arise when a program moves from a building stage to an operational one. He added that in his experience, changes in staff are frequent occurrences when the program focus changes to implementation.

J. Hetlund, Zoo Board Chairman reported that the staffing situation at the Zoo is a very difficult and stressful problem that the Board has worked very hard to resolve.

MOTION to adjourn the meeting by C. Hatzenbuhler.

Seconded by I. Holley.

MOTION PASSED.

The meeting was adjourned at 10:20 p.m.

Minutes recorded by P. Wetzell.

MINUTES

Minnesota Zoological Society
Executive Committee

December 13, 1979

6:00p.m.-Dain, Kalman and Bosworth

IN ATTENDANCE :

R. Bonawitz
D. Chelberg
G. Hegstrom
P. Freeman
K. Williams

ABSENT :

T. Hengensteg

The committee reviewed the agenda for the regular board meeting.

While reviewing the minutes of the December 4 special meeting, R. Bonawitz discussed plans for a search committee for the executive director and announced that the following members had accepted appointment to serve: J. Bohlen, T. Nelson, K. Ferguson, S. Fox, and R. Bonawitz.

Finance Report

Discussion centered on the advantages of establishing a schedule for the disbursement of the grant to the MZG that would derive the full benefit from current investments.

Executive Committee and Acting Director's Report

G. Hegstrom and K. Williams discussed the possibility for confusion in the relationship between the Acting Director's report and the recommendation by the Executive Committee in regard to bylaw change, board committees, and short and long range goals. It was determined that we should proceed with the discussion by the board of the bylaw changes, progress to board action if feasible and allow the other items under agenda #III to be deferred until the status of the Executive Director is more clearly defined.

Discussion then centered on the possible actions open to the board in its effort to clarify the problems associated with its provisional acceptance, December 4, of the executive director's resignation.

K. Williams reported on the current status of the calendar.

Apparently 2000 calendars are actually sold. Bookman has 2,500, perhaps 500 sold. The Zoo is storing 2,000. They have also has another 1,000, of which 800 are apparently sold but at this time not paid for. K. Miller has 2,000 calendars out, but no one has yet been billed.

The recommendation of the committee is that we should decide on January 30 how we will deal with unsold calendars but that we should in no way jeopardize either the value of those already sold or our credibility in the eyes of those who have supported us by purchasing in good faith.

R. Bonawitz discussed the zoo employee free membership program. Originally this was a gift by the society to celebrate the Zoo's first birthday, but employees perceive it as an ongoing perquisite. Our actual cost is for Animal Kingdom and ZooNews, a total of \$6.00

G. Hegstrom moved, D. Chelberg seconded, that we recommend to the board that the society continue free family memberships to full-time zoo employees.

The meeting adjourned at 7:27 p.m.

Submitted by

Dale Chelberg
Secretary

MEMBERSHIP PROCUREMENT COMMITTEE

Chase reported that all none renewing members will be dropped by September. She will offer a breakdown of bills from Martin-Williams as to professional fees and materials. Lloyd Brandt suggested that nonrenewing members who wrote to us expressing disappointment in the Zoo be contacted by letter. Ron Cottone suggested a special event or a free pass for those people. This would allow them to return to the Zoo now that it is better than a year old to see the improvements that have been made. Marialice suggested that there be better accessibility of the MZS brochures in the information booth. It was suggested then that day captains watch to insure that these brochures are placed in the booth.

NOMINATING COMMITTEE

Terry Nelson has fifteen candidates for the seven positions on the Board. Ballots will be mailed to members and must be returned by the end of August. The Annual Meeting will be held on September 15th at which time the new Board members will be installed.

Membership Activities - Karen Ferguson reported on the new paper stickers to be handed out to MZS members at the Zoo in August. They are red and have the words "The Zoo People" in white. It is hoped that people will ask about these stickers and thereby find out more about the Society. On September 15th, the Society will hold an Open House Night at the Zoo. Behind the scenes tours and other events will be held from 4:00 P.M. to 7:30 P.M. The Annual Meeting will be held earlier in the day to allow Board members to attend the special society event. Karen further discussed the International Year of the Child Festival at the Zoo in October. This will be an event with many child oriented activities to be held on the Zoo site.

Zoo Walk - Lloyd Brandt reported on Committee recommendations to the respective Boards that there will not be another Walk at least in its current form. The Zoo Walk Committee will disband as of December 1979 and the staff will be released by September 30th. Dave Spong added one correction to the May minutes at this time indicating that during the 1977 Walk, 6,000 walkers received \$121,400 in pledges of which \$68,700 went to the Zoo. In 1978, the Walk achieved 7,800 walkers, \$163,400 in pledges and \$68,600 went to the Zoo. Ed Kohn stated that despite the poor results from this year's Walk, he looked forward to future cooperation between the MZG and the Society for citizen participation events.

Lloyd Then reported on activities in the Public Information Committee and that two meetings had been held with the new committee.

Volunteer Services - There was a request for the development of a screening committee to select a candidate to be sent to the AAZPA Convention this fall.

OLD BUSINESS

- the new Zoo calendar is being printed and is due August 1st. This will be sold to MZS members and to the public at Zoo stores and at local distribution points
- Paul Freeman indicated a need for a replacement for Paul Zollman who has resigned to take a seat on the MZG Board. He suggested that Bob Bonowitz be considered and Ron Cottone moved, seconded by Dave Mech to allow the President to appoint a replacement for Paul Zollman. The motion passed unanimously

MINNESOTA ZOOLOGICAL SOCIETY
BOARD MEETING MINUTES
JULY 19, 1979

The meeting was called to order at 7:35 P.M. in the Dain, Kalman, Quail office in Edina on Thursday, July 19th.

IN ATTENDANCE		ABSENT	
Dennis Albrecht	Karen Ferguson	Sandy Bloomquist	Jan Humphrey
Ron Cottone	Marialice Seal	DeWayne Walker	Ben Oehler
Lloyd Brandt	Dave Spong	Larry Freeman	Bruce Douglas
Tony Hengesteg	Dave Mech		
Dale Chelberg	Jerry Hegstrom		
Paul Freeman			
		ALSO IN ATTENDANCE	
		Bob Bonowitz	Ed Kohn
		Chase Davies	Bev Rongren

MAY MINUTES

Paul Freeman asked for questions or corrections regarding the May minutes. There being none, the minutes stand approved.

TREASURER'S REPORT

Chase reported that the audit for the last fiscal year has been completed and will be presented at the Annual Meeting in September. She then presented the proposed budget indicating that income from membership was being projected at a fifty percent renewal basis. As a part of the budget, Chase proposed a membership procurement plan. Paul Freeman asked for approval of the plan and budget totaling \$64,286 which he stated would result in a \$14,000 deficit if the total commitment were spend and included in the overall budget. Dennis Albrecht suggested that perhaps income should also be estimated as a result of the procurement plan and added to the budget so that we would not carry the deficit. He explained that it did not make sense to propose costs for membership procurement without also estimating income based on the assumptions made when the costs were developed. This was agreed upon and will be developed for the final budget.

Dale Chelberg then moved that the Board approve the total budget including the concept of the membership procurement budget. Lloyd Brandt seconded the motion. There then followed considerable discussion regarding the time schedule for the membership plan. Paul Freeman indicated that the plan would be reviewed the following week and the recommendations would be taken to the Finance Committee for their approval. Lloyd Brandt suggested that we coordinate our efforts where possible with the MZG and MZGF to capitalize on potential publicity from those groups as well. Dale then amended his motion to specifically approve the operational budget and once again to defer final approval of the procurement budget until the next Board meeting. Marialice Seal indicated that she could not justify spending \$64,000 for renewal and expansion of membership and Paul Freeman pointed out that if all the assumptions work out, \$143,000 in revenue could be achieved. The question was called and the motion passed unanimously. Chase then asked for a motion to require that all checks under \$100 may be signed by the Executive Director and a second staff member. Dave Mech seconded the motion and it was further amended by Tony Hengesteg that this be considered a temporary measure until the total check signing policy is reviewed. The motion carried unanimously.

MINNESOTA ZOOLOGICAL SOCIETY

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F.Y. 1980/81

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*appointed by Zoo Board
A-appointed by Society Board
E-Executive Committee

MINNESOTA ZOOLOGICAL SOCIETY

Jan 80

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June 14, 1976

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(VICE-PRESIDENT)

*elected members

MINNESOTA AID TO THE ZOO HORSE SHOW - 1976

*File
Horse Show*

Financial Summary
Karla A. Williams
January 1977

INCOME:

(Horse Show Account)

Prize Money	\$23,825.00	(transfer from MZS)	
Entries	52,284.00		
Transfer from MZS	<u>500.00</u>		\$76,109.00

(Minnesota Zoological Society and Century Club Account)

Advertising	\$13,770.00	(\$5,500.00 sent directly to Zoo) <i>18,000</i>	
Century Club	8,960.00		
Century Club (transfer)	1,000.00		
Ticket Sales	6,848.88		
Program Sales	1,575.00		
Contributions	1,190.00		
Contribution for Clows	3,200.00		
Box Seat Sales	1,642.00		
Raffle	476.00		
Sale of Prints	375.00		
Misc.	<u>23.32</u>		\$39,600.00

Total
Income \$115,709.00

EXPENSES

(Horse Show Account)

Association Dues	\$ 820.00		
Advertising	1,100.00		
Office Supplies	207.65		
Typing Services	2,317.32		
Stamps and Stationary	177.72		
Telephone	228.60		
Trophies, Ribbons, etc.	5,138.12		
Aisle Parties	905.62		
Services and Officials	43,540.74		
Prize Money	<u>25,202.00</u>		\$70,673.27

(Minnesota Zoological Society and Century Club Account)

Publicity	2,248.59		
Publicity Consultant	1,000.00		
Programs	7,309.87		
Program Separations	616.00		
Century Club	7,343.16		
Posters	88.40		
Party	169.31		
Entertainment for Show	3,200.00		
Stamps	172.00		
Supplies	236.90		
Meetings, Expense	303.70		
Art Contest	40.00		
Misc.	20.11		
H.S. transfer	<u>500.00</u>		

\$23,248.04

Total
Expense \$93,921.31

receipts \$21,787.69

balance from "75

2,290.00

\$24,077.69

APPROPRIATIONS BY BOARD:

Minnesota Zoological Garden	\$16,500.00
Minnesota Zoological Society	<u>7,500.00</u>
	\$24,000.00

MINNESOTA AID TO THE ZOO HORSE SHOW - 1975

Financial Summary
January 1977
Karla A. Williams

INCOME

(Horse Show Account)

Prize Money	\$22,575.00	
Entries	47,685.73	
Income for M.Z.S.	5,008.00	
Misc.	75.00	\$71,343.00

(Minnesota Zoological Society Account)

Advertising	\$24,873.00	
Ticket Sales	9,719.00	
Century Club	10,000.00	
Program Sales	2,174.85	
Poster Sales	139.00	
Contributions	5,337.57	
Patrons	955.00	
Box Seat Sales	960.00	
Interest	248.64	
Misc.	162.66	\$54,570.07

total
income \$125,913.07

Balance brought forward from 1974

4,000.00
\$129,913.07

EXPENSES

(Horse Show Account)

Association Dues	\$ 1,069.00	
Advertising	979.00	
Office Supplies	126.46	
Typing Services	1,867.10	
Stamps and Stationary	482.43	
Telephone	328.71	
Prize List Printing	1,077.50	
Trophies, Ribbons, etc.	5,350.96	
Meetings, Entertainment	1,876.95	
Services, Officials	34,640.10	
Refunds	2,158.00	
Prize Money	19,967.30	
payback to M.Z.S.	4,393.63	\$74,317.58

(Minnesota Zoological Society Account)

Publicity	\$2,170.27	
Programs	7,542.00	
Century Club	1,680.45	
Committees	45.20	
Posters	700.96	
Board Meetings	16.18	
Postage	50.00	
Kick Off Party	401.93	
Wrap Up Party	262.45	
Medical Expenses	54.50	
Room/Board for Officials	354.50	
Audit for 1974	470.00	
Misc.	115.34	\$13,863.58

total
expenses \$88,181.16

receipts \$41,731.91

APPROPRIATIONS BY BOARD:

Minnesota Zoological Garden	\$32,000.00
Minnesota Zoological Society ('74-'75)	8,616.32

\$40,616.32

INCOME

(Horse Show Account)

Prize Money	\$25,198.00		
Entries	<u>34,841.00</u>	\$60,039.00	(71)

(Minnesota Zoological Society Account)

Advertising	\$19,409.00		
Ticket Sales	9,000.00		
Century Club	5,300.00		
Program Sales	2,377.00		
Contributions (concessions)	198.00		
Patrons	805.00		
Box Seat Sales	1,168.00		
Interest	<u>115.00</u>	\$38,372.00	
			total income \$98,411.00

EXPENSES

(Horse Show Account)

Association Dues	\$ 585.00		
Advertising	820.00		
Office Supplies	1,048.00		
Typing Services	1,179.00		
Prize List Printing	805.00		
Trophies, Ribbons, etc.	4,247.00		
Meetings, Entertainment	180.00		
Services, Officials	22,126.00		
Prize Money	20,389.00		
Misc.	<u>1,437.00</u>	\$52,967.00	

(Minnesota Zoological Society Account)

Publicity	\$ 311.00		
Programs	6,422.00		
Century Club	23.00		
Postage, Supplies, etc.	600.00		
Committees	314.00		
Staff	<u>2,400.00</u>	\$10,070.00	
			total expenses \$63,037.00

receipts \$35,374.00

APPROPRIATIONS BY BOARD:

Minnesota Zoological Garden	\$25,000.00		
Minnesota Zoological Garden (painting)	375.00		
Minnesota Zoological Society	5,000.00		
Minnesota Aid to the Zoo Horse Show	<u>4,000.00</u>		\$34,375.00

Gain - cash receipts over expenses and appropriations 999.00

FFFFF Inc.

	74	+ 75 30%	76 - 10%
Income	98,000	129,913	115,709
		115,709	
Costs	63,037	88,181	93,921
	3,577		

34%

32%

20%

Profit	34,375	41,732	24,000
--------	--------	--------	--------

20%

28.7
34 3/86
32
20
46

600 vitamins

Century Club?
Management F. ←

115
20
2300

10 29

~~FFFFF~~
Synergistic

700

98,000
38
784000
304000
38,24000

130 130
40 35
200 650
390
550

130 32
260
3940
4160

98 28
784
1964
744

98 34
196
294
136

98 34
392
794
3332

130 30
3900

EMO

"evaluation of metabolic output"

**Minnesota
Zoological
Society**



File
555 Wabasha Street
Saint Paul, Minnesota 55102
Telephone 612 222-1706

Paul I. Freeman
President
Minneapolis

Bruce E. Douglass, M.D.
Vice-President
Rochester

Ellen L. Weingart, Ph.D.
Vice-President
New Brighton

Dennis P. Albrecht
Secretary
Saint Louis Park

Liza Nagle
Treasurer
Minneapolis

Chase C. Davies
Executive Director

5 June 1978

Don Bridgewater, Director
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

Dear Mr. Bridgewater:

Enclosed please find three checks totalling \$1419.21. One is from the synchronized swim club of Carlton College. It was mistakenly sent to the Society. I have endorsed the check over to the Garden. The other two checks are the last dollars outstanding from the Minnesota Aid-to-the-Zoo Horse Shows of 1975 and 1976.

Sincerely,

Liza Nagle
Treasurer

**Minnesota
Zoological
Society**



555 Wabasha Street
Saint Paul, Minnesota 55102
Telephone 612 222-1706

Karla A. Williams
President
New Brighton

Paul E. Zollman, D.V.M.
Vice-President
Rochester

John H. Daniels, Jr.
Secretary
Minneapolis

Liza Nagle
Treasurer
Saint Paul

Donald Bridgwater
Director, Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

Oct. 14, 1976

Dear Don,

Enclosed are two checks which the Society has received because of the Minnesota Aid to the Zoo Horse Show event.

It is my feeling that the intentions of the donors require that we turn the monies over to you without sending them through our books. Although, we will list them to the total amount raised for the Zoo through the Horse Show, we want you to have them without taking the customary expenses out.

Also, a thank you from the Zoo would be appropriate as will the yearly billing be necessary on your part to the Fidelity Bank.

If you have any questions concerning the checks, please call me.

Kind regards,

Karla A. Williams, President

Fidelity BANK AND TRUST CO.

24th and Central Ave. N.E.
P.O. Box 1227 • Minneapolis, Minnesota 55440

EX 4540

October 8 19 76

17-92
910

PAY *Fidelity* **1,000 000 CTS** DOLLARS \$ 1,000.00

70.091		1,000.00

TO THE ORDER OF

• Minnesota Zoological Garden

David P. Byerly

DELUXE CHECK PRINTERS - W

BY ENDORSEMENT THIS CHECK WHEN PAID IS ACCEPTED IN FULL PAYMENT OF THE FOLLOWING ACCOUNT

DATE	AMOUNT

BYERLY DEVELOPMENT, INC.
7171 FRANCE AVE. SO.
EDINA, MINNESOTA 55435

4209

SEP. 24 76

17-2
910

19

PAY **4,500 000 CTS** DOLLARS \$4,500.00

TO THE ORDER OF

Minnesota Zoological Society
555 Wabasha Street
St. Paul, MN. 55102

First Minneapolis
First National Bank - Minneapolis, Minn. 55480

David P. Byerly

DELUXE CHECK PRINTERS - WET-75

NAME Fidelity Bank and Trust Co.

ADDRESS 2338 Central Ave N.E. PHONE 789-2471

CITY & STATE Minneapolis, Minn. ZIP 55407

I/We will help "Fund An Experience", and pledge to the MINNESOTA ZOOLOGICAL GARDEN

The sum of \$5,000.00 Total to be paid \$1,000.00 yearly
payable in Quarterly, Semi-annual, Annual payments

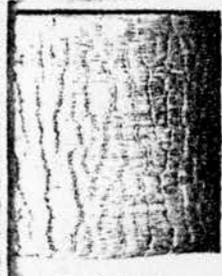
beginning October, 1976

or as follows

Signed *Ronald B. Smith* Date 10-4-76

Title (if firm or organization) V.P. & Cashier

Make check payable to the MINNESOTA ZOOLOGICAL GARDEN
33 East Wentworth Avenue, West Saint Paul, Minnesota 55118



POSITION DESCRIPTION

- Position Title:** Executive Director
- Position Purpose:** The Executive Director serves as the Chief Administrator for the Minnesota Zoological Society and is responsible for managing the operations of the Society.
- Reports To:** The President and Executive Committee of the Society's Board of Directors.
- Responsible To:** The Minnesota Zoological Society's Board of Directors through its President and Executive Committee.
- Primary Authority:** As provided by the Minnesota Zoological Society's ByLaws (see attached) and the Society's Board of Directors.
- Dimensions of Position:**
- A. Principle Clientele: The membership of the Minnesota Zoological Society, the Society's Board of Directors, Committees of the Board, the Managerial Staff and Board of the Minnesota Zoological Garden, and the Managerial Staff and Board of the Minnesota Zoological Garden Foundation.
 - B. Staff: Currently three (3) full time staff members consisting of an Administrative Assistant, Finance Officer, and Office Assistant, and a part time Receptionist. Part time staff, volunteer staff members, and committee service activities as needed to accomplish the objectives and goals of the Society.
 - C. Budget: The Executive Director is responsible for administering and controlling an annual operating budget of \$200,000 and for designing (for Board approval) and implementing programs which will insure the Society's meeting its annual income objectives.
- Primary Responsibilities:**
- I. Lead and coordinate Society activities through administrative assistance, planning and communications so as to assure a strong and growing membership organization.
 - A. Develop, propose, and as directed by the Society's Board execute programs to increase and maintain membership.
 - B. Assist and advise the Society's Board and its committees in long range planning, policy development, program development, and the other specific action responsibilities of the Board.
 - C. Direct program execution through staff or volunteer services or coordination of committee activities as appropriate.

- II. Organize and direct the staff and volunteer services so as to assure the program objectives of the Society's Board.
 - A. Develop, subject to the approval by the Society's Board, organizational and staffing plans.
 - B. Prepare, subject to approval by the Society's Board, personnel policies and programs.
 - C. Supervise, hire, fire, promote, or assign all staff as needed for performance, provided such action is within authorized plans, programs, and budgets.
 - D. Manage the day to day activities of staff, volunteers, and facilities.
 - E. Direct all society services or activities occurring on the zoo site.
- III. Organize and direct financial and contractual management so as to meet legal requirements and assure secure and effective use of financial resources.
 - A. Prepare and present to the Society's Board for approval such financial and/or contractual management plans as needed for effective Board financial policy.
 - B. Assist the Treasurer and Audit Committee as necessary to the full performance of their duties.
 - C. Direct the preparation and submission to the Society's Board of all necessary financial documents including, but not limited to, budgets, income projections, cash flow projections, balance sheets, income and expense reports, investment programs, and fund development programs.
 - D. Supervise the staff in the performance of financial duties or supervision of contracts within plans and programs of the Society's Board.
- IV. Lead and coordinate all liaison activities, Society programs on the zoo site and volunteer services so as to assure a close working relationship with and effective support to the Zoological Garden and to the Foundation.
 - A. Establish and maintain regular liaison and reporting with the General Director of the Zoo and with the Executive Director of the Foundation.

- B. Assist the Society's Board in such direct liaison with the Zoo Board or Foundation Board as appropriate.
 - C. Assist the Zoo Staff and Society Committee for Volunteer Services in the recruiting, training, recognition, and supervision of volunteers at the zoo site.
 - D. Supervise any Society program or Society service for a zoo program which takes place on the Zoo site.
- V. Lead and coordinate all Society related promotions and public relations so as to provide a strong public image and support for the Zoological Garden and the Society.
- A. Develop and propose to the Board plans and programs for promotion, public relations, and financial support.
 - B. Supervise all services related to any approved fund development campaign or special events.
 - C. Assist the Board and its Committees in the study and implementation of all promotional efforts, including joint activity with the Zoological Garden and Foundation.
 - D. Supervise all contact services for advertising and promotion.

Relationships:

- I. This position relates primarily to the Board of Directors and to the committees through which the Board performs.
- II. Relations are maintained and should be established with other organizations such as membership-based organizations, schools, environmental groups, and cultural institutions and museums within Minnesota, and with other Zoological Societies and Zoo associations within and outside Minnesota.
- III. Membership and participation in local, state and national zoo or volunteer director associations and related educational groups is encouraged. Attendance at management meetings and conferences should be effected as time is available.

Skills:

This position requires a high degree of management and human relations skills.

Keen communication skills and knowledge of supervision, marketing, promotions, financial management, fund development, information/media services, planning, organizing, public relations, and membership programs are needed to effectively manage and carry out the requirements of this position.

Problem Solving:

The Executive Director must be able to initiate, develop, and propose solutions to problems which are unique and for which there exists no established methods or solutions.

MINNESOTA ZOOLOGICAL SOCIETY

BY-LAWS

ARTICLE VI

Employees

Section 1. Executive Director.

There shall be an executive director appointed by the Board of Directors under such terms and conditions as the Board shall establish. The Director shall be chosen on the basis of qualifications in the field of management.

Section 2. Duties and Authority.

The director shall, subject to review and approval of the Board, organize and direct the operations of the Society; appoint all administrative officers, agents and employees; sign contracts and financial documents; and exercise such other powers and duties as approved by the Board.

Section 3. Relationships.

The director shall report to the Executive Committee; shall serve as executive secretary to the Board; shall be an ex-officio member, without voting rights, on the Board and all committees; shall supervise all operational activities; and shall be responsible for coordination of Society operations with the Minnesota Zoological Garden, the Minnesota Zoological Garden Foundation, and any other organization assisting the Minnesota Zoological Garden.

Section 4. Other Officers, Agents and Employees.

Within the plans and budgets authorized by the Board, there shall be such other officers, agents or employees as deemed necessary by the director. Compensation and terms of employment shall be in accord with Society personnel programs.

Mergin-Historical

5320 Malibu Dr
Edina, Minn 55436
19 April 1975

Mr. Don Bridgwater, Director
Minnesota Zoo
Veterans Service Bldg.
Saint Paul, Minn.

Dear Don:

Thinking about our discussion prior to the finance committee meeting yesterday and the decisions made there, one or two questions keep recurring. They are these:

If the Zoological Society accepts the Constitution and By-Laws as we have redrawn them for that organization then it would seem we shall have as much control over the Society as we will have over the new Foundation organization we contemplate. If that is so, would it not be possible for the Society to perform the fund solicitation function we contemplate for the Foundation, thus sparing us the time, money, effort and confusion of setting up another organization?

I visualize a Constitution or By-Laws containing some statements like the following:

The name of this organization shall be the Minnesota Zoological Society.

Its purpose shall be to support the Minnesota Zoological Garden through two distinct but mutually complementing programs, each managed by two distinct but mutually complementing divisions:

1. The MZS Program Organization which shall, through a statewide membership organization, advance a program of recreation and education for biology students and enthusiasts designed to further understanding of Minnesota wildlife and ecology and of the program of the Minnesota Zoological Garden;

2. The MZS Zoo Enrichment Agency which shall have the sole mission of soliciting, receiving and dispensing funds to the Minnesota Zoological Garden, augmenting the monies contributed by the State of Minnesota in the initial funding of the Zoo and revenues derived from the operation thereof, thus developing a continuous program of growth and enrichment of the Zoological Garden, enhancing its program of service to the people of Minnesota.

The Program Organization shall be governed by a group of ___ directors which shall include the Chairman, Vice-Chairman and ~~Minnesota~~ one other member of the State Zoological Board who shall serve as the pleasure of the State Board. chairman and ~~nonmembers~~ ___ members to be appointed by the Program Organization Chairman. The Director of the State Zoological Board shall serve as ex officio member without a vote. Officers shall be a chairman, vice-chairman, secretary and treasurer to be named by the board of directors for three year terms.

The Enrichment Agency shall be governed by 25 trustees who shall include the Chairman, Vice-Chairman and Finance Chairman of the State Zoological Board plus four other members named by the State Zoo Board chairman and 18 members initially selected by the Zoo Board chairman but later elected by the Board. for three year overlapping terms. The Director of the State Zoological Board shall serve as ex officio member of the board without a vote. Officers, to be named by the board, shall be a chairman, vice-chairman, secretary and treasurer.

Mr. Don Bridgwater
April 19, 1975.
P A G E T W O

Coordination of the two divisions of the Society shall be achieved by an executive committee to be made up of the Chairman, Vice-Chairman and one other member of the State Zoological Board; by two members appointed by the Chairman of the Program Organization and two members appointed by the Chairman of the Zoo Enrichment Agency.

Funding of the Program Organization shall come from dues of the Society membership, from a ~~proportionate~~ proportionate share of the proceeds of the Minnesota Horse Show and such other sources as the Executive Committee shall determine. Funding of the Zoo Enrichment Agency shall come initially from the general Society treasury but thereafter as a minimal percentage of the grants and gifts accruing to the Agency.

Each Division of the Society shall maintain a separate bank account and the two accounts shall not be co-mingled. All grants, gifts and bequests to the Minnesota Zoological Garden shall be deposited in the account of the Zoo Enrichment Agency. Budgets of the Program Organization and the Zoo Enrichment Agency shall be prepared at the beginning of each fiscal year by the officers thereof and approved by the Executive Committee.

So much for the thinking, Don. If you think the idea has merit, it might be good to send copies of this letter to Adolph Tobler, Bob Ingalls, Jim Weiler, Dick Slows and Bill Hibbs prior to the April 28 meeting.

There are a thousand unanswered questions, of course. The Society is a non-profit organization but I'm not sure it is or can be made the kind of non-profit organization we desire. I don't know that Dick Slows' concern about over-participation by Zoo Board members in this agency can be accommodated.

Sincerely,



John Tilton.

POSITION DESCRIPTION

Position Title: Executive Director

Position Purpose: The Executive Director serves as the Chief Administrator for the Minnesota Zoological Society and is responsible for managing the affairs of the Society.

Reports To: The President of the Society's Board of Directors.

Responsible To: The Minnesota Zoological Society's Board of Directors through its President and Personnel Committee.

Dimensions of Position:

- A. Principle Clientele: The membership of the Minnesota Zoological Society, the Managerial Staff of the Minnesota Zoological Garden and the Staff of the Minnesota Zoological Garden Foundation.
- B. Total Staff: Three (3) full time staff members consisting of an Assistant Director, Accountant and Secretary. Part-time staff and volunteer staff members as needed to accomplish the objectives and goals of the Society. The Executive Director is also responsible for coordinating and directing the efforts of the committees of the Society when engaged in the implementation of Board directed activities.
- C. Budget: The Executive Director is responsible for administering and controlling an annual (FY1979) operating budget of \$320,000 and for designing (for Board approval) and implementing programs which will insure the Society's meeting its annual income objectives (\$390,000 in FY1979).

Primary Responsibilities:

- I. Provide the leadership and organizational direction required by the Society in meeting its established objectives and goals. This includes:
 - A. Managing the day-to-day affairs of the Society, including its facilities and staff.
 - B. Providing assistance and advice, including long-range planning support and recommendations, to the Minnesota Zoological Society Board of Directors.
 - C. Developing, proposing (to the Board of Directors) and monitoring the implementation of the Society's policies and procedures.
 - D. Identifying and making recommendations to the President of the Society and concurring in the selection, promotion and termination of Society staff members.

- E. Making recommendations to the President of the Society and concurring in merit increases and compensation for Society staff members.
 - F. Developing, in conjunction with the membership activities and procurement committees, effective programs aimed at securing new members and maximizing retention of existing members of the Society.
 - G. Scheduling, coordinating and directing the efforts of all committee implementation efforts. This does not include responsibility for committee actions related to policy/strategy development, which is the province of the Board.
- II. Formulate and recommend overall society financial policies and practices, and insure implementation of approved policies. On major policy issues, convene special committees to assist in policy formulation.
- III. Work closely with the Treasurer of the Society for and maintain prime responsibility related to:
- A. Preparation and filing of all tax returns to be filed by the Society.
 - B. Negotiation and settlement of any tax deficiencies and disputes.
 - C. Obtaining tax rulings for the Society.
 - D. Maintenance of proper records in support of tax returns.
 - E. Assuring that the Society is complying with all applicable tax laws and regulations.
 - F. Conducting internal audits of the Society and the proper reporting of the results thereof.
 - G. Maintaining liaison with outside auditors and assisting them in the scheduling and conduct of their audits.
 - H. Maintaining relationships with banks and other financial institutions satisfactory to facilitate meeting the Society's short and long term investment objectives.
 - I. Establishing the necessary bank accounts and working arrangements with the Society's depositors.
 - J. Supervising, controlling and managing the receipts and disbursement of Society funds.
 - K. Developing short and long term financial plans for the Society.
 - L. Securing needed liability insurance and insurance covering the Society's property.

- M. Performing the Society's credit and collection function.
 - N. Reviewing, in conjunction with each responsible committee chairperson, the functional budgets for the committees.
 - O. Insuring that expenditures are controlled and that effective mechanisms are established so that the established budgets are not exceeded without Board approval.
- IV. Provide advice and counsel to the Finance Committee, the President and the Board of Directors on matters related to taxes, auditing, external financial reporting and consequences of plans and actions.
 - V. Direct, in conjunction with the Publicity Committee, the Society's Public Relations Programs and work towards continually enhancing the Society's image through the various media and publications.
 - VI. Maintain liaison with professional societies and the Minnesota Zoological Garden's General Director and the Minnesota Zoological Garden Foundation Executive Director relative to joint program needs and insure an awareness of legislative decisions which may affect the Society.
 - VII. Develop, negotiate, and secure Board approval of and administer all Contracts (including purchase orders and consulting agreements) entered into by the Society. This is accomplished in conjunction with the assigned committee chairperson.
 - VIII. Provide support and assistance, as needed, to the Volunteer Services Committee.
 - IX. Attend and be a principal participant at all Society Board Meetings and appropriate Committee Meetings.
 - X. Attend and represent the Society at meetings of the Minnesota Zoological Garden Board and the Minnesota Zoological Garden Foundation Board.

Relationships:

- I. This position relates primarily to the Board of Directors, on which serve the committee chairpersons.
- II. Relations are maintained and should be established with other organizations such as membership-based organizations, schools, environmental groups and museums within Minnesota and other Zoological Societies within and outside Minnesota.
- III. Membership in local, state and national volunteer director associations and related educational groups are held by the director and active participation is maintained. Attendance at other management meetings and conferences is effected as time is available.

Skills: This position requires a high degree of managerial (including Financial Management) and Human Resource Development and organizational skills.

Keen communication skills and knowledge of accounting practices, financing, information/media services, planning, organizing, and public relations are needed to effectively manage and carry out the requirements of this position.

Problem Solving: The Executive Director must be able to initiate and develop solutions to problems which are unique and for which there exists no established methods for developing solutions.

POSITION DESCRIPTION
ACCOUNTANT

DUTIES AND RESPONSIBILITIES:

A. Financial Control and Performance Reporting

1. Maintenance and retention of required accounting books and records and development and maintenance of the chart of accounts for the Society in accordance with established policies and procedures.
2. Development and maintenance of a comprehensive accounting and reporting system of financial, planning, cost and statistical data which reflect the financial position and performance of the Society to meet the Society's planning and analysis requirements.
3. Development and maintenance of a system of budgetary internal performance reporting, forecasts and financial plans for the Society.
4. Assist in the identification of cost and income improvement opportunities for the Society.
5. The coordination of internal and financial performance audits.

B. Methodology

Development of accounting policies and procedures including valuation of inventories and other assets, adequacy of reserves, accruals and other liabilities, classification of expenditures and receipts, depreciation and amortization of assets and systems of internal financial control.

C. Financial Management

1. Provide advice and counsel to the Executive Director on tax matters and the tax implications of Board decisions.
2. Analysis, preparation, review and presentation of financial performance and budgets to the Executive Director, in accordance with established policy and procedure.

D. Attendance at Board Meetings

Attends all regularly scheduled meetings of the Society's Board of Directors and is responsible for presenting financial reports at such meetings.

MONTHLY SALARY RANGES

	<u>EXECUTIVE DIRECTOR</u>	<u>ASSISTANT</u>	<u>ACCOUNTANT/ RECORD</u>	<u>OTHER</u>
	<u>Range</u>			
MAX	— \$2,865	\$2,120	\$1,675	\$1,095
Upper 1/3	— \$2,507	\$1,870	\$1,481	\$ 985
Middle 1/3	—			
Midpoint	— 2,305	1,745	1,385	930
	— 2,148	1,620	1,288	875
Lower 1/3	—			
Minimum	— 1,790	1,370	1,095	765

MERIT INCREASE GUIDELINES

MERIT INCREASE RANGE

0 - 15%

MERIT TIMING

Minimum -- 9 Months
 Minumum -- 6 Months (Clerical)

Merits should be granted in amounts commensurate with performance and salary range position. Top performers low in the salary range may receive increases of up to 15% with a time interval of 9 months. For purposes of Financial Control the average increase for employees should not exceed 10% in any year and salary actions granted should average 12 months between such actions. The average increase amounts should not be interpreted as absolute percentage and timing amounts for a specific level of performance.

This salary program shall be evaluated annually in September and shall be adjusted to take into consideration inflation, competitive salary levels for similar positions and the financial soundness of the Society.

EXECUTIVE DIRECTOR

WORK PLAN

<u>Task Number</u>	<u>Description</u>	<u>Scheduled Completion</u>	<u>Actual Completion</u>
1	Submit Additional Tasks	10/01/78	
2	Complete Fiscal Year 1978 Audit	10/01/78	
3	Complete Development of Fiscal Year 1979 Budgeting and Finalize/Implement New Accounting System (Including All Required Reports and Records)	10/01/78	
4	Determine Investment Plan and Make Recommendations	10/15/78	
5	Develop and Implement Delegation of Authority (Contracts, Agreements, Staff Salary, etc.)	11/01/78	
6	Insure New Membership Campaign is Underway	11/01/78	
7	Insure the Development of a Computer Program for New Memberships	11/15/78	
8	Determine Location of Society Offices	12/01/78	
9	Develop Position Descriptions for Staff and Insure That They Receive Training as Required to Fulfill Their Obligations	01/01/79	
10	Develop Positive Public Relations Plan	02/01/79	

AN IDEAL IS COMING
TO LIFE, RIGHT HERE IN
MINNESOTA.

YOU'LL GET SOME V SOME WILD EXPERIEN

While you're helping to support the Zoo and its residents as a Society member, you'll also be doing something for yourself. And there's nothing wrong with that.

As a member of the Minnesota Zoological Society, you'll enjoy *unlimited free admission to the Zoo*. With a family membership, everybody—parents and all children living at home—gets unlimited free admission.

I'M A MEMBER OF THE FAMILY.

NAME

MEMBERSHIP NUMBER

EXPIRATION DATE

FAMILY MEMBERS

MEMBER SINCE

SIGNATURE

(Please sign in ink)

Minnesota Zoological Society



"Unlimited" is a significant word, meaning you can get in free anytime you want, as often as you like, for the duration of your membership. That's important because everything about the new Zoo—its nearly 500 acres and 250 species, habitat that encourages more interesting and varied behavior, the emphasis on northern hemisphere life for a year-round experience—suggests you'll want to visit often. As a member you can, and you can do it *without* paying the regular admission: \$2.50 for adults and \$1.25 for children.

Another aspect of Society membership is being informed. As a member, you'll receive the *Zoo News*, a bi-monthly newsletter that tells what's going on, both at the Zoo and in the Society. Since a lot will be happening at both places, it should be good reading.

You'll also receive a free subscription to a beautiful magazine, *Animal Kingdom*. It's written and edited by experts in animal behavior and ecology, yet it's so readable that interested young people can enjoy it, too. The photography and reproduction are outstanding. The publication covers subjects ranging from the breeding habits of carpenter ants to the combat of bull rhinos. It presents material as exotic as the courtship flight of the male quetzal and as familiar as the creatures in your own backyard. A year's subscription to *Animal Kingdom* costs \$7.50, but it'll come to you, free, every two months for as long as you're a member of the Society.

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Those are the current benefits of a membership in the Minnesota Zoological Society. In the future, there will be benefits, activities and projects we've yet

555 Wabasha Street MINNESOTA ZOOLOGICAL SOCIETY St. Paul, Mn 55102



Dear Friend,

Here's an investment your broker might not recommend.

We're suggesting you take good money and invest it in something wild.

Your broker might not approve, but others will. Notably some slow lorises, Bactrian camels, beluga whales, and all the other residents of the new Minnesota Zoo.

We're inviting you to become a Donor Member of the Minnesota Zoological Society.

The new Zoo will open this coming May. It's going to be a magnificent and joyful place...a spacious home for 250 animal species, a superb educational resource for the people of Minnesota and a striking addition to our quality of life.

But to thrive and grow, the new Zoo will need all the help it can get. That's why the Minnesota Zoological Society exists, and that's why we're asking you to join us.

We're the "people side" of the Zoo. Society members

THE FAMILY.

provide the volunteers to work both at the Zoo and in the community...building support, educating and raising money.

If you'll join us, your contribution will help us continue and expand our support for the Zoo. If you're able to give your time as well, it will make our work all the more effective.

You'll enjoy some practical benefits.

In addition to the good feeling of being part of the Zoo, you'll receive some tangible benefits. As a Donor Member of the Society, you'll enjoy unlimited free admission to the Zoo, free guest passes for your friends, free subscriptions to both the Zoo newsletter and the handsome Animal Kingdom magazine, as well as the opportunity to participate in the Society and its various activities.

What's more, a large portion of your contribution is tax deductible. For instance, if you have a \$100 membership, you can deduct \$50. If you contribute \$500, you can deduct \$415. We'll send you, along with your membership card, a statement of the exact amount you can deduct.

Plus one very beautiful benefit.

The theme of our membership drive is "Join the Family." This theme has been visually stated by Richard Hess, one of the country's finest illustrators.

You'll see a reproduction of Mr. Hess' illustration when you've completely unfolded the enclosed folder. As a new

member, you'll receive a poster of this work on stock suitable for framing.

And a special bonus.

If you're among the first 300 people to become a new Donor Member and send us your check for \$100 or more, you will receive a special bonus: a numbered print of the Hess illustration, signed by the artist.

Just fill out the enclosed application -- it's affixed right to the postage-paid reply envelope -- and send it in along with your check. Do it today, so you'll have a good chance to get the signed Hess print!

Please join us. The Society needs you. And we think that whatever investment you can make will pay you some nice dividends. Including the opportunity to be, not just a spectator, but a participant in the joy and excitement of our magnificent new Zoo.

Paul A. Freeman
Paul Freeman, President
Minnesota Zoological Society

P.S. If we've slipped up and sent you two membership mailings, please pass the duplicate literature along to a friend. For that matter, even if we haven't sent you a duplicate, you might want to share your copy. Thank you; we need to reach as many people as possible!

**A NEW ZOO HAS BEEN
CREATED OUT OF A BELIEF
IN THE BEAUTY & DIGNITY
OF ANIMALS, A SENSE OF
KINSHIP AMONG ALL LIVING
THINGS.**

Your first class postage stamp
will save the Society 18¢
and speed delivery.

First Class
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BUSINESS REPLY MAIL No postage necessary if mailed in the United States

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P.O. Box 3870

St. Paul, Minnesota 55170

for the first time, what their animal
brothers and sisters are really like.

Young and old can learn and
enjoy in an atmosphere born of
respect. And come away feeling good
about what they've experienced.

Around this new Zoo has grown
a group of people who share its spirit

might suspect, is some money. The
other, if you're willing, is your time.

Before you invest either, you
may ask who we are and why you
should consider joining us. If you'll
read on, we'll tell you about our
organization and the benefits of
membership.



W

Please send my membership card right away. I understand that my membership privileges extend to May 1, 1979.

NAME (please print clearly) _____

ADDRESS _____

CITY, STATE, ZIP _____

NUMBER OF MEMBERS IN IMMEDIATE FAMILY _____

CHARGE TO MY ACCOUNT ONLY, PLEASE
 Please charge my membership to: Visa Mastercharge
 Account No. _____
 Signature _____

I don't wish to contribute this much; please send me information on your Family Membership plan

Detach and enclose with your check.

AB

A NEW ZOO HAS BEEN CREATED OUT OF A BELIEF IN THE BEAUTY & DIGNITY OF ANIMALS, A SENSE OF KINSHIP AMONG ALL LIVING THINGS.

The new Minnesota Zoological Garden is a very special kind of zoo.

It's a place where animals have some room to be themselves. They can move in an environment which resembles their natural habitat. Their wildness is not repressed, but encouraged.

The new Zoo gives people a chance to understand, perhaps for the first time, what their animal brothers and sisters are really like.

Young and old can learn and enjoy in an atmosphere born of respect. And come away feeling good about what they've experienced.

Around this new Zoo has grown a group of people who share its spirit

and want to advance its cause.

It's a non-profit citizens group called the Minnesota Zoological Society.

This is your invitation to join the Society. And become not just a visitor to the new Zoo, but a *participant* in its life and work.

In inviting you to join, we're asking two things of you.

One, as you might suspect, is some money. The other, if you're willing, is your time.

Before you invest either, you may ask who we are and why you should consider joining us. If you'll read on, we'll tell you about our organization and the benefits of membership.



YOU'LL GET SOME VERY PRACTICAL BENEFITS; YOU CAN ALSO HAVE SOME WILD EXPERIENCES.

While you're helping to support the Zoo and its residents as a Society member, you'll also be doing something for yourself. And there's nothing wrong with that.

As a member of the Minnesota Zoological Society, you'll enjoy *unlimited free admission to the Zoo*. With a family membership, everybody—parents and all children living at home—gets unlimited free admission.

I'M A MEMBER OF THE FAMILY.

NAME _____
MEMBERSHIP NUMBER _____
EXPIRATION DATE _____ FAMILY MEMBERS _____
MEMBER SINCE _____
SIGNATURE _____
(Please sign in ink)

Minnesota Zoological Society 

"Unlimited" is a significant word, meaning you can get in free anytime you want, as often as you like, for the duration of your membership. That's important because everything about the new Zoo—its nearly 500 acres and 250 species, habitat that encourages more interesting and varied behavior, the emphasis on northern hemisphere life for a year-round experience—suggests you'll want to visit often. As a member you can, and you can do it *without* paying the regular admission: \$2.50 for adults and \$1.25 for children.

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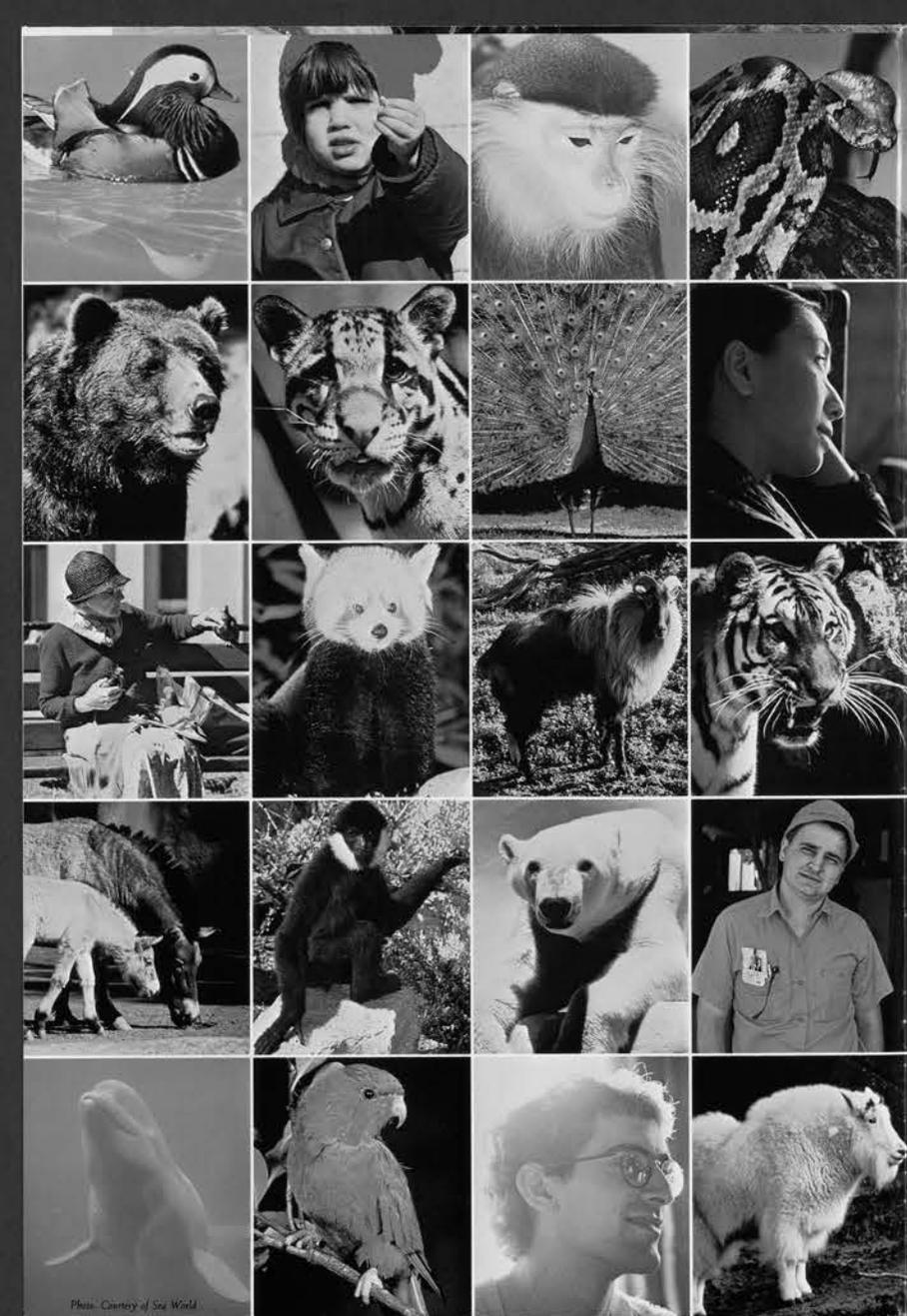


The Minnesota Zoological Garden is 30 minutes south of the Twin Cities, just east of I-35W in Apple Valley. Occupying 480 acres of forest, grassland and lakes, it features **A** Tropics exhibit—an indoor tropical rain forest. **B** Aquarium—560,000 gallon home of the beluga whales. **C** Minnesota Exhibit with over 100 kinds of native wildlife. **D** Children's Zoo, including an animal nursery. **E** Northern Trek—spacious outdoor habitat for Siberian tigers, moose, etc. **F** Monorail ride through the Northern Trek. **G** Parking Areas. **H** Area for future expansion. **I** Internal Service Buildings including an animal hospital.

to dream of. We want the Society to be that kind of a group, open and changing. By participating in the Society, you can also help shape it. We hope you'll decide to do so.

For your sake and ours and for the benefit of our brothers and sisters in the new Zoo, come join us.





IF YOU SHARE OUR BELIEF,
SHARE OUR JOY.

JOIN THE MINNESOTA ZOOLOGICAL SOCIETY.

If you share our belief in the dignity of animals and the kinship of living things—and you like the idea of being an active part of something exciting—that's really all it takes to be a candidate for membership in the Minnesota Zoological Society.

Except for a few shared ideals, the membership of the Society is hard to describe. We cut across most of the categories people are put in—age, income, etc.—and we intend to broaden our membership still further.

The Minnesota Zoological Society is a non-profit organization formed in 1961. Our people were among the first to support the concept of a Minnesota Zoo that would bring people and animals together in the most natural environment possible. As you know, this concept is being realized.

So far, so good. But the opening of the Zoo is, literally, just the beginning. Operation and expansion of the Zoo will be endless tasks requiring a lot of money, a lot of effort.

The Society will contribute both. We're already conducting special fund-raising activities. Our annual Horse Show raised money for construction of animal habitats. We helped organize the Whale

Walk to raise money toward a home for the Zoo's beluga whales.

But the Zoo needs human support as much as it needs financial support. As a Society member, any time or talents you care to give can be put to use. You can do volunteer work at the Zoo. Or you can work in the community to inform the public and strengthen the bond between the people and their Zoo.

All right, the Zoo benefits from the work of the Society. The animals benefit. The public benefits. But what about you as a member?

You'll receive some very specific benefits and we'll spell them out in the next section. But there's one general benefit which we think is at least as important.

Everything we know about the new Minnesota Zoo... its philosophy, its design, the type and variety of its inhabitants... suggests a magnificent experience. As a visitor to the Zoo, you'll enjoy it—but only as a spectator. As a member of the Society, you'll be a participant.

This difference—the difference between witnessing something fine and being part of it—can, we think, be a source of great joy. And that's a great reason to join the Minnesota Zoological Society.





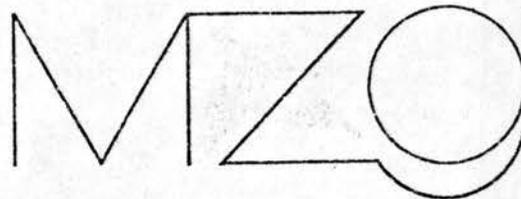
Minnesota
Zoological Society

555 Wabasha Street
St. Paul, Minnesota 55102

Non-profit
Organization
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MINNESOTA ZOOLOGICAL GARDEN

November 23, 1976



Karla Williams, President
Minnesota Zoological Society
26 Southwest 19th Avenue
New Brighton, Minnesota 55112

Dear Karla:

Thanks for finding time in your schedule to attend the meeting last Friday with regard to the discussion on fund development for the Minnesota Zoological Garden.

I think with regard to the whale project we simply still don't know enough about its proposed organization and the like to make a determination as to sponsorship need. If the Elementary School Principals wish to take this on as their own internal project, carry out their own promotion and handle the entire thing, this simply is a matter of very minor coordination to insure that the materials and the approach is correct. If, on the other hand, it requires a major volunteer effort, sponsorship, etc., I think this has a different set of problems.

In this regard, the guidelines simply serve as a general set of channels through which the fund raising programs flow. In general, under the coordination of the Minnesota Zoological Garden, the Foundation would concentrate on large givers, private corporations and foundations; while the Society would concentrate on those areas of public impact involving large numbers of people, the need for volunteer time, and the like. Additionally the Zoological Garden would concentrate on those specific foundation grants related to its research or operational programs. At best, there will always be some overlap and the intent of the guidelines was to allow for individual considerations and special cases. I think with a refined and expanded tactical schedule and another meeting to evaluate this, most of the concerns which you raised can be resolved.

As a result of the meeting I have the feeling that there may be some philosophical concerns and perhaps even technical concerns about the nature of fund raising. These are things which simply must be resolved at a leadership level and further meetings must be held. Above all, I hope that the results will be a continued smoothly-functioning set of inter-relationships between the various entities and that none of us lose sight of major goals or become discouraged with the progress toward that goal -- which is to build the best zoological garden with the best supporting organization ever done.

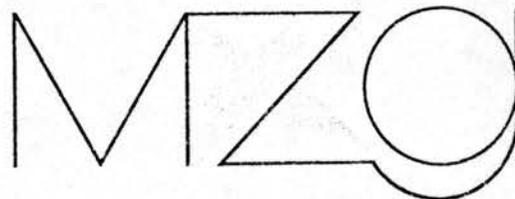
Best regards,

Donald D. Bridgwater
General Director

DDB/je

cc: F. Alexander, L. Freeman, B. Bonawitz, B. Voigt

MINNESOTA ZOOLOGICAL GARDEN



November 23, 1976

Mr. Larry Freeman
2581 Quebec Avenue South
St. Louis Park, Minnesota 55426

Dear Larry:

As a result of your letter regarding the fund development guidelines and a letter from Karla Williams addressing similar concerns, we held a meeting on Friday, November 19, to review and evaluate the status of the fund development guidelines and the various relationships between organizations involved in this area. It was attended by Karla, Firmin Alexander, myself, Bob Bonawitz, and John McKay, Bob Voigt and Kathryn Rosebear of the Zoological Garden Foundation. The objective of this meeting was simply to exchange ideas with regard to fund raising which hopefully would lead to a clarification of roles and understanding amongst the various groups in this regard.

First, the fund development guidelines are not in the form of a contractual or "carved in granite" agreement. Rather, they are general directives in order to create a more integrated, cohesive, non-overlapping fund development program. Further, they are intended to establish general direction and emphasis to, in short, "get the biggest bang for the bucks". To summarize in a simplistic way, I think the guidelines do suggest that the Zoological Garden will attune itself to direct grants in aid for research purposes or program matters related to their operation, while the Foundation will expend its energies on major rifle shots toward the foundations, corporations, and major donors, wills, annuities and the like. The Society, with its large volunteer potential and general public image, would serve as the implementor of major public fund raising activities such as schools, organizations with broad memberships, etc. The Zoo Board would retain the overall coordinating role and consider projects on their individual merits with regard to sponsorship -- one of the problems, of course, being what constitutes a public campaign.

With regard to the whale thing, at this point we simply do not know what it involves. It has merely been mentioned occasionally by Bob Ferguson and I understand some preliminary discussions have taken place with the Elementary School Principal Association. We simply need to know more before any sorts of judgments can be made. It is my feeling that the School Principals wish to take this on themselves and sponsor it where it would involve a minimum, if any, coordinating effort. If this were the case it might well fall under Foundation sponsorship. If, however, they are simply offering a vehicle and need volunteers, printing, coordinators, etc. the Foundation certainly is not equipped to do this. Hopefully with more information received during the next two or three weeks, we will have enough information to make some judgments.

As a result of the meeting, Bob Voigt is preparing an expanded technical fund development schedule which will be coordinated with the Zoo Board's own analysis of cash flow and

short-term project needs in order to complete the zoo. The entire fund development matter will again be discussed and more closely coordinated to avoid misunderstandings and to insure a close working relationship.

It's my opinion that because of the various individual inter-faces, attendance at each of the entities' monthly meetings and the like, and with a more completely developed tactical schedule, we will be able to insure a smooth working, non-conflicting effort toward building the Zoological Gardens.

Thanks for expressing your feelings and concerns, and I hope the action that has been taken and that to be taken in the future will be successful to insure a smooth working relationship.

Best regards,



Donald D. Bridgwater
General Director

DDB/je

cc: Firmin Alexander
Mary Ann Scroggins
Karla Williams
Bob Voigt
Bob Bonawitz

11/10/76

Dear Don,

I just got some time to read through the pile of information sent out from the Foundation on the Annual Meeting and minutes of prior meetings. I have come across something I find quite upsetting. On page 3 of the Director Report (last paragraph) there is mention of a project called "A White of a Day". I'm not familiar with what this project is to be but it is quite evident that it will be utilizing a segment of the public to raise money for the Zoo.

In an agreement approved by the State Board and the Society Board (dated Oct. 17, 1975) it clearly states that this type of project would be more along the lines of the Society's activities than the Foundation. As one of the incorporators of the Foundation I can tell you it was not our idea for the Foundation to get involved with public oriented projects.

I am quite concerned about this situation and hope that it can be worked out. The project sounds like an exciting one. I know you and I have talked in the past about a fund-raising project involving the schools so I'm glad to see it become a reality. My feeling though, is it should be sponsored by the Society not the Foundation. It should make no difference to the Zoo who sponsors the program. The Foundation should be directing a 100% of its energies to the private sector of society as it was designed to do. Action should be taken on this as soon as possible.

Again, all we have to do is technically change the sponsor to shift the responsibility back to the organization to which it belongs. Bob Ferguson could still run the show. Don, I'd appreciate your immediate consideration on this.

Sincerely,
Larry Freeman

**Minnesota
Zoological
Society**



555 Wabasha Street
Saint Paul, Minnesota 55102
Telephone 612 222-1706

Karla A. Williams
President
New Brighton

Paul E. Zollman, D.V.M.
Vice-President
Rochester

John H. Daniels, Jr.
Secretary
Minneapolis

Liza Nagle
Treasurer
Saint Paul

Don Bridgwater
Director
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

November 8, 1976

Dear Don,

Upon receiving the Minnesota Zoological Foundation "Annual Meeting Notice" including the October 15th Director's report, my attention was drawn to Bob Voight's discussion with Robert Ferguson about the "Whale of a Day" project.

Although this idea for a fund raiser seems to be potentially healthy and indeed one of untapped resources, it is my opinion that sponsorship of such an event by the Foundation is in direct violation of a prior document and/or agreement by the Minnesota Zoological Board with the Minnesota Zoological Society and the Minnesota Zoological Foundation.

May I draw your attention to the "Minnesota Zoological Board Fund Development Guidelines" adopted by the Minnesota Zoological Board on October 17, 1975....

Section III - Guidelines for Acceptance by the
Minnesota Zoological Board of Gifts, Grants and/or
Contributions:

Item K "The Minnesota Zoological Foundation will be responsible for securing: 1) donations and gifts via wills, bequests and annuities: 2) support from major foundations of a type other than noted under Item II, H.2, above,"

Item L "General public appeals may be pursued through the Minnesota Zoological Society. Such appeals are expected to be directed at school groups, community organizations, special interest groups and the general public".

In simplistic terms, I have been under the impression that the Foundation is responsible for the solicitation of all private funds (corporation, foundation, large business, etc.) and that

the Society on the other hand, is charged with the public fund raising and promotion of the M.Z.G.

Since the inception of the Foundation, the Society has been extremely cautious in their appeal for funds, as with the Minnesota Aid-to-the-Zoo Horse Show. The Society has, on the same hand, been very helpful in recommending potential donors to the Foundation but leaves the solicitation up to the Foundation. The Society has been careful not to overlap or endanger any proposal to the private sector of the Minnesota business community. A yearly income of \$2000 to the Society by local foundations has now been withdrawn and is being funneled into the Foundation.

For several years, the Society has made quite an impact on the public community with its' sponsorship of the Horse Show. Not only have the funds raised been of enormous help to the M.Z.G. (before the Foundation was able to generate funds) but the public promotion produced by the Horse Show may be even more significant than the monies raised.

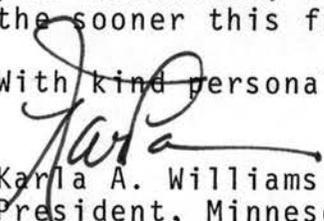
The Society has also promoted and agreed to sponsor the upcoming College of Art and Design Exhibit, knowing full well that this project may cost money rather than generating it. All this, because the Society feels that it is their responsibility to assist the M.Z.G. in financial as well as promotional ways, publically.

In light of the possibility of a public fund raiser sponsored by the Foundation, it is my recommendation that a review be made of policies delineating the responsibilities and guidelines of the two support groups of the M.Z.G. That review is unquestionable imperative in order for the Society to make future plans that may affect its very premise for existence.

The ramification of overlap between the two organization is great. Confusion and irritation is bound to ensue if too many organizations are soliciting funds for the same recipient.

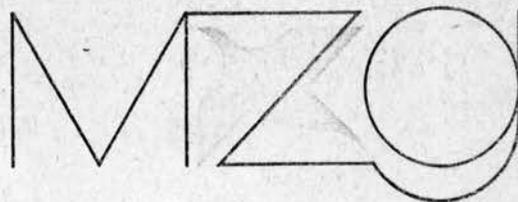
May I ask your advice in this serious matter? Because the agreement in mention was drafted prior to Bob Voight's employment by the Foundation, I felt it necessary to bring this matter to your attention, first. The sooner we clarify the guidelines, the sooner this fund raiser can be off and running.

With kind personal regards,


Karla A. Williams
President, Minnesota Zoological Society

cc: Firmin Alexander

MINNESOTA ZOOLOGICAL GARDEN



September 6, 1974

Bruce E. Douglas, M. D.
Mayo Clinic
Rochester, Minnesota 55901

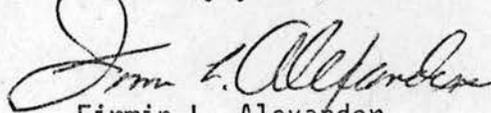
Dear Bruce:

I am responding to your letter dated August 16, 1974, in which you asked for an opportunity to discuss with me the relationship of the Zoological Society and the Zoological Board.

I have asked Don Bridgwater to send me a copy of the resolution which you refer to in your letter, as well as research the minutes of our Operations and Personnel Committee to bring together the pertinent information as it affects the relationship of the Zoo Board and the Zoological Society. I have also asked him to schedule a meeting with the appropriate members of our board and staff with the Zoological Society officers and appropriate Board of Trustees. He has indicated to me as soon as he has researched this information and put it together, he will be glad to discuss your concerns with me and schedule the meeting as soon as possible. I would hope that we would be able to take care of this matter sometime during the month of September.

Thank you for your continued concern and efforts to strengthen the relationships between the Society and the Board.

Sincerely yours,


Firmin L. Alexander
Chairman

cc: Don Bridgwater ✓
Dr. U. S. Seal
FLA/mme



THE MINNESOTA ZOOLOGICAL SOCIETY

The Minnesota Zoological Society is a non-profit corporation founded by private citizens to foster and promote interest in zoological facilities and activities in Minnesota.

History:

The Society is an outgrowth of the Como Park Volunteer Committee organized in 1955 by a group of prominent Twin Cities citizens to procure a zoo director and additional animals for St. Paul's Como Park Zoo. When subsequent studies showed that Como could not be expanded into a major facility, the Minnesota Zoological Society was incorporated (in 1961) with the purpose of establishing a modern year-round zoo garden for St. Paul. The Society worked in 1966 with the Citizens League and then the Zoo Advisory Committee appointed by the Metropolitan Council, on legislative proposals for a metropolitan area zoo. The Society was actively involved in arousing public awareness and support for the legislation creating the State Zoo Board and has since 1969 functioned as a citizens advisory committee to the State Board in its selection of the site in Apple Valley, the development of the master plan and the bonding program for the Minnesota Zoological Garden.

Activities:

In addition to its role as citizens advisory committee to the State Zoo Board, the Society provides programs and activities for its members; information for the general public through its speakers bureau, displays and literature; educational programs for students; and support to all Minnesota public animal exhibits and zoo societies. The Society's aim is to increase the understanding of the interrelationships of all living things and to support specific research in natural history.

Membership:

The Society's membership, now approximately 1150 in number, is open to all. It is governed by a Board of Directors, twenty-seven elected by the members and four appointed by the President. The Society's office is manned by a salaried office manager and volunteer staff.

Officers:

Larry Freeman, St. Louis Park, President; Bruce E. Douglass, M.D., Rochester, First Vice-President; Elmer Birney, Ph.D., Minneapolis, Second Vice-President; Linda Murtfeldt, Minnetonka, Secretary; Dennis Albrecht, St. Louis Park, Treasurer.

Address: Minnesota Zoological Society
Room 205
555 Wabasha Street N.
St. Paul, Minnesota 55102

Telephone: (612) 222-1706

THE MINNESOTA ZOOLOGICAL GARDEN

Modern zoo concepts are the basis for the design of the all-weather Minnesota Zoological Garden. Animals will be grouped according to geographic origin and seen in exhibits reproducing as realistically as possible their natural environments with adequate space for pairs and herds to live in a near normal way. Provision will be made for breeding and rearing the young of at least five endangered species.

As well as affording recreation, the zoo will serve as a major educational institution for both school children and adults. A modern zoo is an ideal place to demonstrate the principles of ecology and to serve as a research center to increase scientific knowledge of animal behavior, health, habitat and nutrition.

The site of the zoological park is a 467 acre tract in Apple Valley, seventeen miles south of the Twin Cities, donated by Dakota County.

Director: Donald D. Bridgwater

Address: Minnesota Zoological Garden
Veterans Service Building
St. Paul, Minnesota 55155



THE MINNESOTA ZOO BOARD

The 1969 Legislature created the State Zoological Board consisting of eleven members appointed by the Governor. It was charged with the planning, construction and operation of the Minnesota Zoological Garden. A master plan (Minnesota Zoological Garden: Mirror to the Environment) was prepared and presented to the 1971 Legislature. In 1973, bonding authority for 23.3 million dollars for the first phase of construction and an initial operating budget were granted by the Legislature. The groundbreaking ceremonies took place May 26, 1974 and construction is estimated to require approximately three years' time.

Board Members:

Firmin Alexander, St. Paul, Chairman; Mary Ann Scroggins, Minneapolis, Vice-Chairman; Steven Balach, Duluth; Norma Hanson, Goodridge; Reuel Harmon, St. Paul; Pershing B. Hofslund, Duluth; Richard Salet, Mankato; Dr. U.S. Seal, Minneapolis; John E. Tilton, Minneapolis; Adolf Tobler, St. Paul; Jerome Wagner, Anoka.

July 1974

JOHN E. TILTON
3200 W. Calhoun Pkwy.
Minneapolis, Minn. 55416
Nov. 25, 1972.

MEMO: To Dr. Seal, Firmin Alexander.

FROM: John Tilton

SUBJECT: Roles of the Zoo Board and Zoo Society as
per our meeting Wednesday, Nov. 22.

Please take two minutes to scan these comments on our meeting Wednesday...comments which may help to explain my position there.

Because I have so admired the very effective cooperation between Don Bridgwater and Val O'Malley in restoring a sound working relationship between Zoo Board and Society, I did my level best at the Nov. 22 meeting to smooth over a penny ante crisis which, apparently, had grown embarrassing for both of them.

Don and I have since had a long visit and I believe we both feel the matters involved have been resolved.

My concern is this: Much as I want and as I believe we need the assistance of the Society I do think we are coming close to the place where we may be turning over to the Society duties and responsibilities the legislature specifically assigned to us. I do not believe we can or should go much further.

I agree completely we probably went too far, as a Board, in lobbying for our bills at the last session...that the Society can and should perform this function more effectively. (Because of my association with that Ogilvie performance I have tried to stay in the background ever since, leaving the bulk of this job to our staff and the Society.)

But we're talking now about something other than lobbying...the business of presenting our revised plans to the legislature. This is our job, specifically and precisely. And the most effective tool we have developed to get this story across are our breakfasts with legislators. Weeks ago I asked the Society to help fund these affairs (because a few of our board members had carried this burden personally two years ago and I felt it unfair to ask them to do so again.) The Society promptly agreed. But that funding did not relieve of us responsibility in this area.

Nov. 25, 1972. MEMO: Dr. Seal and Firling Alexander.

PAGE TWO

I did not object when the Society indicated it could arrange these affairs...though I mentally reserved the right to insist they be made effective. I did object when days and weeks of our critical pre-session period had elapsed with nothing done. And I had some other concerns:

(1) The plans of Mrs. Scroggins to limit each such breakfast to legislators of one party or the other...wrong because it made each affair a party caucus, in which I don't think we should be involved. (2) Her veto of my suggestion that letters should go to legislators (unless you get on their calendars with some such device you simply won't get 'em out); (3) The tendency to begin polarizing our board along party lines...we have fought to remain non-partisan and should continue on that course; (4) the plan to limit these affairs to certain selected lists of legislators (okay for lobbying strategy but wrong for purely informative sessions.) I believe it important that, prior to Jan. 1, every metropolitan area legislator have the opportunity to hear an informal discussion of our revised plans. If he doesn't wish to participate, fine. If this means three or four large, blanket breakfasts and a shotgun kind of invitation to all legislators then we should proceed on that course.

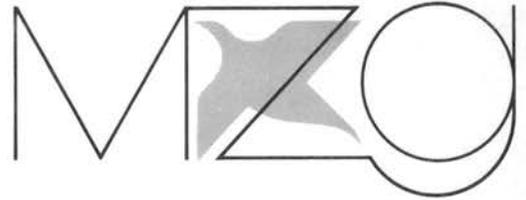
It seems to me all this restricts the Society's lobbying efforts not the slightest. With the Governor's office and both legislative houses firmly DFL, the role of the Society and people like Mrs. Scroggins ~~is~~ is enhanced to critical ~~man~~ stature. This year the Zoo Board is not in the business of twisting arms and I think it crucial that we not attempt anything of that sort at our purely informational breakfasts.

It is my opinion, after my visit with Bridgwater, that most of my concerns have been eliminated. We are sending out letters. We are inviting legislators of both parties. The plans for these affairs move ahead rapidly.

This memorandum requires no acknowledgment. Copies are going to Bridgwater, O'Malley and Reuel Harmon.

[Handwritten signature]

MINNESOTA ZOOLOGICAL GARDEN



JULY 11, 1972

MEMO: TO EXECUTIVE COMMITTEE
MINNESOTA ZOOLOGICAL SOCIETY
Dr. Valentine O'Malley, President

FROM: Donald D. Bridgwater

SUBJECT: Future Plans of the Minnesota Zoological Board and
Recommended Strategy for the Minnesota Zoological
Garden

The following comments are basically my own feelings about the goals and objectives of the State Zoological Garden Project, and I am submitting them to you for consideration.

The State Board has at this point had a hearing before the State Departments Committee of the Legislature and in this way have essentially launched the State Zoological Garden program. The only additions may be refinement of projections, additional studies to support existing data, etc. Toward this end, we have established three primary goals:

1. To develop at the expense of the Board a masterplan supplement of some 24 to 30 pages which will explain and serve as an extension of "Mirror to the Environment".

2. Members of the Board and staff will spend a great deal of time personally contacting legislators and legislative candidates in an effort to explain the program that now exists and seek guidance for presentation of this program. During the next three months, we hope to present an informational review to the Metropolitan Council, possibly give an informational hearing before the Legislative Building Commission, and such other legislative groups as indicate interest.

3. We will endeavor to contact and speak to all the major civic clubs in the Washington, Hennepin, Ramsey County area, and such other outstate groups as we can find time to visit.

With regard to the Minnesota Zoological Society and its functions, perhaps the following will be of help in the discussions.

My own feeling is that the primary objective of the Society would be to secure sufficient votes to implement the practical first phase zoological garden for Minnesota. All other goals become of secondary importance to this main objective and

should be supportive to it.

There is also what I choose to call a primary secondary objective, which is the unification of the Society through the avenues of communication and activities program. It is my feeling that an excellent, active newsletter coupled with the development of a sense of excitement to create the Minnesota Zoological Garden is sufficient to do this.

Any special programs which may develop must not sap the time and strength of staff unless the result is:

1. Education of key citizens;
2. Acquisition of funds;
3. Exposure to the media.

Each activity should be evaluated using these criteria and in some cases perhaps not implemented.

Since one of the major concerns is that of developing specific goals and objectives as well as outlining a program through which a volunteer staff can function, let me make some specific comments concerning Society activities. As I see it, one of the primary problems is and will be one of organization, since it is difficult to operate on a volunteer basis and keep the flow of communication.

Consideration should be given to the possibility of hiring an office secretary to operate on a two to three day week. This individual would be responsible and I believe would have sufficient time to process ordinary day to day affairs, for example, letters, receipts from the bank, memberships, and the like. This would allow Mrs. Schoeller a good deal of freedom to carry out some of the vital contacts with volunteers, citizens, arrange for meetings with appropriate persons, etc.

and

Volunteers: via names already suggested/through an active solicitation and search, a goal should be set to add two new volunteers weekly until a staff of at least 25 active participants are developed. By carefully scheduling the activities of a given week, in advance, numbers of needed volunteers could then be estimated and asked to participate at specific times and on specific days. In many cases, work such as utilizing the telephone, writing personal letters, etc., could be done at home.

Newsletter: The newsletter functions as a primary document and I would recommend expansion to a six page unit with complimentary copies placed in the hands of all declared legislative candidates after the July 18 closing. It would be well to establish a five working day deadline prior to the mailing.

3.

Memberships: A reasonable goal for the acquisition of new members should be set. I would suggest perhaps 50 new members monthly might be a good number. Specific approaches should be made to key individuals for larger support and/or for advice. The recommended goal here might be 8 such contacts monthly. This would be a primary responsibility of the office manager, based on suggestions from the membership. People familiar with the individual involved might then be solicited to make a call to the office or home.

Other Activities: It would be well to limit what I term social events such as the trip to Milwaukee, Arboretum picnic, etc., to one such activity every two months. I recommend this only to provide additional time devoted to membership and legislative contacts.

Legislative Activities: It would be well to organize a legislative candidate plat map with the legislative districts superimposed on it. Two maps should possibly be used - one for the metropolitan area, and one for the outstate area. Where possible the individual's party affiliation should be designated and an individual file be developed. The membership of the Zoological Society should then be divided relative to these districts and individual members contacted for the purpose of setting up the framework of contacts through which one can work to distribute information and receive information back. The importance of contacting volunteers to do this in each area is to be emphasized.

Another area which should receive consideration is the production of a small multiple fold-out which can be distributed on a large scale, such as at the State Fair or to civic groups or other groups of individuals. We received a cost estimate on such an item from InterDesign, and based on previous work done on the masterplan supplement, they suggest that such a flyer can be produced and printed for a cost of \$10,000 - 25 cents each; 20,000 - 15 cents each; 50,000 or over at 10 cents each, with the price declining slightly if more are printed. It would be my recommendation that this would be a primary project of the Society as the Zoo Board simply does not have the funds to do this.

I realize that I have not covered all bases and there may be other suggestions, but these thoughts are basically my feelings about the future and I hope that they will be profitable in your deliberations.

REVIEW OF ZOOLOGICAL SOCIETY FUNCTIONS

AS RELATED TO

ZOOLOGICAL GARDEN OPERATIONS

In an effort to briefly detail the kinds of zoological society activities and relationships which exist throughout the United States with regard to zoological garden operations, a review was made of 216 zoo and/or aquarium operations.

Primarily, data was obtained from zoos and aquariums in the Americas, 1970-71, published by the National Parks and Recreation Association.

The 216 zoos exist in three separate categories:

1. Private - 72 - in which the operations were established either for the purpose of creating income for the owner or investor, as hobby game farms and/or research foundations, and in two cases represent animal dealer holding compounds open to the public.
2. Research Institutions - 8 - These include regional primate centers and other institutions established primarily for research but open to the public in a limited way.
3. 136 are municipal or otherwise publicly operated facilities designed at various levels of support but with no profit motive.

Among these 216 zoos, 87 zoological societies could be identified. In only two cases were societies represented in the private zoo category. One instance is Ron's Children's Zoo, Riverside, California. This private owner is assisted by the Riverside Children's Zoo Society. They carry out donation drives, animal purchase and guided tour activities. It is a small operation of two acres adjacent to a pet shop. There are no admission charges.

The other private operation is the Lincoln's Children Zoo, Lincoln, Nebraska, which is owned and managed by the Children's Zoo Association.

No societies were associated with research institutions, thus 85 zoological societies are identified with the 136 municipal zoos.

Three major types of zoological society apparently exist, with certain subtle variations in each.

Category 1. Limited support function. 42 societies (48+ %) are included here. These organizations act as supporting arms of the zoo, carrying out such things as fund raising for the purchase of animals, small capital improvements such as tree plantings,

research equipment and animal exhibits. They also, in many cases, conduct tour guide services for the zoo and speak publicly about the zoo. They support their own operation through memberships and donations. They have no responsibility in the day to day operations of the zoological garden although they may be called upon to study plans and submit recommendations.

Category 2. Limited Involvement Societies. 23 zoos (27%) exist in this category. These societies function precisely in the same way that the limited support societies function. However, they all have been given through contractual arrangement certain operations within the zoo including the operation of the children's zoo, concessions, and gift shops. Specific contracts are written to cover these activities and the funds are handled in two ways:

a. Net proceeds are turned over to the zoological park budget division. In some cases no control is retained, in others the money can be recommended for earmarking, but the final decision making is carried out by the operating authority.

b. In this operation, after returning a percentage of net income to the operating agency, all proceeds are retained by the zoological society to carry out their internal operations and to complete such zoo projects, animal purchase, etc., as approved by the operating authority.

Category 3. Zoological Garden Management. 22 zoological societies and/or foundations (25%) actually carry out management responsibilities for the operation of the zoological park. There are a variety of management contracts in existence, depending on the particular circumstances. In all cases, limited major assistance from local government is given. This ranges from a token gift of \$100 annually from the City of Colorado Springs to the zoo, to over \$2 million annually provided by the City of New York to the Bronx Zoo. In some cases this money is divided into operations and capital improvements, ie. in Cleveland \$300,000 is given annually for operations, while \$500,000 is given annually for capital improvements. The degree of operating authority in these operations varies widely. In some cases, for example San Diego, Cheyenne Mountain Zoo, San Diego Philadelphia, the authority is rather autonomous with the municipality involved rarely. In other cases, the municipality retains personnel and budget operations within city government and the society acts only as a management agent. For example, Denver, and Cleveland.

Zoos included in this category are Phoenix; Arizona-Sonora Desert Museum; San Diego, Santa Barbara; Colorado Springs; Pensacola; Brookfield, Chicago; Indianapolis; Wichita; Bronx, New York; Dakota Zoo, Bismarck, N.D; Cincinnati; Cleveland; Columbus; Erie, Pa; Philadelphia; Brownsville, San Antonio, Victoria, Texas; Salt Lake City; Shedd Aquarium, Chicago.

It should be pointed out that zoological societies in Portland and Buffalo are currently entering into management contract agreements with their respective cities to manage the zoo operations, in both cases, with basic contributions annually from city and/or county government.

In order to illustrate more clearly the range of relationships there is attached a series of chart tables detailing examples of operational relationships for some of the major zoo facilities in the United States.

In all cases ownership is indicated as is the operating agency and approximate annual budget. Some specific details regarding zoological society activity and/or finances is given.

As a matter of interest, gate charges are included as is the full time employee complement.

Zoos indicated in this table were contacted by telephone so that with rare exception, all figures are reasonably current.

In the case of budgets, they have been rounded to the nearest 100.

It should be noted that ownership is mostly federal, state or or municipal government. Exceptions to this are the Phoenix zoo and Philadelphia.

Among the 16 zoos charging admission, it is interesting to note that 9 consider an adult to be 16 or over, 5 consider an adult to be 12 or over, and 2 consider an adult to be 18 or over.

Opinions from directors varied as to the ease of operation under their respective arrangements. Although there was no expression of discontent from those organizations which had clearly written contractual agreements with a single agency, it was interesting to note that increases in admission charges were being contemplated by several organizations.

NAME	OWNERSHIP	OPERATING AGENCY	APPROX. ANNUAL BUDGET	ZOOLOGICAL SOCIETY ACTIVITY	Charges	Employees
Birmingham Zoo Birmingham, Ala	City of Birmingham	Parks & Recreation Board	\$ 500,000	Category 1.	Ad. .50 6-18 .26	36
Phoenix Zoo Phoenix, Arizona	Arizona Zoological Society	Arizona Zoological Society	750,000	Land leased for \$1/year. All operations and funding is by the society. They also own physical plant and animals	Ad. 1.00 15-Ad .50 2-15 .25	45
Arizona-Sonora Desert Museum	County	Arizona-Sonora Desert Museum Inc.	760,000	Management contract by the county and ASDM Inc., which is responsible for all finance operations. Operations subject to county Review	Ad. 1.50 13-15 1.00 6-12 .25	35
Los Angeles Zoo Los Angeles, Cal.	City of L.A.	Recreation and Parks Department	2,300,000	Category 2. Greater L.A.Assoc. operates concessions, returns 10% of net to city. GLAZA contributes about \$90,000 annually to zoo operations. They may only recommend its use.	Ad. 1.00 12-15 .50	200
San Diego Zoological Garden	City of San Diego	Zoological Society of San Diego	6,300,000	All operations carried out by the ZSSD through management contract with city. City provides \$300,000 from mill levy but zoo must pay for water.	Ad. 1.50 Ch.Zoo .25 & .15	300
San Pasqual Game Farm	City Public Utilities Dept.	Zoological Society of San Diego	?	Occupancy lease by ZDSD \$26,000 annually. This money is reissued as credit by public utilities.	Ad. 1.25 10-16 1.00 2-10 .50	?

NAME	OWNERSHIP	OPERATING AGENCY	APPROX. ANNUAL BUDGET	ZOOLOGICAL SOCIETY ACTIVITY	Charges	Employees
St. Louis Zoological Park, St. Louis, Mo.	City-county	Zoological Commission	\$ 2,000,000	Society operates gift shop. City will assume this responsibility in 1973. Zoo receives \$1,700,000 from tax funds, \$600,000 for capital investment	Free	130
Henry Doorly Zoo Omaha, Nebraska	City owned	Society operated	385,000	55 year lease from city. Total control essentially autonomous. City contributes \$150,000 ann.	Ad. .85 6-12 .35	28
New York Zoological Park - Bronx	City of New York	New York Zoological Society	3,734,000 for zoo only	NYZS chartered under grant in 1893. Management contract with city. They receive 1/3 support from city. Allowed by state law to charge only 4 days.	Ad. 1.00 6-12 .50	239
Cincinnati Zoological Garden	City of Cincinnati	Zoological Society of Cincinnati	1,000,000	Management contract with city by society. City contributes \$50,000 to \$200,000 annually for capital improvements.	Ad. 1.25 2-12 .50 Ch.Zoo .15	54
Cleveland Zoological Park, Cleveland, Ohio	Metro Park Dist.	Cleveland Zoological Society	974,000	Management contract with park district by society. Park district contributes \$300,000 annually with \$500,000 capital improvements.	Ad. 1.00 6-12 .25	60
Philadelphia Zoological Garden	Private Corporation owns buildings. leased; ground, city owned	Zoological Society of Philadelphia	3,000,000	Chartered in late 1800's by society. City has not administrative control but contributes \$409,000 annually. Capital improvement projects are considered every two years by city.	Ad. 1.75 2-11 .50	180

NAME	OWNERSHIP	OPERATING AGENCY	APPROX. ANNUAL BUDGET	ZOOLOGICAL SOCIETY ACTIVITY	Charges	Employees
Chicago Brookfield Zoo	Cook County Forest Preserve District	Chicago Zoological Society	\$ 3,800,000	10 year management contract by society. Receive \$850,000 annually from Cook County (property tax. Has been society managed since founding.	Ad. 1.00 1-14 .25 if alone	163
Lincoln Park Zoological Garden Chicago	Chicago Park Dist.	Chicago Park District	1,083,000 not included - (grounds, bldg.maint. & repairs)	Category 1.	no charge	83
Indianapolis Zoological Park	Indianapolis Zoological Society	Indianapolis Zoological Society	350,000	Society leased for \$1 annually through owner-management contract. City contributes no money. Self supporting.	Ad. 1.25 2-16 .50	25
Wichita Zoological Garden. Wichita, Kansas	Sedgwick Co.	Sedgwick Co. Zoological Society	? New	Management contract with Society. Building funds provided by county. County has indicated they will help defray operating deficits.	not set	?
Detroit Zoological Park Royal Oaks, Mich.	City of Detroit Zoo Park Commission	Zoo park Commission, a Dept. of City	2,489.000	Category 1.	Free - vote proposed to city to amend charter for fee charge	114

NAME	OWNERSHIP	OPERATING AGENCY	APPROX. ANNUAL BUDGET	ZOOLOGICAL SOCIETY ACTIVITY	Charges	Employees
San Francisco Zoological Garden	City of San Francisco	Recreation and Parks Dept.	\$ 900,000	Category 2. Society operates childrens zoo and concessions for percent of net income. They have no policy-making authority. Contribute about \$90,000 annually unearmarked but with recommendation to the city.	Ad. from 16 .50 Ch.Zoo .25 - .15	55
Cheyenne Mt. Zoo Colorado Springs	Given to Society Individual	Zoological Society	600,000	Token grant of \$100 annually from city. Society has all responsibility. They receive \$220,000 annually from El Pomar Foundation	Ad. 1.25 6-12 .50	38
Denver Zoological Garden	City of Denver	Parks & Recreation Dept. & Zoo Foundation	Cap.Inv. 240,000 550,00	Denver Zoological Foundation is agency of city with contract for zoo management. City and county give total operations budget. Admissions and other income go for capital improvements. Foundation recommends policy.	Ad. .50 Child.free if alone turned away	53
National Zoological Park	Federal Government through Smithsonian Institution	Smithsonian Inst.	3,500,000	Category 2. Friends of the National Zoo operates trams and gift shop, carry out tour programs and small projects. They are not part of the decision making process or operation budget.	Free	273
Honolulu Zoo Honolulu Hawaii	City	Parks & Rec. Dept.	?	Category 1. In addition pay the director's salary	Free	28

NAME	OWNERSHIP	OPERATING AGENCY	APPROX. ANNUAL BUDGET	ZOOLOGICAL SOCIETY ACTIVITY	Charges	Employees
Gladys Porter Zoo Brownsville, Texas	City of Brownsville	Valley Zoological Society	\$ 600,000 not complete	56 year management contract. City contributes \$100,000 and free water and electricity. Employees and operations by society.	Ad. 1.50 12-18 1.00 1-12 .50 (Have 25% disc.book)	61
Houston Zoological Garden, Houston, Texas	City of Houston	City Parks and Recreation Dept.	800,000	Category 1.		60
San Antonio Zoo San Antonio, Texas	City of San Antonio	Zoological Society of San Antonio	850,000	Management contract with city. City contributes \$243,000 annually and has veto control over admissions, hiring policy, etc.	Ad. .85 1-16 .15	95
Milwaukee County Zoological Park	City of Milwaukee	Milwaukee County Park Commission	2,000,000	Category 1.	Ad. .50 1-16 .25	103
Boston Zoological Garden (Franklin Park and Stoneham)	Commonwealth of Massachusetts	Joint Metropolitan District Commission and Boston Zoological Society	1,100	Director and 72 staff hired by Metro District Commission. Zoological Society has management consulting contract. Contributes \$300,000 to operations through income from concessions and childrens zoo. They supplement the director's salary and employ 35 persons.	State law prevents admission charges. They are seeking permission to change this.	107

22 March 1971

Valentine O'Malley, M.D., President
Minnesota Zoological Society
Suite 942
Lowry Medical Arts Building
St. Paul, Minnesota 55102

Dear Dr. O'Malley:

I just received my copy of the MZG Newsletter which included a copy of the Minnesota Zoological Society Newsletter. Since your Editor and Board members are reluctant to add their names to your newsletter, I am writing to you, the president of the society.

The position taken by the Society alarms me. Apparently your Society does not support the Minnesota Zoological Garden master plan as it has been developed and is currently being presented to the Legislature.

I interpret the resolution unanimously approved by your Board as follows:

1. That the MZS feels Phase One of the Zoo plan should be modified. That the MZS is planning to take stands on the appropriateness of specific exhibits.
2. That perhaps the site selected for the Zoo is not the best available in the Metropolitan Area.
3. That the proposed financing is not appropriate and should be reevaluated. That the only funding the MZS definitely supports is that for the operations of the Zoo Board.

Overall it sounds to me as if the MZS will not support the present Zoo plan until they have more control over it.

The Minnesota Zoological Board and staff have developed a very comprehensive and exciting plan which would not only make it one of the finest but also generate revenues capable of handling the financing as proposed. These projections have been arrived at through independent professional consulting sources of national reputation and should be given some credulity.

Page 2
Dr. O'Malley

As you well know the plan is being presented to the legislature right now. I would think the MZS would want to give the Zoo complete support at this time and concern itself with changes at some future date when and if they are necessary. Your doubts, especially in published form, can only weaken the Zoo's chances of being a reality.

I regret that I cannot join the Minnesota Zoological Society at this time. I still believe in the plan developed by the Zoo Board.

Sincerely,

Timothy Fiske
Curator of Anthropology
Assistant Director

TF:nk

SUGGESTED RESOLUTION

The Minnesota Zoological Society, dedicated to the establishment of a major state zoological garden, supports the concepts and plan outlined in the proposal of the Minnesota Zoological Board with the following observations:

1. The Society believes that it can be of service in the future planning and development of the zoo and hopes that it will be asked to participate in refinement of Phase One plans and planning of subsequent phases. The Society feels that there should be greater emphasis on Minnesota exhibits, particularly Minnesota fishlife. The Society also urges the Board to include traditional animals such as elephants, rhinos and hippos in its overall planning for a completed zoological garden.
2. The Society urges that the Minnesota Zoological Board accept sites in the metropolitan area such as the Bailey farm which can be obtained through donation or at little basic land cost and utilize these sites in overall planning; such sites could be made available for public use, if not complete zoos, for picnic parks and wildlife refuges.
3. The Society has major reservations about the financing proposals as outlined in the Zoological Board plan. The Society fears that the attendance projections may be too high and the revenue which would be produced might not be adequate to pay off the interest and principal on the bonds. Because of these doubts, we believe the Zoological Board and the Minnesota Legislature should review the financing proposals very carefully. An alternative would be for the Legislature to appropriate adequate funds for the next biennium for the Zoological Board operations, land purchase, site preparations and some building projects. The long-range financing for Phase One could then be presented to the 1973 Legislature after more detailed study.

Adopted Resolution

The Minnesota Zoological Society, dedicated to the establishment of a major state zoological garden, supports the concept and plan outlined in the proposal of the Minnesota Zoological Board with the following observations:

1. The Society believes that it can be of service in the future planning and development of the zoo and hopes that it will be asked to participate in further refinement of Phase One plans and planning of subsequent phases. The Society feels that there should be greater emphasis on Minnesota exhibits, particularly Minnesota fishlife.
2. The Society urges that the Minnesota Zoological Board accept sites in the metropolitan area such as the Bailey farm which can be obtained through donation or at little basic cost, and utilize these sites in overall planning; such sites could be made available for public use, if not complete zoos, for picnic parks and wildlife refuges.
3. The Society recognizes the basic importance of the financing proposals as outlined in the Zoological Board plan. The Society apprehends that the attendance projections will be challenged and scrutinized because of the necessity to pay off the interest and principal on the bonds. Because of this concern, we believe the Zoological Board and the Minnesota Legislature should review the financing proposals very carefully. The Legislature should appropriate adequate funds for the next biennium for the Zoological Board operations.

St. Paul Dispatch - Pioneer Press

John Finnegan

October 16, 1970

Mr. Lewis Paper
Highway 280 at Highway 36
St. Paul, Minnesota 55101

Dear Mr. Paper;

I have read the proposed amendments to the Articles of Incorporation and the By-Laws of the Minnesota Zoological Society and am appalled by the full transfer of power to the Minnesota Zoological Board.

I can see no justification for the society to be ruled by a majority of appointees of the chairman of the zoo board. The membership of the society which provides the funds and support should elect the directors.

Not only does the proposal provide selection of 20 of the 35 member board by the zoo board chairman but, as I read it, he also appoints to fill vacancies in the other 15 posts should they open up.

The zoo board chairman also gets substantial authority under the proposal that requires no less than 51 per cent of the members of the executive committee be his appointees. As you are aware, an executive committee often becomes the true governing authority in an organization which has so large a directorship.

I feel strongly that the Minnesota Zoological Society should maintain strict independence from the zoo board. It should be both an aid and a critic of the board. This is what I was led to believe the society's function was. It should be able to use what monies it has to help guide zoo board activities and to influence the overzealous individuals on the zoo board whose grandiose plans have warped their judgment.

Obviously I will oppose this document strongly. I will push for control of the board of directors by the general membership and not by the chairman of the zoo board.

If you want the zoo board to control the society why not propose wiping out the existing organization and starting a new group under the umbrella of the zoo board. Why use this subterfuge to establish a front organization?

Sincerely,

John R. Finnegan
Executive Editor

JRF:vz

May 19, 1970

MEMO TO: Mr. Lewis Paper, President, Zoological Society
1944 Bayard Avenue, St. Paul, Minn. 55116

FROM: John E. Tilton, Chairman, Minnesota Zoological Board

SUBJECT: The Role of the Minnesota State Zoological Society.

- - - - -

From time to time, over the last few months, there have been discussions as to the possible role of the Minnesota State Zoological Society and the State Zoological Board in furthering the program approved at the last legislative session for a State Zoological Garden. This memorandum may serve to summarize those discussions.

Overall management of the State Zoological Garden was vested, in the original enabling legislation, in the State Zoological Board. The Board was authorized to designate advisory groups and similar agencies to assist in carrying out the program . . . to provide assistance to such municipal zoos as were in operation at the time the legislation was enacted.

It seems to me the Society well might become the principal (and perhaps only) such advisory agency . . . with a broad program of service:

1. It could develop a state-wide membership base to further public understanding of the four basic services of the proposed Zoological Garden: (a) Recreation; (b) Education; (c) Research; and (d) Conservation.
2. It could provide liaison between the Board and the public and between the Board and the Legislature.
3. It could further public understanding of and interest in the Zoological Garden program . . . sponsoring regional and state-wide seminars and film festivals explaining the Zoo program; producing a fine type magazine of interest to biologists and all others concerned.
4. It could assist the Board in some areas where, because of its public nature and the resulting restrictions therein, the Board cannot act: entertainment of visiting zoo directors, consultants and other scientists here for work at the Zoo;

a broad program of public financial support through bequests, gifts and endowments; support of graduate student research and the acquisition of some facilities and equipment (closed circuit television, research foundations of the type functioning at the London Zoo etc.)

5. To assist in such a program, it seems to me the Board might provide the Society with assistance in many areas: use of office space, clerical help and office supplies in modest amount; sponsorship of some services restricted to Society membership (In London the Society operates its own beautiful and exclusive dining room); periodic professional meetings at the zoo; sponsorship of zoo tours throughout the world, etc.

I am sure there are many other areas of potential service which experience will develop. This, it seems to me, is adequate to show the scope of the potential.



THE MINNESOTA ZOOLOGICAL BOARD
STATE CAPITOL
SAINT PAUL, MINNESOTA

JOHN E. TILTON, CHAIRMAN
REUEL HARMON, VICE-CHAIRMAN
F. L. ALEXANDER
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RICHARD SALET
DR. U. S. SEAL
WILLIAM SELL
A. NICOL SMITH
GERO THELEN
MRS. WALTER WEIGELT
DR. PAUL ZOLLMAN

Reply to:
6601 West Seventy-Eighth St.
Edina, Minnesota 55435

October 8, 1969

Mr. Reuel Harmon, President
Minnesota State Zoological Society
Webb Publishing Co.
1999 Shepard Road
St. Paul, Minnesota

Dear Reuel:

As per our conversation at a recent meeting of the State Zoological Board, this letter should be viewed as a proposal for consideration by the Zoological Society, proposing a long range role for the society during planning, construction and operating stages of the new Minnesota Zoological Garden.

We believe the state board is in a position to provide some staff for such a society (at least a secretary and some stenographic help), together with necessary supplies, office and filing space. In exchange, the zoological board would like to see the society assume the role of the personal contact between the general public, the state legislature and various governmental agencies on the one hand and the new zoological garden on the other.

We would hope you might assist the board in financing the new zoo, perhaps through the supplying of animals and/or other facilities as is the case in Milwaukee, and that you might serve as a state-wide liaison agency to tell the zoo story in every corner of the state. We would hope through your efforts substantial numbers of Minnesota citizens might remember the zoological gardens with bequests in their wills. We would like to think that with your assistance the services of the proposed zoological garden can become nationally and internationally known, not only among zoo people, but the general public as well.

To achieve these goals, it seems to me you must be willing to undertake state-wide recruitment campaigns to provide a broad base for your operations. With proper staff, it seems to me the benefits of individual membership in such a society should be great enough to permit you to establish a sound, continuing financial basis for your operations. We are thinking here of a periodic publication to the membership, of special lectures and seminars at the zoo for society members, of some kind of a pass

RH -2-

arrangement and possibly of special facilities on the zoo grounds reserved for the use of society members.

I am convinced we must have such an association if the new zoo is to be effective.

All this, I think, assumes perhaps a merger or at least a close working arrangement with the Arrowhead Zoological Society. Details of that arrangement as well as the other matters discussed in this letter can await further discussions.

What we would like to have now is some indication from the Zoological Society as to whether or not you would be willing to accept some role approximately that outlined in this communication. I am sure you realize that time is short and if we can have a firm expression of opinion by your people, it would be most helpful.

Sincerely,



John E. Tilton, Chairman

JET vc

cc: Dr. U. S. Seal
William Sell
F. L. Alexander
A. Nicol Smith



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VICE PRESIDENT
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ASST. SECRETARY
699-0166 OR 698-1926

May 7, 1968

TO: Directors of Minnesota Zoological Society

NOTICE OF IMPORTANT MEETING

Monday, May 13, 1968, 7 P.M.
Twins Motor Inn, University at Prior, Saint Paul

The Metro Council Zoo Committee will be submitting its report and recommendations to the Council on June first. This report will incorporate the recommendations of the Finance, Site Selection, and Operating Sub Committee.

Of most immediate concern to the Minnesota Zoological Society is the report of the Operating Sub Committee which spells out the role which the Society will play in the development and operation of a seven-county Metropolitan Zoological Garden.

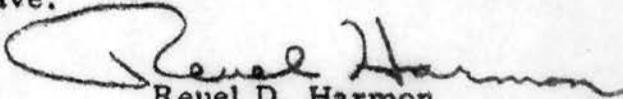
It has been the objective of the Society to achieve some sort of a licensing agreement or contract under which the Society would have full authority to construct and operate the Zoo facility in order to eliminate the intrusion of political influence.

Attached are three documents which clearly indicate that the recommendation will be that the authority for construction and operation will be vested in a board appointed by the Metro Council on which presumably the Society would have representation.

We are setting a meeting of the Society Board for Monday evening, May 13, 7 P.M. at the Twins Motor Inn, University and Prior, Saint Paul, to determine whether or not the Society should endorse the forthcoming recommendations.

It is important that we have the benefit of your thinking, so will you please review the enclosed material and make every effort to attend the Board meeting next Monday.

John Tilton, Chairman of the Metro Council Zoo Committee, will be present to answer any questions we may have.


Reuel D. Harmon
President



April 18, 1968

Mr. Reuel D. Harmon, President
Minnesota Zoological Society
Webb Publishing Company
1999 Shepard Road
St. Paul, Minnesota

Dear Reuel:

I returned to my office after a nine-weeks' absence to find your letter of February 19 suggesting the role of the Zoological Society in the planning and construction of our proposed new zoo.

By this time I am sure Mr. Tobler has advised you of the Operation Sub-Committee's thinking in this area. What they are talking about now is an administrative governing committee, appointed by the Metropolitan Council and including representatives of the Zoological Society, the University of Minnesota and the scientific community and representatives of the public school system as well as such other interested groups as may seem desirable. I hope this meshes with your thinking and that we can dream of years of operation with your society playing a leading role.

During the last nine weeks I have visited a dozen zoos most of which have close working arrangements with the Zoological Society. Sometime soon I would like to sit down with you and discuss these matters as well as some questions which have been raised by the site committee prior to the preparation of our report to the Metropolitan Council.

I will be in touch with you.

Sincerely,

John E. Tilton
Associate Publisher

df

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P
Y



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SECRETARY
R. M. SCHNEIDER

JAMES C. MCCARTHY
ASST. SECRETARY

699-0166 OR 698-1926

February 19, 1968

Mr. John E. Tilton
Route 1
Excelsior, Minnesota 55331

Dear John:

At the February 7 meeting with the Metro Zoo Committee, there was discussion as to just what the role of the Minnesota Zoological Society should be in the development and operation of a major zoological garden in our area.

It seems to me that the Society's position is well stated in the "Analysis of Select Agreements Between Zoological Societies and Government Agencies" which you brought to the February 7 meeting.

With the seven-county approach now being explored, our plan will have to be modified to fit this new concept. We hope to work closely with your committee as you prepare your June report to the Metro Council.

If there are specific questions, such as evaluation of possible sites, we hope you will call on us for any information we have already developed. Also, there may be certain studies that we could undertake jointly using the background and technical knowledge of our architects and engineers.

We are concerned about the time factor in that there are only about seven months between the time your committee reports to the Metro Council and the beginning of the next legislative session. This is not very long considering the amount of work involved in preparing recommended legislation and the necessary information on feasibility, cost, design, financing, and so on, for committee hearings after the legislature meets.



Mr. John E. Tilton

Page 2

February 19, 1968

It is not clear to us what happens after you have completed your report next June. Does your committee go out of business at this point or will you continue to function? We know from our own experience that the big job will be to implement your program once it has been approved.

Perhaps we can get together soon to discuss further how the Society can be most helpful to the Metro Zoo Committee.

Also, I'll be very much interested in hearing about the various zoological gardens you have visited.

Regards,



Reuel D. Harmon
President



cc: H. Holtz
J. Mooty
R. Schneider
A. Tobler

ANALYSIS OF SELECT AGREEMENTS BETWEEN ZOOLOGICAL
SOCIETIES AND GOVERNMENT AGENCIES IN THE OPERATION
OF ZOOLOGICAL GARDENS.

Zoo

Zoo	Parties to Agreement		Period of Agreement	Ownership of Buildings, Exhibits & Facilities	Obligations and Duties of the Zoological Society	Financing
	Governing Body	Zoological Society				
Duluth Zoo	City of Duluth	Arrowhead Zoological Society	20 years subject to termination by either party	Ownership of zoo remains with City of Duluth and Zoological Society acts as trustee for City in operation of zoo.	<ol style="list-style-type: none">1. Society shall have full authority to administer, control, direct, manage and supervise the Zoo provided that no major changes or physical plant or grounds shall be made by society unless first approved by the Mayor of the City.2. The Society shall determine the types of animals to be displayed and may sell or exchange or dispose of specimens.3. The Society shall have the right to appoint a Director of the Zoo.4. The Society may construct and operate and maintain concessions or may grant concessions subject to approval by City Council.5. Society shall make any and all necessary repairs to buildings or other structures.6. The Society shall present its proposed operating and capital budgets to Administrative Assistant of the City.7. The Society shall file with Mayor and City Council an annual report covering operations of zoo and City shall have the right to examine records and books of the Society at any time.	<ol style="list-style-type: none">1. The Society shall pay all operating and maintenance costs of zoo.2. All money received by the Society from taxes levied by the City and from revenues realized from operation of concessions and collection of admission fees shall be paid into a Zoo Account and such fund to be drawn upon vouchers signed by Director.3. The City agrees to appropriate moneys raised by taxation of real and personal property for the operation and maintenance of the Zoo.

Zoo

Parties to Agreement
Governing Body Zoological Society

Period of Agreement

Ownership of Buildings, Exhibits & Facilities

Obligations and Duties of the Zoological Society

Financing

Proposed Waplewood Site
~~Gomo Park Zoo~~
(proposed agreement between Minnesota Zoological Society and Ramsey County)

Ramsey County

Minnesota Zoological Society

Not Specified

Ownership of all premises, and improvements including animals and facilities remains with Ramsey County in that upon termination of the lease all the facilities vest in the County.

1. County grants to the Society a license and authorization in the nature of a lease for the establishment, construction, operation, maintenance and acquisition and care of animals for a zoological garden.
2. Society is authorized to buy, sell or exchange animals, birds and reptiles.
3. Society may enforce rules and regulations for operation, usage, control and maintenance of a zoological garden.
4. Society may construct, buy and acquire new facilities and modify or alter existing buildings.
5. Society may require a charge for admission except for children under the age of five, subject to approval of County Board and may make additional charges for special exhibits.
6. The Society shall maintain fire and extended insurance coverage on all improvements.
7. If Society defaults upon agreement the County can terminate agreement unless corrected within 30 days after notice.
8. Society shall maintain office in Ramsey County where all records are kept which are subject to inspection by County. A complete audit report shall be made annually and submitted to County.
9. Agreement shall not be in effect until Society has deposited a sum of \$500,000 with escrow agent, such cash to be used for the establishment, development and operation of the zoological garden.

1. All moneys received by Society as result of admission charges or charges for special acts shall be used for the furtherance of the continuing development of the Zoological Gardens.
2. The county undertakes to provide out of public funds to Society for operation and maintenance of Zoological Gardens the following sum _____ (not specified).
3. Society shall deposit sum of \$500,000 with an escrow agent, such cash to be used for the establishment, development and operation of the Zoological Garden.

Zoo

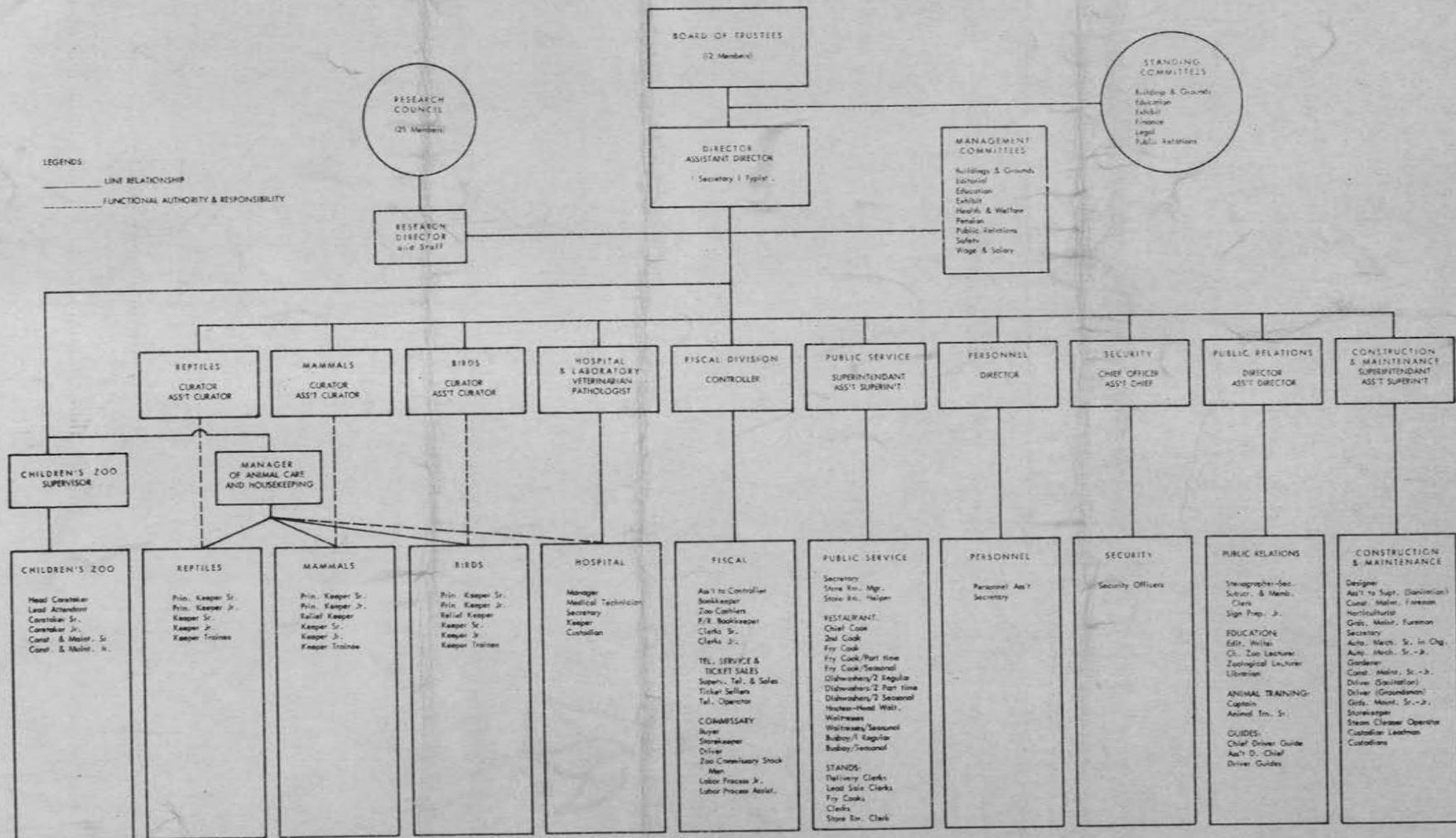
Zoo	Parties to Agreement		Period of Agreement	Ownership of Buildings, Exhibits & Facilities	Obligations and Duties of the Zoological Society	Financing
	Governing Body	Zoological Society				
San Diego Zoological Gardens	City of San Diego	Zoological Society of San Diego	Not specified	City of San Diego retains ownership of land and buildings. The title to all animals, birds and reptiles acquired by the Zoological Society shall be vested in City of San Diego.	<ol style="list-style-type: none">1. Society shall have control and jurisdiction over all buildings, structures and equipment within the Zoological Garden.2. Society shall have the right to charge admission fee in an amount to be approved by City Council.3. Society shall have right to charge for transportation facilities, to operate and let concessions and exhibits.4. Society shall assume the responsibility and obligation to conduct, operate and maintain zoological gardens and exhibits.5. All donations to Society shall be devoted to development, improvement, care, maintenance and operation of zoological gardens.6. Society may sell or exchange any excess or undesirable specimens and exhibits.7. Society shall protect City from all claims for damages on account of injury to persons or property in operation of zoological gardens.8. Books and records shall be open at all times to inspection by City. Society shall file annually with City reports of receipts and expenditures in operation of the zoo.	<ol style="list-style-type: none">1. Revenues from admission fees and concessions shall be expended by the Society for development, operations and maintenance of zoological gardens and for research and education.2. All donations to Society shall be devoted to development, improvement, care, maintenance, and operation of zoological gardens.3. City is authorized to levy a special tax levy (2¢ on each one hundred dollars assessed valuation) and all moneys from this special tax levy for maintenance of the zoological gardens shall be retained by the City until disbursed by requisition drawn by the Society subject to approval by Park and Recreation Director or City Manager.

Zoo

Zoo	Parties to Agreement		Period of Agreement	Ownership of Buildings, Exhibits & Facilities	Obligations and Duties of the Zoological Society	
	Governing Body	Zoological Society			Financing	
Henry Doorly Zoo	City of Omaha	Omaha Zoological Society	50 years unless sooner terminated by mutual agreement or by provisions in agreement.	City of Omaha retains ownership of zoological gardens, buildings and exhibits in that upon termination of the agreement the Society shall grant and convey to the City all right and title in any of zoological gardens, buildings, equipment and exhibits.	<ol style="list-style-type: none"> 1. Society has permission to plan, manage, operate, develop and maintain the zoological gardens and exhibits. 2. Society is granted authority to make such alterations of the terrain for the construction and maintenance of the zoo. It may alter and repair existing facilities but such alterations must comply with the "Master Plan." Alteration of Master Plan or expansion of area shall be subject to approval of Director of Parks, Recreation and Public Property Department. 3. Gifts and donations by Society shall be used for zoological garden and exhibits. 4. Revenues realized from admissions and concessions shall be used for operation and maintenance during time appropriations to Society are made by the City. 5. Society shall maintain proper books of account and shall make annual report to Mayor and City Council of its acts and expenditures. 6. Society may cooperate with any or all educational institutions to establish educational programs. 7. Society shall comply with health and sanitation regulations and shall operate zoo in accordance with generally accepted practices. 8. Society shall protect City from all claims and for damages on account of injury to persons or property in operation of zoological gardens. 	<ol style="list-style-type: none"> 1. Revenues realized from admissions and concessions shall be used for operation and maintenance of zoological gardens. 2. Gifts and donations to Society shall be used for zoological gardens and exhibits. 3. The City shall appropriate annually to the Society a sum of \$100,000 for operating expenses--any such sums not used shall be returned to City. Appropriations shall be made only for period of 4 years after date of agreement.

Chart IV

• SAN DIEGO ZOOLOGICAL SOCIETY •
ORGANIZATIONAL CHART



SOURCE: Alex L. Srbich, Application of Modern Production Management Techniques to Large Metropolitan Zoo Operations (San Diego, Calif.: San Diego State College, 1963)



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699-0166 OR 698-1926

NEWSLETTER

VOL. II

February, 1968

No. 1

HERE'S EXCITING NEWS . . .

Time and patience now make it possible for your Minnesota Zoological Society officers and executive committee to bring you proof of definite progress toward realization of a major Minnesota Zoo.

An additional year of careful research, projected agreements, meetings, legislation, fund-raising, and considerable frustration at long last produced the following:

LAND ACQUISITION . . .

The important transfer of 160 acres of land in Washington County to the Minnesota Zoological Society by Mr. and Mrs. Gordon Bailey, owners of Bailey Nurseries, Inc., Newport. This tract is located south of Bailey Road and east of U. S. 61 just north of Newport. Mr. and Mrs. Bailey donated the land for the development of a modern zoological garden. Should the land not be used by the Society for this purpose in ten years, it will revert to Washington County for park use. The land was accepted on behalf of the Society by Reuel D. Harmon, President, and Fred P. Memmer, member of the executive board and legal counsel for the Society.

To predict the final site of the new zoo at this time would be premature, but it should be noted that your Society now has two sites available, both of which have been deemed "excellent" by our consultants.

The second site is the 168-acre tract owned by Ramsey County in Maplewood, which has been earmarked for the Society for two years by the Board of Ramsey County Commissioners.

-MZS-

METRO COUNCIL INTEREST . . .

Another encouraging development is the study undertaken by the Metropolitan Zoo Advisory Committee under the chairmanship of John Tilton, appointed by the Metropolitan Council. This group is now deeply involved in thorough studies relating to site, financing and operations of a zoological garden, hopes to have its work done by June 1.

----Over

EXCELSIOR MN 55331
RT 1
JOHN E TILTON
ZS-CM

258 Macalester
St. Paul, Minnesota 55105



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St. Paul, Minn.
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NEWSLETTER(continued)

The Advisory Committee, although metropolitan area oriented, has already recommended that the zoo be called a Minnesota project, which agrees with the thinking of the Minnesota Zoological Society.

-MZS-

FUND RAISING . . .

The solid sum of \$22,000 has been raised in contributions to the Society's development fund. This and other funds made available through donations and memberships will be used to pursue the Society's ultimate goal -- creating a first-rate big-time zoo.

-MZS-

CURRENT ACTIVITIES . . .

Representatives of the Society's board, meeting with the new Metro Zoo Committee, have reviewed progress made thus far and are now planning ways for the two groups to work together. Society architects, Voigt & Fourre, displayed sketches, a model, and slides giving a graphic concept of what a big-league zoological garden can provide as a continuing attraction. This and several subsequent meetings were attended by President Harmon, Vice-President Tobler, Secretary Schneider and Mr. Memmer.

POTENTIAL OF A MAJOR ZOO AS A TOURIST ATTRACTION was emphasized January 31 to the tourist section of the Saint Paul Area Chamber of Commerce, plus selected guests in this promotional field. Your Society, through Secretary Schneider, presented evidence from other big zoos that these attractions are prime magnets in boosting the number of out-of-town visitors. Most major zoos estimate that 50 to 60 percent of their visitors are tourists (defined as those from outside local city and county limits).

We hope to have more news to report soon.

THE MINNESOTA ZOOLOGICAL SOCIETY

The Minnesota Zoological Society is an outgrowth of the Como Park Volunteer Committee, organized in 1955 by citizens of the Twin Cities who shared the conviction that a modern zoo facility is vital to the cultural, recreational, educational and economic future of the metropolitan area and the state of Minnesota.

The immediate goal of the committee was to "fill the cages" at Como zoo. During the ensuing half-dozen years the group expended \$100,000 to restock Como and to hire a professional zoo director.

After long and careful study it became apparent that Como could not be expanded into a major zoo facility without encroaching on park property. Other factors weighing against the Como site were the lack of adequate sewage and drainages, parking space and accessibility to the outlying communities of the metropolitan area.

It was at this point, in 1961 that the committee was incorporated as the Minnesota Zoological Society, a private non-profit corporation. The announced goal of the society was and remains the establishment of a modern year-round zoological garden on a level comparable to nationally prominent zoos found in San Diego, Milwaukee, Omaha, and other urban centers.

A site selection committee, working in conjunction with the Ramsey County Board of Commissioners Recreation Committee, found what is considered by all standards an ideal location for a zoological garden, a 140 acre tract of land in the Battle Creek Park area, lying within Upper and Lower Afton Roads, McKnight Road and the extension of Ruth Street in the Village of Maplewood. This tract is now the property of Ramsey County.

The site is particularly notable for its natural, rolling terrain, drainage, potential park area and accessibility via expressways from the entire metropolitan area.

As the Zoological Society proceeded with its plans, the Citizens League of Hennepin County began an exhaustive study of the need for a new zoo in the metropolitan area. Its report, made public last summer, cited the need for a modern zoo facility serving the Twin Cities and surrounding area and endorsed the concept developed by the Minnesota Zoological Society.

The society concurred in the League findings that such a facility be established on an area-wide basis. The league also recommended immediate steps be taken to enlist broad public support, enlarge the board of directors and formulate proposed legislation to create a government body with the authority to levy taxes for a zoo and to contract with a private organization to operate such a facility, in this instance, the Zoological Society.

In its considerations, the Zoological Society has verified that, statistically, zoos are the greatest form of family entertainment in the United States, attracting more people each year than all athletic contests combined. In addition to recreation, the zoo serves as the living museum of natural history and will be used as such through integration into the local school systems as an extension of the overall educational program. Zoos also are taking on more and more importance in terms of conservation. Without good zoos to provide shelter many species would become extinct. Another important function of the zoo is that of research, enabling us to gain a better insight into behavior patterns and habits of all wild life.

The advantages of a major zoo as a tourist attraction are obvious.

In addition to the Citizens League, this concept has also been endorsed by the St. Paul Area Chamber of Commerce and many civic and public organizations.

THE MINNESOTA ZOOLOGICAL SOCIETY,

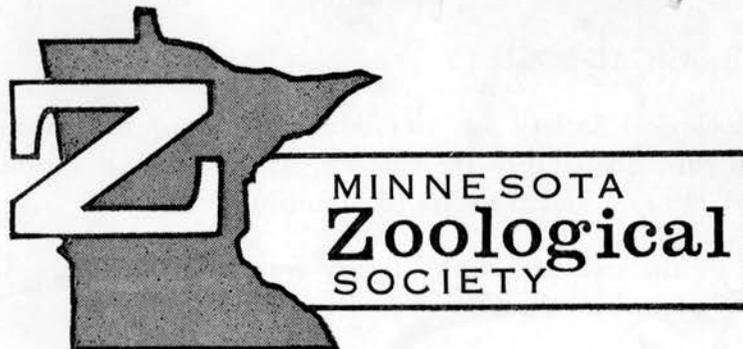
A non-profit corporation created in 1961.

General purposes:

1. To establish, develop, care for, maintain, and aid in the establishment, development, operation, care and maintenance within the City of St. Paul of a zoological garden containing a zoo adequate to serve the needs of Minnesota.
2. To enter into understandings and agreements with the City of St. Paul and other municipal, county, state or federal authorities with respect to the establishment, development, operation, care and/or maintenance of said zoological garden.
3. To encourage public interest in the science of zoology; to conduct places of recreation and education for the benefit, advantage, and amusement of the public so that it may acquire a better understanding of the science of zoology; to engage in research in and to prepare, publish, and disseminate information to the public concerning the science of zoology.
4. To acquire, exchange and dispose of animals, birds, fowl, reptiles, fish, insects, invertebrae, plants and specimens of all kinds appropriate to the objectives to which this corporation is formed.

Officers and directors as of February 9, 1965 included:

- President -Reuel D. Harmon,
President, Webb Publishing Co., St. Paul.
- Vice-
Presidents -W. H. Oppenheimer, St. Paul lawyer.
-Adolph Tobler, business representative of St. Paul Trades
and Labor Assembly.
- Treasurer -Harry L. Holtz, president of First Trust Co., St. Paul.
- Secretary -R. M. Schneider, business manager of The Catholic Bulletin.
- Directors -B. H. Ridder, St., president, Northwest Publications, Inc.
-Stanley E. Hubbard, president, Hubbard Broadcasting, Inc.
-Donald C. Dayton, board chairman, Daytons.
-Oliver T. Skellet, board chairman, Ballard & Skellet Transfer Co.
-Paul A. Schilling, board chairman, Waldorf Paper Products.
-Norris K. Carnes, general manager, Central Livestock Assn. and
first vice-president, Minnesota State Fair Board.
-Richard Ordway, president, Crane & Ordway.
-Jerome J. Bilder, chairman, civic committee, St. Paul Trades
and Labor Assembly.
-Lewis Paper, president, Paper-Calmenson Co.
-Cecil C. March, group vice-president, 3 M Co.
-Fred P. Memmer, lawyer and former state representative.
-F. John Ward, financial consultant and former Minnesota
chairman, Ducks Unlimited.
-Russell M. Johnson, vice-president, Twin City Federal Savings
and Loan Assn. and 1964 St. Paul Winter Carnival king.
-Harold B. Shapira, president, Highland Drug Center.
-Joseph T. O'Neill, attorney and president, St. Paul Jaycees
-Phil Troy, vice-president, Donaldson's-Golden Rule.
-William O. Clapp, president, Clapp-Thomssen Co.



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TREASURER
HARRY L. HOLTZ

SECRETARY
R. M. SCHNEIDER

•
JAMES C. MCCARTHY
ASST. SECRETARY

699-0166 OR 698-1926

November, 1966

Dear Friend of the Zoo:

Thank you for your support of the Minnesota Zoological Society and welcome as a charter member of our organization.

Symbolic of your role in the Society's plans are your membership card and lapel emblem, which are enclosed.

Within the near future you will receive a newsletter which will be published regularly to keep you informed of the plans and activities of the Society.

As a charter member, you will be among the first to tour and enjoy the new zoological gardens when they are opened. I am certain you will enjoy a real sense of gratification when you see the tangible results of your efforts.

On the back of this letter of welcome you will find a brief statement about the Minnesota Zoological Society and a membership application blank to assist you in enlisting others who share our desire for a major-league zoo.

Again, my appreciation for your support. I urge you to use the membership blank to secure at least one additional person interested in assisting our efforts to establish a modern, year-round zoological garden to serve the Twin Cities area.

Sincerely yours,

Reuel D. Harmon, President
Minnesota Zoological Society



THE MINNESOTA ZOOLOGICAL SOCIETY . . .

The Minnesota Zoological Society was established by a group of private citizens who believe a modern zoological garden is vital to the cultural, recreational, educational and economic future of the Twin Cities metropolitan area and the state of Minnesota.

Statistically, zoos are the greatest form of family entertainment in the United States, attracting more people each year than all athletic contests combined.

In addition to recreation, the zoo is the living museum of natural history and will be used as such through integration into the local school systems as an extension of the overall educational program.

Zoos are taking on more and more importance in terms of conservation. Without good zoos to provide care and shelter, many species would become extinct.

Another important function of the zoo is that of research, enabling us to gain a better insight into behavior patterns and habits of all wildlife.

By enlisting broad public support, the Minnesota Zoological Society proposes to build and operate a modern, year-round facility that will fill these needs. It will include all species of the animal kingdom, housed in areas designed to approximate as closely as possible their natural habitat.

The most ideal site found to date is a 140-acre tract of land in the Battle Creek Park area, lying within Upper and Lower Afton Roads, Monument Road and the extension of Rush St. in the Village of Maplewood. This tract is now the property of Ramsey County.

The site is particularly notable for its natural, rolling terrain, drainage, potential park area and accessibility via expressways from the entire metropolitan area.

The Zoological Society concept has been endorsed by the Citizens League of Hennepin County, which after intensive study, recommended that the Twin Cities area should have a "first class" facility to meet the needs of our expanding population.

Please enroll me as a Charter Member
in



I enclose \$1 (one dollar) for each membership.

NAME _____ ADDRESS _____

CITY _____ STATE _____ Zip Code _____ Tel. _____

Make checks payable to: Minnesota Zoological Society

Mail to: ZOO, Box Section, St. Paul, Minnesota 55101

V-20, 253

ARTICLES OF INCORPORATION
MINNESOTA ZOOLOGICAL SOCIETY

KNOW ALL MEN BY THESE PRESENTS:

That the undersigned do hereby associate themselves together for the purpose of forming a nonprofit corporation under Chapter 317 Minnesota Statutes 1957, and to that end have adopted, signed and acknowledged the following Certificate of Incorporation:

ARTICLE I.

- A) The name of the corporation shall be the
MINNESOTA ZOOLOGICAL SOCIETY.
- B) The registered office of the corporation shall be in the City of St. Paul, Minnesota.
- C) The general purposes of the corporation shall be:
 - 1) To establish, develop, care for, maintain and aid in the establishment, development, operation, care and maintenance within the City of St. Paul, Minnesota of a zoological garden containing a zoo adequate to serve the needs of Minnesota in that respect.
 - 2) To enter into understandings and agreements with the City of St. Paul, Minnesota, and other municipal, county, state or federal authorities with respect to the establishment, development, operation, care, and/or maintenance of said zoological garden.

V-20,254

3) To encourage public interest in the science of zoology; to conduct places of recreation and education for the benefit, advantage, and amusement of the public so that it may acquire a better understanding of the science of zoology and kindred subjects; to engage in research in, and to prepare, publish and disseminate information to the public concerning the science of zoology.

4) To acquire, exchange and dispose of mammals, birds, fowl, reptiles, fish, insects, invertebrates, plants and specimens of all kinds appropriate to the objects to which this corporation is formed.

5) Subject to the provisions of the statutes of the State of Minnesota, to take, receive, and hold real and personal property, including the principal and interest of any money or other fund that is given, conveyed, bequeathed, devised to or otherwise vested in the corporation, in trust for a purpose consistent with the purposes set forth in these Articles of Incorporation.

6) To do all other acts necessary or expedient for the administration of the affairs and attainment of the purposes of the corporation, whether similar or dissimilar to the matters hereinabove specifically set forth.

ARTICLE II.

No part of the net earnings or income of the corporation shall inure to the benefit of, nor shall the corporation afford pecuniary gain incidentally or otherwise to its members, and no part of its activities shall be carrying on propaganda

V- 70, 255

or otherwise attempting to influence legislation.

ARTICLE III.

The corporation shall have perpetual existence.

ARTICLE IV.

The names and addresses of the incorporators are:

<u>Name</u>	<u>Address</u>
<u>Archibald G. Bush</u>	<u>St. Paul, Minnesota</u>
<u>Stanley E. Hubbard</u>	<u>St. Paul, Minnesota</u>
<u>Raymond M. Schneider</u>	<u>St. Paul, Minnesota</u>
<u>Thomas Moore, Sr.</u>	<u>Minneapolis, Minnesota</u>
<u>Roy M. Larsen</u>	<u>Minneapolis, Minnesota</u>
<u>Dwight Paper</u>	<u>St. Paul, Minnesota</u>
<u>Harry L. Holtz</u>	<u>St. Paul, Minnesota</u>
<u>Adolf T. Tobler</u>	<u>St. Paul, Minnesota</u>
<u>Fred Hanley</u>	<u>St. Paul, Minnesota</u>

V-30, 256

<u>Name</u>	<u>Address</u>
<u>Reuel D. Harmon</u>	<u>St. Paul, Minnesota</u>
<u>William H. Oppenheimer</u>	<u>St. Paul, Minnesota</u>

ARTICLE VI.

Sec. 1. The annual meeting of the corporation shall be held at such place in the City of St. Paul, Minnesota as may from time to time be designated by the Board of Directors on the second Tuesday in June of each year beginning with the year 1962, unless said day shall be a legal holiday, in which event the meeting shall be held on the next succeeding business day. Such meeting shall be held at such hour as may be named by the Secretary in the notice thereof.

Sec. 2. There shall be no personal liability of members for corporate obligations. This corporation shall have no capital stock.



V-20, 257

ARTICLE VII

Sec. 1. The property, affairs and business of the corporation shall be managed and controlled by the Board of Directors, aided, as permitted by the statutes of Minnesota, by an Executive Committee. The Board of Directors shall consist of 15 members divided into three groups, each group of 5 to hold office for three years or until its successors are elected. The term of office of one group shall expire each year and successors shall be elected at the annual meeting of the members.

Sec. 2. Vacancies in the Board may be filled for the unexpired term by the Board of Directors or Executive Committee at any regular or special meeting.

ARTICLE VIII.

The first Board of Directors shall consist of the following:

<u>Name and address</u>	<u>Expiration of term</u>
<u>Donald C. Dugton</u> <u>Minneapolis, Minnesota</u>	Upon election of successor in 1962
<u>Thomas Moore</u> <u>Minneapolis, Minnesota</u>	Upon election of successor in 1962
<u>Roy W. Larsen</u> <u>Minneapolis, Minnesota</u>	Upon election of successor in 1962
<u>Fred W. Manley</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1962

V-30, 258

<u>Name and Address</u>	<u>Expiration of term</u>
<u>Reuel D. Harmon</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1962
<u>J. G. Ordway</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1963
<u>Adolf Tobler</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1963
<u>Harry L. Holtz</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1963
<u>Oliver Skellet</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1963
<u>E. H. Ridder, Sr.</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1963
<u>Archibald G. Bush</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1964
<u>Stanley E. Hubbard</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1964
<u>Raymond M. Schneider</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1964
<u>David Paper</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1964
<u>W. H. Oppenheimer</u> <u>St. Paul, Minnesota</u>	Upon election of successor in 1964

V-30,259

ARTICLE IX.

Upon dissolution or liquidation of the corporation all of its assets shall pass to and vest in the City of St. Paul, Minnesota.

IN WITNESS WHEREOF, the undersigned, constituting the persons hereinabove named as the ^{INCORPORATORS} first Directors of this Corporation, have executed these Articles of Incorporation this 5th day of June, 1901.

Archibald M. Rush

Stanley C. Wheland

Raymond M. Schindler

Thomas Moore Sr.

Edmund J. [unclear]

David Baper

Harry F. Sheets

Edw. A. [unclear]

Frederic [unclear]

Samuel D. [unclear]

James H. [unclear]

STATE OF MINNESOTA }
COUNTY OF RAMSEY } ss.

V-30, 250

On this 6 day of June, 1961, before me a
Notary Public within and for said County personally ap-
peared Archibald G. Bush, Stanley E. Hubbard, Raymond H. Schneider,
Thomas Moore, Sr., Roy W. Larsen, David Paper, Harry L. Holtz,
Adolf T. Tobler, Fred Manley, Reuel D. Hannon, and William H.
Oppenheimer,
to me known to be the persons described in and who exe-
cuted the foregoing instrument and acknowledged that they
executed the same as their free act and deed.

Malcolm Wood
Notary Public, Ramsey County,
Minnesota
My Commission Expires:

(Seal)

Malcolm Wood
Notary Public, Ramsey County, Minn.
My Commission Expires June 21, 1962

STATE OF MINNESOTA
DEPARTMENT OF STATE

I hereby certify that the within
instrument was filed for record in this
office on the 6 day of June
A. D. 1961, at 4 o'clock P. M.,
and was duly recorded in Book V-30
of Incorporations, on page 253

Joseph L. Sammons
Secretary of State

APPR'D & FILED
INDEXED ll
IND. FILED
DEX. CHECKED f

M-25, 120

THIS CERTIFIES that pursuant to a resolution adopted by the Board of Directors of the Minnesota Zoological Society, a nonprofit corporation formed under Chapter 317 Minnesota Statutes 1961, proposing such action, the following amendment to the Articles of Incorporation was unanimously adopted at a meeting of the members duly called and held on the 21st day of January, 1965, and at which a majority of the members of the corporation were present:

BE IT RESOLVED, that Article VII, Section 1 of the Articles of Incorporation be and hereby is amended to read as follows:

Section 1. The property, affairs and business of the corporation shall be managed and controlled by a Board of Directors. The number, term of office, powers, authority and duty of the Directors, the time and place of their meetings, shall be as set forth in the Bylaws of the corporation.

FURTHER RESOLVED, that the Vice President and Secretary of this corporation be and hereby are authorized and directed to execute and file the necessary Certificate of Amendment with the Secretary of State of the State of Minnesota.

IN WITNESS WHEREOF, the undersigned Vice President and Secretary of said corporation have hereunto affixed their signatures and the seal of said corporation this 23rd day of January, 1965.

W. H. Oppenheimer
Vice President

R. H. Schneider
Secretary

(Corporate
Seal)

STATE OF MINNESOTA }
COUNTY OF RAMSEY } ss.

M-25, 121

On this 24 day of January, 1965, before me a Notary Public within and for said County, personally appeared W. H. Oppenheimer and R. M. Schneider, to me personally known, who being each by me duly sworn did say that they are respectively the Vice President and Secretary of Minnesota Zoological Society, the corporation named in the foregoing instrument, and that the seal affixed to said instrument is the corporate seal of said corporation, and that said instrument was signed and sealed in behalf of said corporation by authority of its members, and said W. H. Oppenheimer and R. M. Schneider acknowledged said instrument to be the free act and deed of said corporation.

Walter J. ...
Notary Public, Ramsey County,
Minnesota
My Commission Expires:

(Seal)

STATE OF MINNESOTA
DEPARTMENT OF STATE

I hereby certify that the within instrument was filed for record in this office on the 27 day of Jan, A. D. 1965, at 2:00 o'clock P. M., and was duly recorded in Book M-25 of the Registrations, on page 120.

Joseph L. Danovane
Secretary of State

FILED
INDEXED
SEARCHED
SERIALIZED

THIS CERTIFIES that pursuant to a resolution adopted by the Board of Directors of the Minnesota Zoological Society, a nonprofit corporation formed under Chapter 317 Minnesota Statutes 1961 proposing such action, the following amendment to the Articles of Incorporation was unanimously adopted at a meeting of the members duly called and held on the 29th day of August, 1966, at which meeting a majority of the members of the corporation were present:

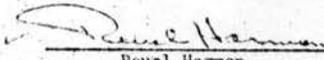
BE IT RESOLVED, that Article I, subdivision C), subparagraphs 1) and 2), be amended so as to read as follows:

C) The general purposes of the corporation shall be:

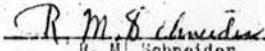
- 1) To establish, develop, care for, maintain and aid in the establishment, development, operation, care and maintenance within the State of Minnesota, of a zoological garden containing a zoo adequate to serve the needs of Minnesota in that respect.
- 2) To enter into understandings and agreements with the State of Minnesota, and/or other municipal, county, state or federal authorities with respect to the establishment, development, operation, care and/or maintenance of said zoological garden.

IN WITNESS WHEREOF, the President and Secretary of said corporation have hereunto affixed their signatures and the seal of said corporation this 29th day of August, 1966.

(Corporate Seal)


Rouel Harmon

President


R. M. Schneider

Secretary

STATE OF MINNESOTA }
COUNTY OF RAMSEY } ss.

Q 37, 304

On this 29th day of August, 1966, before me a Notary Public within and for said County, personally appeared Reuel Harmon and R. M. Schneider, to me personally known, who being each by me duly sworn did say that they are respectively the President and Secretary of Minnesota Zoological Society, the corporation named in the foregoing instrument, and that the seal affixed to said instrument is the corporate seal of said corporation, and that said instrument was signed and sealed in behalf of said corporation by authority of its members, and said Reuel Harmon and R. M. Schneider acknowledged said instrument to be the free act and deed of said corporation.

Notary Public, Ramsey County, Minnesota
My commission expires: _____

(Seal)
Notary Public, Ramsey County, Minnesota
My commission expires: _____

STATE

I hereby certify that the foregoing instrument was filed for record in my office on the 6 day of Aug, A. D. 1966, at 4 o'clock P. M., and was duly recorded in Book Q 37 of Incorporations, on page 303.

Joseph L. Harman
Secretary of State

RECORDED
INDEXED
AUG 30 1966
NOTARY PUBLIC
RAMSEY COUNTY, MINN.

D-940

0-47, 882

ARTICLES OF INCORPORATION
MINNESOTA ZOOLOGICAL SOCIETY
(As amended June 10, 1975)

KNOW ALL MEN BY THESE PRESENTS:

That the undersigned, all of whom are citizens of the United States, do hereby associate themselves together for the purpose of forming a nonprofit corporation under the Minnesota Nonprofit Corporation Act (Minnesota Statutes, 1971, Ch. 317), and to that end have adopted, signed and acknowledged the following restated Articles of Incorporation:

ARTICLE I

The name of the corporation shall be
MINNESOTA ZOOLOGICAL SOCIETY

ARTICLE II

This corporation shall be organized for the following charitable, educational and scientific purposes:

To assist and support the Minnesota Zoological Garden in the accomplishment of its purposes whether through rendering financial assistance or performing services or otherwise and to do all other acts and things incidental to the furtherance of the authorized objectives of said Garden.

ARTICLE III

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its members, Directors, officers,

0-47, 884

3.

who shall be elected by class as hereinafter provided, fourteen (14) of whom
..... (7) by Class II members.

0-47, 443

742

2.

or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for the services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II 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 distributing of statements) any political campaign on behalf of any candidate for public office. Notwithstanding 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 Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

State of
Minnesota
Act 1119
signed and

ARTICLE IV

The Corporation shall have perpetual existence.

education

ARTICLE V

The principal office of the Corporation shall be located in the City of St. Paul, Ramsey County, Minnesota, or such other place as the Board of Directors may determine.

accomplis
tance or
things in
said Gard

ARTICLE VI

The property, affairs and business of the Corporation shall be managed and controlled by a Board of Directors of twenty-one (21) members.

the bene

0-47, 445

4.

said Garden.

ARTICLE III

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its members, Directors, officers,

0-47,884

3.

who shall be elected by class as hereinafter provided, fourteen (14) of whom shall be elected by Class I members and seven (7) by Class II members. The term of office, powers, authority and duties of the Directors, and the times and places of their meetings, shall be as set forth in the Bylaws of the Corporation.

ARTICLE VII

There shall be two classes of voting members. Class I shall be dues paying members whose qualifications and manner of becoming members shall be prescribed by the Bylaws.

Class II members shall be the members from time to time of the Minnesota Zoological Board, or other persons selected by said Board to act in the place of members of said Board. The total numbers of said Class shall not exceed the number of members of said Board.

Each class shall vote as a class for the election of the number of Directors assigned for that Class and on the amendment of the Articles of Incorporation. No amendment shall be adopted without the approval of both Classes.

The manner of appointment or election of members of Class II, and the manner of voting by each class, shall be prescribed by the Bylaws.

ARTICLE VII

There shall be no personal liability of members for corporate obligations.

ARTICLE VI

The property, affairs and business of the Corporation shall be managed and controlled by a Board of Directors of twenty-one (21) members,

0-47,885

4.

ARTICLE IX

The Corporation shall have no capital stock.

ARTICLE X

Upon dissolution of the Corporation, the Board of Directors shall, after adding or making provisions for the payment of all of the liabilities of the Corporation, distribute the assets to the Minnesota Zoological Garden.

ARTICLE XI

These Articles of Incorporation shall be subject to amendment or repeal, and new Articles may be made, by the affirmative vote of a majority of the members of the Society in attendance at an annual meeting, or at a special meeting called for that expressly stated purpose, except as stated in the new Article VII.

0-47, 886

5.

The twenty-eight persons who constitute the Board of Directors at the time of the passage and enactment of this amendment are as follow:

- | | |
|------------------------|-----------------|
| Dennis P. Albrecht | St. Louis Park |
| Elmer C. Birney | Minneapolis |
| Kendall W. Corbin | Minneapolis |
| W. Clough Cullen | Mankato |
| Thomas E. Dougherty | Duluth |
| Bruce E. Douglass | Rochester |
| Larry Freeman | St. Louis Park |
| Sandra Gale | Bloomington |
| M.G. Goldberg | St. Paul |
| Harold Hammerbeck | Little Falls |
| James L. Hetland, Jr. | Minneapolis |
| Donald E. Lease | Hugo |
| Mary McGee | Minneapolis |
| Helen E. McMillan | Austin |
| L. David Mech | Minneapolis |
| Linda Murtfeldt | Farmington |
| Valentine O'Malley | St. Paul |
| Richard Owen | Minneapolis |
| Maurice E. Scroggins | Minneapolis |
| John M. Shank | White Bear Lake |
| Leon C. Snyder | Excelsior |
| Dave Thorbeck | Gonvick |
| Richard H. Votel | St. Paul |
| Christopher A. Walters | St. Paul |
| Alvin F. Weber | St. Paul |
| Linda Weiss | Minneapolis |
| Karla A. Williams | New Brighton |
| Paul Zollman | Rochester |

0-47, 887

The foregoing Amended Articles of Incorporation though duly enacted by the Board of Directors of the Minnesota Zoological Society in June, 1975, have not been filed with the Secretary of State until December, 1977, due to clerical oversight.

at the

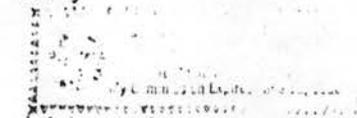
These Amended Articles of Incorporation dated June, 1975, have served as a basis for Minnesota Zoological Society Board of Directors action since that date.

IN WITNESS THEREOF, we have hereto subscribed our names.

Larry Freeman
Larry Freeman, President Minnesota Zoological Society
June 1, 1975 - May 31, 1976

Subscribed and sworn to before me this 15 day of December, 1977.

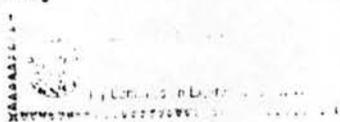
Seal and Signature
Notary



Linda Murtfeldt
Linda Murtfeldt, Secretary Minnesota Zoological Society
June 1, 1975 - May 31, 1976

Subscribed and sworn to before me this 15 day of December, 1977.

Seal and Signature
Notary



STATE OF MINNESOTA
 DEPARTMENT OF STATE
 I hereby certify that the within instrument was filed for record in this office on the 15 day of Dec A. D. 19 77, at 9 o'clock A. M., and was duly recorded in Book 0-47 of Incorporations, on page 882

Joan Anderson Beave
 Secretary of State

BYLAWS
OF THE
MINNESOTA ZOOLOGICAL SOCIETY

ARTICLE I

NAME

The name of this organization, which is a nonprofit corporation organized and existing under the laws of the State of Minnesota, shall be "The Minnesota Zoological Society".

ARTICLE II

MEETING OF THE SOCIETY

Section 1. PLACE OF MEETINGS OF THE SOCIETY.

Meetings of members of the Society shall be held at such place as the Board of Directors may from time to time designate.

Section 2. DATE OF ANNUAL MEETING OF THE SOCIETY.

The annual meeting of the Society shall be held in the fall at such time and at such place as may be designated by the Board of Directors.

Section 3. SPECIAL MEETINGS OF THE SOCIETY.

Special meetings of the Society may be called by the President or by a majority of the members of the Board of Directors by written request to the Secretary.

Section 4. NOTICE OF MEETINGS OF THE SOCIETY.

Notice of each annual and special meeting of the Society stating the time and place, and if a special meeting, the purpose thereof, shall be sent to all members by mail at least ten (10) days prior to the date of the meeting.

Section 5. BUSINESS TO BE TRANSACTED.

No business shall be transacted at any special meeting of the Society except that stated in the notice of meeting.

Section 6. QUORUM AND ADJOURNMENT OF THE SOCIETY.

At all meetings of the Society, a minimum of 20 members present and entitled to vote shall constitute a quorum. If such quorum is not present, the members present may adjourn the meeting from time to time without notice until the requisite quorum shall be present. On all matters requiring voting by Classes, 20 Class I members shall constitute a quorum and a majority of Class II members shall constitute a quorum unless the vote of Class II members be cast by the Secretary of the Minnesota Zoological Board as hereinafter provided, in which case a quorum of that Class shall be deemed to be present.

Section 7. MANNER OF VOTING.

Each member shall, at every meeting of the Society, be entitled to one vote. Votes may be cast by written proxy filed with the Secretary. Class II members may authorize the Secretary of the Minnesota Zoological Board to cast their votes on any matter upon which they shall vote as a Class, which vote may be cast by proxy as herein provided.

Section 8. ORGANIZATION OF MEETINGS OF THE SOCIETY.

At all meetings of the Society, the President or, in his absence, the Vice President, shall act as Chairperson, and the Secretary or, in his absence, any person appointed by the President, shall act as Secretary.

ARTICLE III

CLASS I MEMBERSHIPS

Section 1.

This Article shall apply only to Class I members as designated in the Articles of Incorporation and shall relate to sub-classes of said Class.

Section 2. QUALIFICATIONS, ELIGIBILITY AND NUMBERS OF MEMBERS.

Any person or organization, upon presenting suitable identification and upon payment of dues, may become a member of the Society. There shall be no limit as to the number of members.

Section 3. CLASSES OF MEMBERSHIP

The Society shall offer the following classes of membership: A. Individual. B. Family. C. Donor. The Board of Directors may, in its discretion, delete or establish new classes of membership. The Board shall set the dues which must be paid for various classes of membership.

Section 4. RIGHTS AND PRIVILIGES OF MEMBERS.

Each membership shall be entitled to one (1) vote on each issue which shall come before the membership for decision. Any individual holding or participating in any class of membership shall be entitled to participate in any and all activities of the Society and to hold any office in the Society. No property rights shall attach to memberships. Any member may inspect all books and records of the Society for any proper purpose at any reasonable time.

Section 5. TERMINATION OF MEMBERSHIP.

Membership shall be terminated upon failure to pay dues annually; no specific action shall be required of a member to effect termination of his membership.

ARTICLE IV

BOARD OF DIRECTORS

Section 1.

This Section relates only to the election of those Directors who are elected by Class I members.

A. NOMINATION OF DIRECTORS.

A Nomination Committee of five members, not more than three of whom shall reside in the seven-county Metropolitan Area, and not more than three of whom shall be members of the existing Board of Directors, shall be appointed annually by the President, with the approval of the Board, for the purpose of nominating candidates for election as Directors of the Society. The list of all persons nominated shall be submitted to the Secretary not less than 90 days prior to the annual meeting. Nominations may be made also by members of the Society by the filing of a petition containing the signatures of a minimum of five Society members. Such petition must be filed with the Secretary no later than 60 days prior to the date of the annual meeting. The Committee may, in its descretion, nominate only as many candidates as there are vacancies to be filled.

B. ELECTION BY MAIL.

Directors shall be elected by mail ballot, as follows: not later than 30 days prior to the date of the annual meeting, the Secretary of the Society shall prepare a ballot to such form as the Board may prescribe, containing the names of all persons who have been nominated pursuant to Section 1 of this Article. Said ballot shall be mailed to each member of the Society

as shown on the records of the Society as of the date of mailing. Each member shall vote for one (1) candidate for each vacancy to be filled and shall return his ballot to the Secretary not later than 15 days prior to the annual meeting. The Secretary shall certify to the President the names of those persons receiving the largest number of votes for each position to be filled. The results of the election shall be announced by the President at the annual meeting.

C. TERM OF OFFICE.

Elected Board members are limited to three (3) consecutive terms of two (2) years each, after which an interval of at least two (2) years must pass before renomination for election.

D. RESIGNATION OF DIRECTORS.

Any member of the Board of Directors may resign at any time by giving written notice to the Secretary of the Society. Such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein and, unless otherwise provided therein, acceptance of such resignation shall not be necessary to make it effective. If any member of the Board of Directors who, within a 12 month period, is absent from three consecutive scheduled Board meetings or one-half of the total number of Board meetings, their membership on the Board of Directors shall be considered terminated unless the President chooses to intervene.

E. VACANCIES ON THE BOARD OF DIRECTORS.

A vacancy on the Board of Directors shall be filled by the Board at any regular or special meeting. The person selected to fill such vacancy shall serve for the unexpired portion of the term of the vacant office.

Section 2.

This section relates to Directors elected by Class II members. The Secretary of the Minnesota Zoological Board shall certify in writing the names of all persons elected as Directors by Class II members of the incorporation, who shall be subject to removal by a vote of a majority of the members of said Class and shall hold office until their resignation or removal, and until their successors are elected and qualified. The members of said Class may, from time to time, determine the time, place and manner of election of Directors, and the certificates of said Secretary shall be conclusive as to matters stated therein.

Section 3.

This section relates to Directors generally.

A. ORGANIZATION OF BOARD OF DIRECTORS.

At all meetings of the Board of Directors, the President, or in his absence, the Vice President, shall act as Chairperson, and the Secretary, or in his absence, any person appointed by the President shall act as Secretary.

B. PLACE OF MEETINGS OF BOARD OF DIRECTORS.

Meetings of the Board of Directors shall be held at such places as the Board may from time to time designate.

C. ANNUAL MEETINGS OF BOARD OF DIRECTORS.

The Annual Meeting of the Board of Directors shall be held at the same place and immediately prior to the Annual Meeting of the Membership.

D. REGULAR MEETINGS OF BOARD OF DIRECTORS.

Regular meetings of the Board of Directors shall be held at least quarterly at a time and place designated by the Board. Notices of such meetings shall be given each Director at least ten (10) days before the day on which the meeting is to be held.

E. SPECIAL MEETINGS OF THE BOARD OF DIRECTORS.

Special meetings of the Board of Directors shall be held upon written request of any Director stating the purpose or object thereof. Notice of each meeting shall be mailed to each member of the Board of Directors, addressed to him at his residence or usual place of business, at least three (3) days before the day on which the meeting is to be held. Every such notice shall state the time, place, and purpose of the meeting. No business other than that stated in the notice shall be transacted at such meetings without the unanimous consent of the members of the Board.

F. QUORUM AND ADJOURNMENT OF BOARD OF DIRECTORS.

Seven voting members of the Board of Directors in office at the time of any regular or special meeting shall constitute a quorum for the transaction of business at such meeting, and the act of a majority of such quorum shall be the act of the Board. In the absence of a quorum, a majority of the Directors present may adjourn the meeting from time to time until a quorum is present. Notice of any adjourned meeting need not be given.

G. WAIVER OF NOTICE.

Notice of any meeting need not be given to any member of the Board of Directors if such notice shall have been waived by him in writing or by telegram, or if he shall attend such meeting in person.

ARTICLE V

OFFICERS

Section 1. OFFICERS.

The officers of the Society, all of whom shall be Directors, shall be a President, a Vice President, a Secretary, and a Treasurer, with such other officers as may be appointed in accordance with Section 4 of this Article.

Section 2. NOMINATION OF OFFICERS.

Nominations for officers shall be made by a Nominating Committee of five members of the Board of Directors, appointed by the Executive Committee. The Committee may, in its discretion, nominate only one (1) person for each office to be filled. Additional nominations may be made from the floor at the time of election.

Section 3. ELECTION AND TERM OF OFFICE OF OFFICERS.

Officers shall be elected annually by the Board of Directors for terms of one year. Each officer, except such officers as may be appointed in accordance with the provisions of Section 4 of this Article, shall continue in office until his successor shall have been duly elected and qualified in his stead or until he shall resign and his resignation shall have become effective.

Section 4. SUBORDINATE OFFICERS.

The Board of Directors may appoint such other officers as it may seem necessary, each of whom shall hold office for such period, have such authority, and perform such duties as the Board may from time to time direct.

Section 5. RESIGNATION OF OFFICERS.

Any officer may resign at any time by giving written notice to the President or to the Secretary of the Society. Such resignation shall take effect on the date of the receipt of such notice or at any later time specified therein. Acceptance of such resignation shall not be necessary to make it effective.

Section 6. OFFICER VACANCIES.

A vacancy in any office because of death, resignation, removal, disqualification or any other cause shall be filled for the unexpired portion of the term by appointment by the Board of Directors at any regular or special meeting.

Section 7. PRESIDENT.

The President shall preside at all meetings of the Society and of the Board of Directors. He shall do and perform such duties as may be from time to time assigned him by the Board of Directors. He may sign and execute all authorized contracts or other obligations in the name of the Society.

Section 8. VICE PRESIDENTS.

The Vice Presidents shall, in the absence of the President, perform the duties of that office.

Section 9. SECRETARY.

The Secretary shall perform the duties customarily required by that office, including correspondence in the name of the Society, and appropriate management of legal matters.

Section 10. TREASURER.

The treasurer shall perform the duties customarily required by that office.

Section 11. EXECUTIVE COMMITTEE.

The Directors shall appoint an executive committee with statutory powers.

ARTICLE VI

OPEN MEETINGS

All meetings of the Directors or of any committee shall be open to any member of the Society. Any member who shall request notice of meetings of all or any of the Boards or Committees shall be notified of such meetings.

ARTICLE VII

COMMITTEES

Section 1. COMMITTEES GENERALLY.

The committees of the Board shall consist of an Executive Committee, an Audit Committee, a Nominating Committee, one or more standing committees, and such special committees, sub committees or task forces as may be appropriate.

Section 2. EXECUTIVE COMMITTEE.

There shall be an Executive Committee composed of the current officers

of the Society plus the immediate past president of the Society. It shall have responsibility for planning, finance, budgeting and organization, including personnel policy and direct supervision of the executive director. 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 intervals between meetings of the Board of Directors and shall at all times be subject to the control and direction of the Board of Directors; provided further, that prior specific or policy authorization of the Board shall be required for any real property transaction, budget change of over \$5,000, or hiring or firing of an executive director or merger or dissolution of the Society or significant change in the relationship between the Society and its' membership.

Section 3. AUDIT COMMITTEE.

There shall be an Audit Committee of five members, at least three of whom shall be members of the Board of Directors. The Treasurer of the Society shall participate as requested by the committee, but shall not be a member of the Committee. It shall have responsibility for auditing all financial activities of the Society, Board of Directors, Officers, and Employees; and in performing such duties shall have access to all financial records. It shall report to the Board of Directors any findings or recommendations regarding financial management. The President shall appoint the chairperson and members of the Audit Committee.

Section 4. NOMINATING COMMITTEE.

There shall be a Nominating Committee with such membership, authorities and duties as provided in Article IV, Section 1.A. Nomination of Directors.

Section 5. STANDING COMMITTEES.

The Society may have such standing committees, with such membership, authorities and duties, as may from time to time be prescribed by the Executive Committee, provided that at least three (3) members of each such standing committee shall at all times be a member of the Board of Directors. The President shall appoint or confirm the chairperson of each standing committee. Unless a different method of selection is provided by a specific agreement with related organizations or services and approved by the Board, the members of the Board of Directors serving on each such standing committee shall be appointed by the President, and other persons

serving on each such standing committee shall be appointed by the chairperson of such standing committee subject to review, approval or removal by the President.

Section 6. SPECIAL COMMITTEES, SUB-COMMITTEES, AND TASK FORCES.

The President may appoint such special committees, sub-committees and task forces as the President deems appropriate. They shall have such limited purposes or task, limited terms of service, membership, authorities and duties as may be prescribed by the President; provided that sub-committees of standing committees may be designated as standing sub-committees and appointed by the chairperson of such standing committee, subject to review, approval or disbanding by the President.

ARTICLE VIII

EMPLOYEES

Section 1. EXECUTIVE DIRECTOR.

There shall be an executive director appointed by the Board of Directors under such terms and conditions as the Board shall establish. The Director shall be chosen on the basis of qualifications in the field of management.

Section 2. DUTIES AND AUTHORITY.

The Director shall, subject to review and approval of the Board, organize and direct the operations of the Society; appoint all administrative officers, agents and employees; sign contracts and financial documents; and exercise such other powers and duties as approved by the Board.

Section 3. RELATIONSHIPS.

The Director shall report to the Executive Committee; shall serve as executive secretary to the Board; shall be an ex-officio member, without voting rights, on the Board and all committees; shall supervise all operational activities; and shall be responsible for coordination of Society operations with the Minnesota Zoological Garden, the Minnesota Zoological Garden Foundation, and any other organization assisting the Minnesota Zoological Garden.

Section 4. OTHER OFFICERS, AGENTS AND EMPLOYEES.

Within the plans and budgets authorized by the Board, there shall be such other officers, agents or employees as deemed necessary by the director.

Compensation and terms of employment shall be in accord with Society personnel programs.

ARTICLE IX

FISCAL AGENT

The Board of Directors may appoint a fiscal agent. In case of such appointment, the securities or properties held or owned by the Corporation shall be in the exclusive custody and control of said fiscal agent with full power to hold the legal title to such securities and properties as may be so transferred to it, and when authorized by the Board of Directors from time to time to invest and reinvest available funds of the corporation in such securities as the Society may approve and when so authorized to sell, transfer, convey and otherwise dispose of the properties of the Society, both real and personal. Said fiscal agent shall advise the Board of Directors and the Society, from time to time as to the assets held by it, shall receive and disburse all income and principal funds as directed by the Board of Directors, and shall account to the Society and the Board of Directors from time to time for all assets held and funds received and disbursed. The fiscal agent shall also perform such other services for the Society as may from time to time be agreed upon.

The fiscal agent shall be entitled to reasonable compensation for his services. The net income of the Society shall be deposited in a separate account to be disbursed by the fiscal agent under such general rules and regulations as the Board of Directors may from time to time fix and determine.

ARTICLE X

CONTRACTS, CHECKS, BANK ACCOUNTS, ETC.

Section 1. CONTRACTS, ETC. - HOW EXECUTED.

The Board of Directors may authorize any officer or officers, agent or agents of the Society, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Society; such authority may be general or confined to specific instances and, unless so authorized by the Board of Directors, no officer, agent, or employee shall have any power or authority to bind the Society by any contract or engagement or to pledge its credit or to render it liable pecuniarily

for any purpose or to any amount.

Section 2. LOANS.

No loans or other indebtedness shall be contracted in behalf of the Society unless specifically authorized by the Board of Directors.

Section 3. CHECKS, DRAFTS, ETC.

All checks drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Society shall be signed by such person or persons in such manner as shall be from time to time determined by the Board of Directors.

Section 4. DEPOSITS.

All funds of the Society shall be deposited from time to time to the credit of the Society in such banks, trust companies, or other depositories as the Board of Directors may designate, or if there be a fiscal agent with him, and shall be disbursed under such rules and regulations as the Board of Directors may from time to time determine.

ARTICLE XI

The fiscal year of the Society shall be June 1 through May 31.

ARTICLE XII

AMENDMENT OF BYLAWS

The Bylaws of the Society shall be subject to amendment or repeal, and new Bylaws may be made by the Board of Directors at a special meeting called for that expressly stated purpose.