

Minnesota State Zoological Board. Zoo-Related Organizations Files.

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Version 3
August 20, 2018

Revised Draft
July 29, 1982

PROPOSED ALLIANCE OF ZOO SUPPORT ORGANIZATIONS

The Alliance will be a new organization. It will select a new appropriate name. Its objective will be to give all possible support to the Minnesota Zoo including capital, operating, and research funding.

Initially it will be governed by a board of twenty-six (26) members. Twelve members will be appointed by the Chairman of the Foundation. Twelve members will be appointed by the Chairman of the Society. The Chairman of the Zoo Board or his designee will be a member. The Chairman of the Zoo Volunteer group will be a member.

The Foundation and the Society each will designate four of their appointees to the first board for a one year term, four for a two year term, and four for a three year term. As the initial term for board members ends, the successors will be elected for three year terms at the annual membership meeting as provided in the by-laws.

The board will meet twice a year, once at the annual meeting and once at a mid-term meeting.

The organization will be managed by a seven member Executive Committee. Initially three members will be appointed by the Chairman of the Society and three members by the Chairman of the Foundation. The seventh member shall be the Chairman of the Zoo Board or his designee. At the first annual meeting of the board following the organization meeting, the Executive Committee shall be elected by the board as provided in the by-laws.

Candidates for election to the Board will be elected by the membership at the first annual meeting at which initial board terms expire and annually thereafter pursuant to nominations made by a Nominating Committee composed of two members from the Endowment Committee, two members from the Membership Committee, and three members selected by the Executive Committee from the members at large.

There will be two standing committees, an Endowment Committee and a Membership Committee. All of the board members will serve on one of the two committees. These committees will organize and act immediately.

The Endowment Committee will be responsible for capital fund development, will manage investments, and manage the organization's finances. It shall determine policy for all fund-raising efforts of the organization.

The Membership Committee will have the responsibility of coordinating the following activities with the Zoo staff:

1. Zoo Goer membership drive.
2. Scheduling of activities and special events for Zoo Goer members.
3. Zoo Goer newsletter content.
4. Volunteer recruitment and volunteer recognition events.
5. Education programs held off site including a speaker's bureau.

An Audit Committee, if any, will be a subcommittee for the Endowment Committee, but will not include any officer of the organization.

The organization will make an annual report to the Zoo Board, at which time the year's operation of the organization will be reviewed, the next year's budget and program presented, and recommendations relating to them and the dispersal of funds approved. The recommendations will be prepared jointly by committees from both organizations and will include agreements previously made. All records of the organization will be available to the Zoo Board. The organization's annual budget will provide for a cash reserve carried over from previous year's operations which will be adequate to cover six months operating expenses of the organization.

The Zoo News will be published by the Zoo staff unless otherwise agreed upon by actions of both boards. The Zoo News shall be available to the organization for membership service and fund raising purposes.

All advertising and promotional programs relating to general attendance to the Zoo will continue to be a Zoo staff function except when agreed upon by both organizations. Fund raising will be the responsibility of the organization in accordance with recent assignment to the Foundation. In the interest of maximizing benefits, applications for philanthropic grants or for substantial promotional support from outside organizations, will be coordinated in a plan approved by both staffs.

There will be no change in designation of funds now held by the Foundation. The organization will need funds for membership drive and operating expenses, and it is recommended that sufficient Society funds be made available for this purpose, subject to an approved budget.

Relationships between the Zoo Board and the organization as spelled out in this proposal will be negotiated by the Zoo Board and the board of the new organization once it is organized.

Once the new organization is organized a method of continuing communication between the organization's board and the Zoo's board will be determined by agreement of the Executive Committee of both boards.

The new organization will have its office at the Zoo in space furnished by the Zoo.

DONATIONS & GRANTS TO MZG thru MZGF

Sept. 1976

BUSH FOUNDATION (obtained by MZG in amount of $785,000; MZB asked that $75,000
$710,000 be redirected to Foundation operating expenses & remainder thru MZGF)

PEAVEY CO. (Thomas A. Hamill, Director of Public Affairs, Peavey Company;
Peavey Building; 730 Second Av. So., Mpls., 55402.)
$30,000 pledge ($10,000 for 3 years)

October 1976

GENERAL MILLS FOUNDATION (Wm. R. Humphrey, Jr., VP & Ex Dir.
P. O. Box 1113, Mpls., 55440)
$150,000 ($50,000 yr for 3 years in 6 mo. installments.

NORTHWESTERN BELL TELEPHONE COMPANY (Don Buxton, Assistant V.P.
224 S. 5th St., Mpls. 55402)
$35,000 pledge over 5 year period.

February 1977

TWIN CITY FEDERAL SAVING & LOAN ASSN. (Harvey M. Kuhnley
8th & Marquette, Mpls. 55402)
$10,000 (requested $90,000) in 2 annual payments in 1978 & 78

March 1977

EDWIN W. & CATHERINE M. DAVIS FOUNDATION (J.S. Micalley, Director & Asst. Sec.
2100 First National Bank Bldg; StP 55101
$25,000 over 3 years
- Mrs. Edwin W. Davis, 1590 Edgcumbe Rd; St. Paul
- Mr. & Mrs. Frederick W. Davis, 13117 Holmes Point Dr., Kirkland, WA

April 1977

JAMES T. BELL FOUNDATION (T. R. Anderson, Bell Ford & Co. 808 Shelard Plaza
400 So. Co. Rd. 18; Mpls. 55426
$10,000 - 2 years equal payments of $5000

MINNEAPOLIS GAS CO. (Norman C. Jepsen, Corporate Sec., 733 Marquette Ave. Mpls. 55402)
$15,000 over 3 years.

May 1977

FIRST NATIONAL BANK SYSTEMS, INC. (Lloyd L. Brandt, V.P.; 1400 1st Nat'l Bank Bldg. Mpls. 55480
$100,000 total at $25,000 year for 4 years.

NORTHWESTERN NATIONAL LIFE INSURANCE CO. (Mr. Chris Finsness, 2nd V.P. 20 Washington Av. So.; Mpls. 55440
$7,500 over 3 years

MARDAG FOUNDATION (Paul A. Verret, Secretary; 305 Wilder Bldg. 355 Washington St. St. Paul 55102
$40,000 ($5,000 1977 and balance by 12/31/80)

GENERAL MILLS FOUNDATION (Humphrey) payment on $150,000 pledge of $25,000

WHALE WALK
$200,000 pledges

June 1977

THE PILLSBURY COMPANY FOUNDATION (David K. Cumminbs, Secretary; 608 2nd Av. So. Mpls 55402)
$60,000 at $20,000 year for 3 years.

July 1977

FEDERATED GARDEN CLUBS OF MINN., INC. (tropical gardens free flight aviary)
$500

AMERICAN LINEN SUPPLY CO. (Lawrence G. Steiner, V.O.; 47 So. 9th St., Mpls. 55402)
$1,000

MUNSINGWEAR INC. (Alden M. Hanson, V.O.; 718 Glenwood Av., Box 1369, Mpls. 55440)
$2000 over 2 years (1978 & 79(

August 1977

LESLIE PAPER (James H. Leslie, Pres., PO Box 1351, Shelard Plaza; Mpls. 55440)
$300

JOSTEN'S FOUNDATION, INC. (Mr. W.G. Mooney, Jr., Ex. Dir. POB 20367; Bloomington 55401
$5000 ($2,500 ea. yr)

DATA 100 CORPORATION (Ray Lappegaard, VP of Human Resources; POB 1222; Mpls. 55440
$2000 over 4 yr. period

GRACO FOUNDATION (Charles F. Murphy, Ex Dir.; 60 - 11th Ave. NE; Mpls. 55413)
$2,500 (NT)

September 1977

OTTO BREMER FOUNDATION (Valerie Lies, Grants Administrator, Suite 1300,
386 N. Wabasha St.; St. Paul 55102
$40,000 (zoo study center) over 5 years ($8,000/yr)

GUSTAVUS ADOLPHUS LUTHERAN CHURCH
$30

October 1977

NORTHWESTERN NATIONAL BANK (James L. Buckles, V.O.; 7th & Marquette; Mpls. 55480
$25,000 over 5 years

November 1977

DYE-PAKO FOUNDATION (Ken Knopf, Trustee; 6300 Olson Mem. Hwy; Mpls. 55440)
$2000

ST. PAUL FOUNDATION (Paul A. Verret, Ex. Dir.; Rm. 404; 355 Washington St., St.P 55102
$200,000

NORTHWEST BANCORPORATION (Richard H. Vaughan, Pres.; 1200 NW Bank Bldg; Mpls. 55480)
$100,000 over 5 years beginning in 1978

December 1977

XEROX CORPORATION (Jerome J. Niemann, Branch Mgr.; 2850 Metro Dr; Mpls 55420)
$2,087 for waterfowl exhibit for children's zoo

CHARLES K. BLANDIN FOUNDATION (Mr. E.J. Whalen, Ex. Sec.; Rm. 203, 1st Nat'l Bank Bldg;
P.O. Box 630; Grand Rapids, MN 55744)
$300,000 (NT exhibits) -- $150,000 for 2 years

ONAN FAMILY FOUNDATION (David W. Onan, II, Pres. & Trea.; POB 2145 Loop Station; Mpls.
$5000 for 1977 Foundation operation 55402)

MINNESOTA MUTUAL LIFE INS. CO (David P. Cartwright; 345 Cedar St.; St. Paul 55101
$5,000 over 3 years

F.R. BIGELOW FOUNDATION (Paul A. Verret, Sec., 404 Wilder Bldg; 355 Washington St.
St. Paul, MN 55102
$40,000 (1,286 shares of St. Paul Co. Inc. stock)

MARDAG FOUNDATION - $5000 payment on $40,000 pledge

Dec. 77 (continued)

HOERNER WALDORF/CHAMPION INTERNATIONAL CORPORATION (Milton L. Knoll, Jr. VP-Public Affairs 2250 Wabasha Av. St. Paul 55114)
$10,000 (over & above $7000 earlier for Foundation printing costs of brochure

LAKEVILLE MIDDLE SCHOOL (WALK FOR MANKIND PROCEEDS)
$735.14

HONEYWELL, INC. (John Mitchell, Exec. Asst. to Corp. VP Administration, 2701 4th Ave. So.; Minneapolis (Corp. VP is E. C. Lund)
$100,000 ($20,000 each in 77, 78, 79, 80, 81)

TENNANT COMPANY (Kenneth M. Hall, Personnel Director, 701 N. Lilac Dr. POB 1452, Mpls. 55440)
$4,470 ($2,235 from employees matched by Tennant Foundation)

January 1978

TORO - interest in donating irrigation equipment

March 1978

ST. PAUL COUNCIL OF CAMP FIRE
$1000 for Siberian tiger

INTERNATIONAL MULTIFOODS CHARITABLE FOUNDATION (Frances A. Kolb, Asst. to Chairman, 1200 Multifoods Bldg; Mpls. 55402
$21,000 (NT outdoor exhibit area)

April 1978

DAIN, KALMAN, QUAIL, INC. FOUNDATION (Douglas R. Coleman, Jr., Pres. 110 So. 6th St.; Mpls. 55402)
$500

LU MAC LEASING (Donald Zalk Pres., 5760 Wayzata Blvd, Mpls 55416)
interested in sponsoring whale capture trip

May 1978

HARMON, REUEL - $500
DE LAND, CONNIE - $50
ALEXANDER, FIRMIN - $50
TILTON, JOHN - unspecified
FERGUSON, BOB - unspecified

June 1978

H.B. FULLER CO. (Lars Carlson, Director of Community Affairs; 2400 Kasota Av; StP 55108
$5000

MINNESOTA GAS CO (Norman C. Jepsen, Corporate Sec) - $5000 pledge payment
JAMES T. BELL FOUNDATION - 2nd & final payment of $5000 for total $10,000

June 1978 cont.

KELEN, MISS MARIAM J.; 1921 Humboldt Ave. So; Mpls. 55403 - $50
BERLAND, MRS. SHIRLEY; 2893 Knox Ave. So; #617; Mpls. 55408 - $25
PRIOR LAKE PTA (Mrs. Marion E. Hero, Pres.) $767.75

DEGREE OF HONOR PROTECTIVE ASSN.; 325 Cedar St.; St. Paul 55101
$1,500

July 1978

MINNEAPOLIS FOUNDATION - FARMERS & MECHANICS SAVINGS BANK FOUNDER-ADVISOR FUND
(Thomas F. Beech, Ex. Dir.; 400 Foshay Tower; 821 Marquette; Mpls. 55402)
$15,000

September 1978

RAHR FOUNDATION (Frederick W. Rahr, Rahr Malting Co; 567 Grain Exchange; Mpls. 55415)
$10,000 - snow leopard exhibit

January 1979
(3M - D.W. Larson, Dir. of Cummunity Affairs; 220-2W 3MCenter; St.P 55101 --
wanted to plan strategy to convince 3M Foundation to support zoo)

March 1979

JAMES T. BELL FOUNDATION - $5000 for 1979 pledge
NORTHWESTERN BELL TELEPHONE - $7000 for 1979 pledge
Mrs. Frank Sandberg, 135 Cambridge; St.P 55105 (memorial to John Iver Erickson) $200

INVESTORS DIVERSIFIED SERVICES, INC. (Gilbert Goetz, VP-PR & Advertising, IDS Tower,
Mpls. 55402)
$2500 of $5000 pledge

HONEYWELL FUND -$25,000 payment on $100,000 pledge)

April 1979

MCQUAY-PERFEX INC. 13600 Industrial Park Blvd; PO 1551; Mpls. 55440
$500 continuing support

H.B. FULLER - $7,500 (arts board match or Foundation funding)?

May 1979

GENERAL MILLS FOUNDATION - 6th & last payment of $25,000 for $150,000 total
PILLSBURY FOUNDATION - $20,000 final payment of $60,000 pledge.
BLANDIN FOUNDATION - $75,000 payment on $300,000 pledge
SAUBY, MR. & MRS. VERNON: 3845 18th Ave. So; Mpls. 55407 - $500

June 1979

EDWIN W. & CAHTERINE M. DAVID FOUNDATION - $9000 payment on $25,000 total (Micallef)

July 1979

ONAN FAMILY FOUNDATION (Peggy Scott, Ex. Dir; POB 11; 400 So. Co. Rd. 18; Mpls. 55426)
$1250 quarterly payment of pledge

INVESTORS DIVERSIFIED SERVICES, INC. - payment of $2,500 on pledge.

August 1979

BLANDIN FOUNDATION removes restriction on use of its funds

November 1979

CENEX FOUNDATION (Mr. D. W. Bangerter, Mgr.; 1185 N. Concord St.; So. StP 55075
$2500 (4th payment of 5 year grant)

SPERRY UNIVAC (Jack W. Nichols, Director of Communications; POB 3525; St. Paul 55165)
$500 pledge payment for 1979

JAMES R. THORPE FOUNDATION (Frank A. Thorpe, Pres.)
$20000 for library book/periodical fund

IDS - payment of $2500 of $5000 pledge - last payment.

BLANDIN FOUNDATION pledge payment of $75,000.

MARDAG FOUNDATION payment of $12,500 on pledge

January 1980

FIRST BANK SYSTEMS (Lloyd Brandt) $25,000 3rd payment on $100,000 commitment
GRACO FOUNDATION (charles Murphy) $2,500 continued suppory

March 1980

NORTHWESTERN BELL - Mr. N. A. Ostlund, Mgr., Customer Relations - $7000 payment

May 1980

AV JAYCEE WOMEN - $150 for education department

December 1980

GRACO FOUNDATION - $2,500 grant for general support of zoo programs

June 1982

MCQUAY GROUP (Jack D. Brown) $800 as 1982 contribution to zoo.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION
33 Wentworth Avenue East, Suite 218
West Saint Paul, Minnesota 55118 Phone (612) 457-2579

TO: Jim Hetland
Ed Kohn
Connie DeLand
Bob Bonawitz
Chase Davies
Tony Andersen
Andy Currie

FROM: Bob Voigt

DATE: November 8, 1979

Attahced is a current assembly of materials provided to the Foundation for the proposed Information Statement (Annual Report) about the Zoo, Foundation and Society.

Please review and respond as soon as possible with your thoughts and suggestions.

RSV:pb

Attachment

OFFICERS AND DIRECTORS: KENNETH M. KNOPF, President *Edina;* MARGEE KINNEY, Vice President *Wayzata;* DEAN McNEAL, Secretary *Mound;* ANTHONY L. ANDERSEN, Treasurer *St. Paul;* FIRMIN L. ALEXANDER *Apple Valley;* WALLACE C. DAYTON *Minneapolis;* CONNIE DeLAND *Minneapolis;* LOUIS I. GELFAND *Minneapolis;* RICHARD G. GRAY, SR. *Mound;* REUEL HARMON *Inver Grove Heights;* R. W. KAPLAN *Owatonna;* MALCOLM McDONALD *North Oaks;* JOHN C. McKAY *South St. Paul;* CHY MORRISON *Wayzata;* STANLEY J. NELSON *Edina;* DAVID W. ONAN, II *Wayzata;* JOSEPH T. O'NEILL *St. Paul;* GORDON ROSENMEIER *Little Falls;* MARY ANN SCROGGINS *Afton;* JOHN E. TILTON *Hopkins*
EX-OFFICIO MEMBERS: ROBERT L. BONAWITZ, President, *Minnesota Zoological Society;* PATRICIA DAVIES, Vice Chairperson, *Minnesota Zoological Board;* JAMES L. HETLAND, Chairman, *Minnesota Zoological Board;* EDWARD KOHN, General Director, *Minnesota Zoological Garden*
EXECUTIVE DIRECTOR: ROBERT S. VOIGT

PROPOSED CONTENT

OF

INFORMATION STATEMENT

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11/8/79

BRAMAN/DOREMUS & COMPANY
PUBLIC RELATIONS • ADVERTISING

650 BAKER BUILDING, MINNEAPOLIS, MN 55402 612-339-7123

August 21, 1979

Robert S. Voight, Executive Director
Minnesota Zoological Garden Foundation
33 Wentworth Avenue East
Suite 218
West St. Paul, MN 55118

Dear Bob:

Doremus is proceeding with developing a recommended format and proposed copy for a joint annual report of the Zoo, the Foundation, the Society and Zoo Ride. Because our staff designer has been out of the office since our last meeting, I thought it would help to outline for you our initial thoughts and recommendations. As soon as the designer has the format completed, I will meet with you to review.

First, the broad objectives for this annual report are:

- To explain simply and clearly the role of each organization - how they fit together and how and why they work independently
- Clearly identify programs operating currently and those planned for the future
- To provide a document essential to capital campaign solicitations

The message for this annual report should be:

- Significant accomplishments have been made since the Zoo opened. Specific accomplishments are outlined in this annual report.

Our audiences are many, and diverse. They include:

- General public
- Capital drive contributors
- Key opinion leaders throughout the state, including business leaders and legislators

8/21/79
SJ

You have already taken many of the painful steps necessary to outline these above elements, as well as the specific elements which should be included in the report, Bob. Doremus agrees that the report should include, then, these specific elements:

- PRESIDENT'S REPORT: A concise explanation of the goals and accomplishments achieved during the year. This is an essential element; a report card, if you will. The president's report must be, above all, credible. (Several of the elements which you have already identified, including comparisons with other Northern climate zoos, will give us the credibility we are looking for in this report.)

- SPECIAL FEATURES: This section would review, in detail, many of the programs now in operation. Included here might be:

    - The Minnesota Exhibit
    - The Beluga Whale Aquarium
    - The Education Center
    - The Tropical Rain Forest
    - The Northern Trek
    - The Children's Zoo
    - Other specific programs if appropriate

- REVIEW BY ORGANIZATION: The Zoo Board, Foundation, Society and Zoo Ride should describe their specific goals and accomplishments, with an explanation of how they work separately, yet together.

- FINANCIAL STATEMENTS: Prepared by Peat, Marwick and Mitchell.

- FACT SHEET

Just like an annual report to shareholders, this annual report should discuss the past, present and future in terms of its strengths. It will also be important to address any negative points or misconceptions people may have about the Zoo or any of its organizations.

The format should not look "expensive." However, good graphics is essential to making the favorable impression we are seeking.

When the reader finishes this report, their impression of the Zoo and its many parts should be:

- The Minnesota Zoo is unique and progressive

- The Minnesota Zoo is well-managed and organized

- The Minnesota Zoo is a good place to visit

- The Minnesota Zoo deserves my contribution

We will have a basic format to review with you early next week, Bob. Meanwhile, we look forward to receiving the drafts prepared by your committee heads.

Warm regards,

Mary Ward Weber

MNW:mkb

cc: William S. Wells

Quick Facts from the Minnesota Zoological Garden...

- The Minnesota Zoological Garden, opened in the Spring of 1978, is located 14 miles south of Minneapolis and St. Paul in Apple Valley.
- The Minnesota Zoo is the first "state zoo" in the United States. Primary funding comes from the Minnesota State Legislature.
- The Minnesota Zoo is the largest zoo in the United States. Over 250 species of land and sea animals accupy the 480 acres.
- The Minnesota Zoo ranked 10th in annual attendance last year. During its first year of operation, 1,060,000 visitors came to the Minnesota Zoo.
- Cold weather has not curtailed attendance at the Minnesota Zoo. Nearly 55,000 people visited the Zoo in January and February of 1979 -- 3,000 more visitors than the Bronx Zoo, Philadelphia Zoo, Milwaukee Zoo and Brookfield Zoo combined.
- The Minnesota Zoo has the strongest volunteer program of any U.S. zoo. Over 300 trained volunteers contributed over 50,000 hours last year.
- The Minnesota Zoo has one of the highest proportions of adult visitors of any U.S. zoo. An average of 66% of all visitors are over 18 years old.
- Almost half of all Minnesota Zoo visitors have returned for another visit. An informal survey conducted in March, 1979, showed that 40% of all Zoo visitors have previously come to the Zoo.
- The Minnesota Zoo is governed by a Minnesota Zoological Board with funding assistance from the Minnesota Zoological Garden Foundation. Volunteer programs are managed by the Minnesota Zoological Society. Zoo Ride, Inc., oversees Sky Trail, the Minnesota Zoo's new monorail system.
- The Minnesota Zoo offers a complete tour/study package for schools. Over 110,000 students visited the Minnesota Zoo during 1979, from 80% of the state's counties.

PROPOSED

INFORMATION STATEMENT

I. The Minnesota Zoological Garden
Edward Kohn, General Director

II. The Minnesota Zoological Board
James Hetland, Chairman

III. The Minnesota Zoological Garden Foundation
Connie DeLand, President

IV. The Minnesota Zoological Society
Robert Bonawitz, Preisdent

November 1, 1979

MINNESOTA ZOOLOGICAL GARDEN Financial Summary

Fiscal year ending June 30	1979
APPROPRIATIONS AND PROGRAM REVENUE (General Fund)	
State of Minnesota	
General Fund appropriations	$1,245,000
Authorized carryover from prior fiscal year	675,886
	$1,920,886
Revenue	
Regular and group admissions and parking receipts	$1,762,481
Ancillary Services -- Gift Stores (gross) and food and beverage services (net) -- and miscellaneous revenue	613,337
	$2,375,818
Total Appropriations and Revenue	$4,296,704
General Fund balance or (deficit) for the year	(13,945)
PROGRAM EXPENDITURES (General Fund)	
Biological Programs	
Animal feeding, care, and research	
Horticultural services	
	$ 910,083
Visitor Programs	
Education and information services	
Gift Stores (gross costs including inventory)	$ 404,865
Other public services	
	$1,527,244(?)
Physical Facilities	
Operations and maintenance of buildings and grounds, including utilities	
Exhibits repair and maintenance	
	$1,506,646(?)
Administrative and General	
Administration, including marketing services and purchasing and inventory management	
Security	
Other general program expenditures	
	$ 366,676(?)
Total Program Expenditures (including encumbrances)	$4,310,649

(continued)

Financial Study (continued)

	Cummulative totals as of June 30 1979
CAPITAL EXPENDITURES (including committed funds)	
Phase I Construction	$31,135,000
Short-range Development Program improvements (to be expanded through period ending June 30, 1980)	1,200,000
Total Capital Expenditures	$32,335,000
SOURCES OF CAPITAL FUNDS	
Bonding and Related Income	
Original bond issue (authorized in 1973)	$23,025,000
Less: Bond-issue costs	(10,297)
Matching bonds	2,350,000
Accrued interest on bond proceeds	3,720,656
	$29,085,359
Other Sources, Exclusive of Private Gifts and Grants	
Minnesota Zoo Ride, Inc. (for construction of Zoo Ride station and for overhead costs of financing).	700,000
Federal Department of Energy grant	313,458
Concession-owner participation in construction costs	234,500
	$ 1,247,958
Private Gifts and Grants	
Gifts made directly to the Minnesota Zoological Garden (including a Bush Foundation $710,000 grant; excluding $60,522 in gifts in kind)	831,423
Minnesota Zoological Garden Foundation capital-funds program (including $1,224,104 in receipts and $663,521 in commitments for future payment)	1,887,625
	$ 2,719,048
Total Capital Funds received or committed	$33,052,365
Capital Funds balance (uncommitted reserve) toward new exhibits and other improvements	$ 717,365

James Hetland
Chairman
Minnesota Zoological Board

The operation of a major zoological park is an extraordinary experience for all associated with it. It is of particularly gratifying significance to the members of its governing board, and all who have had some part in the planning, design, construction and operation of the facility.

Opening Day, May 22, 1978, came after almost two decades of planning, organizing and building. The Minnesota Zoo is one of our nation's most exciting and innovative zoological parks. It has incorporated a variety of unique display concepts providing nature-imitating habitats which eliminate the stress of confinement for animals as well as exacting observation and learning opportunities for Zoo visitors.

Based upon recommendations from the Metropolitan Council, the Minnesota Legislature in 1969 took the first step toward the Minnesota Zoo becoming a reality. Funds were provided for development of a master plan detailing philosophies, goals and facilities, which were subsequently submitted to the Legislature for State funding.

Dakota County and the City of Apple Valley made a gift to the site in Apple Valley on which the new zoo has been constructed. The 480 acre zoo is adjacent to a regional park system of more than 2,000 additional acres.

The 1973 Minnesota Legislature provided $23,025,000 in general obligation bonds for the initial phases of construction of the Minnesota Zoo. An additional $2,350,000 of general obligation bonds were issued on a matching funds basis. Those funds were matched from non-State sources with the help of the Minnesota Zoological Garden Foundation.

Construction began in 1974 with an initial budget of $26,036,000. As of June 30, 1979, the construction budget had grown to $31,164,740. Funds for all of these expenditures have been secured.

The Minnesota Zoological Board, established by the State Legislature in 1969, is the principal governing unit of the Minnesota Zoological Garden. It consists of 11 voting members appointed by the Governor of the State of Minnesota with the advice and consent of the Senate. The 12th member of the Board is a non-voting member representing Dakota County. The Board also appoints the General Director, who is in the unclassified services of the State.

The Minnesota Zoological Board has all powers necessary or convenient to discharge the duties imposed upon it by law and to operate the Zoological Garden in a manner which best serves the public. Substantial volunteer assistance has been provided to the Zoo by the Minnesota Zoological Society for many years. The Minnesota Zoological Garden Foundation has provided support with essential dollars for capital projects not covered by State appropriations.

It is the goal of the Minnesota Zoological Board to provide the finest in zoological experiences and opportunities for all individuals in Minnesota. The educational programs have a Statewide outreach and appeal to all ages and groups. The best available technology, facilities and management have been incorporated into the Zoo program. The Zoo is a year-round facility designed around the Minnesota climate and emphasizing indoor climate-controlled exhibits as well as outdoor exhibits that are at home in our State's climatic environment.

Heartfelt thanks are due to many people in our community for the leadership and strength they have given to development of the Minnesota Zoo. Their foresight and commitment have helped bring about a truly exciting educational opportunity for Minnesota.

Connie DeLand
President
Minnesota Zoological Garden Foundation

The Minnesota Zoological Garden Foundation, a non-profit, tax-exempt organization, was established in 1975 to operate programs which provide immediate and on-going financial support for the Minnesota Zoo. Through its fund-raising activities, the Foundation assists the Minnesota Zoological Board, a public sector agency which supervises the operations of the Minnesota Zoological Garden.

The Minnesota Zoological Board determined that the interests of the Zoo would best be served by the creation of a separate organization that would assist the Zoo Board in securing private sector funding for capital development. In August, 1975, the Zoo Board recognized the newly-created 501(c)3 Foundation as the primary fund-raising source for the new Zoo.

The Minnesota Zoological Board retains primary authority for the identification of needs and design of future zoo construction and expansion. After careful consideration and approval by the Zoo Board, capital needs are presented to the Foundation's Board of Directors for their consideration. Through inter-Board discussions of Zoo needs and a review of alternative funding sources, decisions are made on the approaches that may best serve the development objectives of the Zoo and operating program of the Foundation.

The Foundation's initial goal was to secure grants from local foundations and corporations in order to gain the $2.3 million in matching funds offered the zoo by the State of Minnesota. This was achieved in 1978. The Foundation is now responsible for permanent, on-going fund-raising programs, capital campaigns, special events, individual gift options, etc., directed toward the private sector -- foundations, corporations, individuals, groups and organizations. All gifts and grants, which are tax deductible, are directed toward the building program of the Minnesota Zoo.

The Minnesota Zoological Garden Foundation operates with a small core staff and a large cadre of Board members, volunteers and community leaders who participate in the design and implementation of assistnace programs. These activists working with the Foundation represent a broad section or our Minnesota community. Their purpose in assisting the Foundation is to help build a permanent financial development program for enlarging the benefits of the Minnesota Zoo.

11/1/79

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION Financial Summary

Fiscal year ending June 30	1979
REVENUE AVAILABLE FOR MZG CAPITAL PURPOSES (cash basis)	
Interest income (fiscal 1979 only; portion available for capital purposes)	$45,816
Gifts and grants, net of special events contributions, designated for or available for capital purposes	343,109
Special events ("Zoo Walks") contributions, net of direct expenses and of proceeds shared with schools and other participating not-for-profit organizations	39,962
Total revenue available for capital purposes	$428,887
REVENUES FOR FOUNDATION OPERATIONS (cash basis)	
Grants received in direct support of the Foundations activities	$3,750
Interest income (for fiscal 1979, portion applied to program expenditures)	47,978
CETA (Federal) reimbursements and miscellaneous receipts	30,879
Total revenue applied to program expenditures	$82,607
EXPENDITURES FOR FOUNDATION OPERATIONS (cash basis)	
Management and clerical personnel (salaries, wages, benefits and payroll taxes)	$61,414
Audit and other professional fees	4,649
Printing, photocopying, postage and telephone	6,708
Occupancy	3,719
Office supplies, equipment and furnishings, travel and miscellaneous	6,117
Total program expenditures	$82,607

11/1/79

Financial Study (continued)

CAPITAL FUNDS SUMMARY

As of June 30, 1978:

Capital funds on hand, designated for new exhibits and other improvements at the Minnesota Zoological Garden		$953,591
July 1, 1978, through June 30, 1979:		
New gifts and grants received (including special events net contributions), net of amount applied to program expenditures	$383,071	
Interest income, less amount applied to program expenditures	45,816	
Capital income during the year		428,887
Less: Grants and gifts to the Minnesota Zoological Garden	(100,000)	
Physical improvements grant	(47,874)	
Zoo equipment purchased by the Foundation (at cost) ...	(10,500)	
MZG Foundation grants and gifts to MZG during the year:		(158,374)
As of June 30, 1979:		
Capital funds on hand, designated for new exhibits and other improvements at the Minnesota Zoological Garden		$1,224,104

More detailed financial information is available upon request. Audited financial statements of the Foundation's cash receipts and disbursements and its cash balances are available for public inspection at the Foundation Office, 33 Wentworth Avenue East, Suite 218, West Saint Paul, Minnesota 55118.

11/1/79

Robert Bonawitz
President
Minnesota Zoological Society

The Minnesota Zoological Society, an independent and non-profit organization, was formed in 1961 to enlighten Minnesota Citizens about and promote support for building a new zoo in the Metropolitan Twin City area. Through its efforts and those of other community-based organizations, interest developed state-wide for the creation of the Minnesota Zoological Board. The Society has since then provided, and intends in the future to continue to provide, enthusiastic, on-going support for the Minnesota Zoological Garden and its programs.

The Society promotes a bond between people and the Minnesota Zoo, providing understanding of the world's natural systems and wildlife to more than 6,000 members and their families, and through them to the larger community beyond. Publications, programs, promotions and member services are the means used to inform members of the zoo's programs, and involve them with its recreational, educational and enrichment features.

Volunteer services, zoo guides, Speaker's Bureau activities, special events and community participation promotional programs are some of the major contributions the Society has implemented to assist the general public and the Society's members in obtaining the maximum benefits from their zoo.

The Minnesota Zoo, a most interesting and far-sighted institution, has enormous potential to provide an enhanced opportunity for the public's acquiring a deep understanding of, appreciation for and commitment to, preservation of the natural world in which we live. Through the Society's support and dedication, this potential will be realized.

11/1/79

FINANCIAL STATEMENT: MINNESOTA ZOOLOGICAL SOCIETY

The Minnesota Zoological Society was organized as a non-profit corporation, under the provisions of the Minnesota Non-Profit Corporation Act, to support the Minnesota Zoological Garden through financial assistance, the performance of volunteer services, and through other acts and measures to further the development and care of the Minnesota Zoological Garden.

Certified financial statements of the Minnesota Zoological Society are available for public inspection at the Society's office, 555 Wabasha Street, St. Paul, Minnesota 55102.

STATEMENT OF SUPPORT AND REVENUE EXPENSES

FOR THE YEAR ENDED MAY 31, 1979

SUPPORT:	
Contributions -	
Members	$87,939
Others	15,224
Volunteer Services (see note)	96,259
Special events	906
REVENUE:	
Membership dues	$155,223
Investment income	16,988
Gain on sale of investments	3,281
Miscellaneous sales	8,791
Other	1,415
Total support and revenue	$386,026
EXPENSES:	
Program services -	
Membership procurement	$79,330
Membership activities	151,375
Volunteer services	5,793
Minnesota Zoological Garden -	
Direct support	27,813
General and administrative	57,587
Total expenses	$321,898
Excess of support and revenue over expenses	$64,128

Note: The Minnesota Zoological Society (the Society) and the Minnesota Zoological Garden (MZG) have a reciprocity agreement, subject to annual review, which stipulates certain benefits for Society members in use of the MZG in return for Society volunteer services, recognized by the Socisty to the extent of the benefits received by members. For fiscal 1979, the agreed-upon value of Society volunteer hours contributed to the MZG was $130,164, recognized as income to the Society to the extent of $96,259, representing the benefits received by Society members in the same period. The cumulative year-to-year balance of $49,191, recorded as of May 31, 1979, under the agreement, is available to offset future Society obligations to the MZG, but is in no part a cash balance which could be remitted to the Society.

11/1/79

MZG/MZS History

The Legislative Auditor's report (published April 1979) on the Minnesota Zoological Garden for the years 1975, 1976 and 1977 included a finding that the zoo board's relationships with the Minnesota Zoological Garden Foundation (MZGF) and Minnesota Zoological Society (MZS) had a potential for conflict of interest.

The boards of both the MZGF and MZS included members of the zoo board, or members appointed by the zoo board chairman to represent the zoo board, according to the by-laws of each of those independent organizations. (See Attachment A for the full analysis and recommendation.)

In late 1980, two zoo board members were assigned the task of reviewing the zoo board's organization and the division of responsibilities between the board and the General Director, as well as relationships between the Zoo Board, MZGF, and MZS. The task force recommended that a special committee, composed of members of each of the three separate organizations, consider whether one umbrella agency could cover both the Foundation and Society (perhaps on the zoo site), and whether existing contracts should be renegotiated. As a result of this report, and subsequent discussion at the January 1981 zoo board meeting, the Society was notified of the zoo board's intent to renegotiate the reciprocity contract, which was to expire in May of that year. (See "Attachment B" for a report issued by the MZGF at this time, explaining that its operating funds would be depleted by July 1981.)

From January 1981 through October 1981, four extensions to the Society reciprocity agreement were authorized to allow additional negotiations; however, no agreement could be reached which was acceptable to both the zoo board and the society board, and the relationship became even more strained than in the past.

Also attached: MZG/MZS Operating Relationship, including a new Legislative Auditor report on relationships; pertinent sections of November & December 1981 board meetings; and letters sent to "capture" Society members for the zoo's own membership program, begun in January 1982.

The Legislative Auditor's Report, dated April 1979, for the Years ended June 30, 1975, 1976 and 1977 included a finding, quoted below:

" ZOO BOARD'S RELATIONSHIPS WITH NONPROFIT ORGANIZATIONS

Finding

The zoo board's relationships with the Minnesota Zoological Garden Foundation (MZGF) and the Minnesota Zoological Society (MZS) have the potential for conflict of interest.

Analysis

In April 1975 the zoo board approved a resolution to support the creation of a nonprofit foundation for the express purpose of raising money for the zoological garden to meet the matching fund provisions of Minn. Stat. Section 85A.05, Subd. 6. Subsequently, the MZGF was incorporated. Five of the six incorporators were or are members of the zoo board. We were told by zoo board personnel that zoo board members were incorporators because it was a federal tax requirement for nonprofit status for the foundation.

Two private foundations had approved grants to the zoo board. At the June 1975 meeting of the zoo board, a motion was approved that the zoo board take the necessary action to divert funds from the one foundation grant, pursuant to their approval already received, and to obtain approval from the other foundation to divert sufficient monies from their grant to fund initial operating expenses of the MZGF for one year. Subsequently, $6,642 was given by one foundation and $75,000 was given by the other foundation to the MZGF, thereby reducing the amount of grants paid to the zoo board.

The MZGF board is composed of 21 members. Currently, nine of those members are also serving on the zoo board. The foundation's bylaws require that the zoo board chairman appoint eleven members of the foundation board.

The MZS was incorporated in 1961 as a nonprofit corporation to support a zoo in the City of Saint Paul, Minnesota. The articles of incorporation were amended in June 1975 changing the society's purpose to assisting and supporting the Minnesota Zoological Garden. The society's board is composed of fourteen members of the society and seven members who may be members of the zoo board or selected by the zoo board to act in place of the zoo board members.

The zoo board has a reciprocal agreement with the society. The agreement provides for society members to have free admission to the zoological garden. In return, the society is to reimburse the zoo board for the costs of the free admissions based on the group discount rates by providing volunteer workers for the zoological garden at a rate of $3.25 per hour and cash payment.

Two brochures entitled "Wildness is Right Here in Minnesota" and "Where in the World..." have been prepared and distributed by the zoo board. Included in each brochure are promotional statements regarding the foundation and the society. No disclaimer is included in the staements that the foundation and the society are independent organizations. Also, the organizations did not pay the zoo board for inclusion of the promotionl statements in the brochures.

Invitations to a pre-opening reception on May 21, 1978 at the zoological garden stated

that the general director and members of the zoo board were inviting persons to the reception. However, payment for the reception at $12.50 per person was to be made payable to "MZG Foundation" and sent to the foundation's office with the response card.

Zoo board personnel told us they were advised that they could raise and receive money, but under the state constitution could not spend state funds for things such as the personnel necessary to raise those funds. We know of no prohibitions against fund-raising by zoo board employees in the state constitution. However, we believe the board should request a legal opinion from the Attorney General on this issue.

Although there may be no legal prohibitions against zoo board members serving on the boards of the foundation and society, we believe the interlocking relationships between the boards has the potential for conflicting interests and responsibilities for the zoo board members, and may be confusing for the public. The zoo board is a state agency and therefore the board's members and employees are subject to certain standards regarding their conduct and compensation. Board members and employees of the foundation and society are not subject to similar provisions. Also, the zoo board is expressly created to serve the interests of the public; the foundation and society, while having similar goals, are not legally charged with the same objective.

Recommendations

11. The authorities of the zoo board as stated in Minn. Stat. Chapter 85A should be expanded to provide authority for the zoo board to engage in the activities presently performed by the foundation and the society.

12. Promotional statements for the foundation and society should include a statement that the foundation and society are not subject to state control through the state board.

13. The foundation and society should be charged for the cost of their promotional statements in the zoo's brochures."

Attachment B

MZGF REPORT TO ZOO BOARD

January 8, 1981

It is difficult to convey once each month to you at the Zoo Board Meeting the summary or any detail on the position of the Foundation's policies, positions or programs in just a few minutes. As a result, some of the things that are happening and some of the ideas that are behind the Zoo Foundation's efforts are often uncommunicated. This month I have attempted to put several significant comments together in the form of a written report to you.

Originally, the Foundation was established by you, the members of the Zoo Board, in order to develop a program within the private sector for financial support of the Zoo, a State agency. For the first several years, all of you, or your predecessors on the Zoo Board, regularly attended the Foundation meetings. During the past two years, this procedure has been changed. While there is some overlap by appointment from the Zoo Board to the Foundation Board, there is also a need for all of you to be better aware of the Foundation's philosophy and posture. The Foundation has attempted to keep all of you informed through minutes of each meeting and copies of proposals or position papers. You all have a standing invitation to attend any and all of the Foundation meetings.

The past couple years have been a difficult time for the Foundation's program as well as your Zoo's program. In order to successfully convey and convince prospective donors on the building program needs of the Zoo as well as the benefits which will result, the Foundation has been attempting to stress the many strengths and accomplishme which are truly significant. However, much time is also consumed talking to the other issues which are in the public view.

The high level of commitment and financial support developed during the first couple years has not been maintained during the past two years. This is not any new news to you. Part of the results are because of negative image and reactions - part of

this is due to a less aggressive development program by the Foundation. It is the Foundation's hope that this present trend can be reversed and once again secure the high level of private sector support that is desired. In order to achieve the goal of bringing private sector philanthropy into funding development of a state agency, the Foundation has researched and proposed several extensive fund raising programs. While several of the major proposals have not been implemented, they are still accomplishable under favorable circumstances. It is now a point in time when an extensive development action program is once again needed.

Some of the supporting pieces are being assembled and they are starting to fit together. Let me try to share with you two major concepts which are at the top of the Foundation's current list for implementation.

The Foundation is currently working on two operating proposals - first a six month plan and second, a six year plan.

If the six month plan is successful, then, and only then, will the six year plan be possible.

I. The Six Month Plan

The basis of this Six Month Plan is to test the thesis that certain elements are necessary to raise gifts and grants for the Zoo's building program. All existing research and experience indicates that in order to ask for financial gifts and get them, basically you need to consider the attitude and logic of the donor as well as the need of the recipient. A donor wants to be on a winning team. To secure contributi you need:

1. A good organizational purpose
2. Successful operations
3. A well documented statement of what the requested funds will be used for.
4. Measurable benefits and financial justification.
5. Quality leadership and positive image.
6. Other statements of the same nature.

Let me now put these ideas into a description of the Foundation's Six Month Proposed Plan:

1. The Foundation has as its purpose the best reason of any community effort in the State. The Foundation also has experienced leadership on its Board.

2. The Foundation can point to an initially successful development program, a good product for future development and good potential for a justifiable on-going development effort.

3. A well documented case statement is being assembled. Initial proposals have been delivered to the Governor and others in the appropriate State Agencies.

4. The benefit package points to increased attendance and more visitor benefits.

5. Donor constituency potential was measured last year and several of the recommendations proposed have been implemented. Others are still in process of being studied for future implementation.

So what is next?

1. A special task force will be brought together during the next three months to encourage leadership awareness of the Minnesota Zoo's strong benefits and to recommend policy considerations in order to build a public/private partnership process to strengthen the Zoo. Dick Gray will chair this task force - Jim Hetland and Ed Kohn will provide input into material presented and goals requested.

2. The Foundation Board will consider taking formal steps to establish the basis for a "mini campaign" to be tested during the months of May and June, 1981. This involves updating basic data already in existence within the Foundation and putting a sharp pencil to the top prospect list of approximately 100 best prospects within our community. It is proposed that each Foundation Board Member will have an opportunity to help make a presentation to a corporate or Foundation executive or designated committee during that time. The purpose of the presentation will be two-fold: one to inform and two, to specifically ask for a commitment of support.

3. The "mini campaign" is predicated upon two things:

   a. A positive response from the Legislature.
   b. A positive response from the Task Force.

Expecting to get good indicators from both sectors, then the probable success of the mini-campaign will be much higher.

A lesser degree of success from these two segments places a higher need for the "mini campaign" but a lower probability of significant achievement.

4. The alternatives aren't necessarily very encouraging:

   a. Delaying a major campaign until a higher degree of predictable success will be essential. Several community organizations have in the last few years launched major capital fund drives with poor timing and poor preparedness - the results have been disastrous. Recovery from these poorly timed and prepared campaigns has been slow for these organizations to reach a starting over point. The question of how to maintain the Foundation until the timing is right for a major campaign without entering into programs has not been talked to.

   b. Without significant achievement currently and without significant commitment from the State to participate in the Zoo's long term building program, a short life ahead is predicted for the Zoo Foundation - unless a new approach is established for funding the Foundation's future operations. It is predictable at this time that the Minnesota Zoological Garden Foundation will deplete all of its current reserve for operating programs by July 31, 1981 - unless additional funding is secured. Future funding is predicated upon having both a currently successful track record as well as feasible programs for future operations.

   c. Alternative development programs will need definition, support and budgeting too. These options have not yet been thoroughly considered.

Let me summarize briefly and succinctly the Zoo Foundation's present state of the art.

1. Securing major philanthrophic gifts from potential community needs a strong and positive environment. The Zoo has it. The story needs to be told and retold. Community awareness of the many positive benefits is growing every day. Without this conviction, a less significant level of donor support will be obtained.

2. The Foundation has two major activities in process to build achievement in the next six months. The successful accomplishment of these two tasks will need your support.

3. The Foundation's existence (on present funding approaches) will need new financial commitments from external funding sources to underwrite programs beyond July, 1981. An untimely demise of the Foundation would bring adverse affects to the Zoo's image and adversely affect the potential support from the private sector.

II. The Six Year Plan - What Is It?

First, it is predicated upon a successful Six Month Plan and securing funding for the continuation of the Foundation's development program.

Second, the goal will be to seek establishment of a major capital campaign in 1982 and subsequent establishment of several related development programs in succeeding years. (annual giving program, deferred giving program, etc.) These are not new proposals - for a number of reasons they have either been temporarily rejected or delayed until "timing is better".

These goals are based upon the Zoo's written statement proposing a development program and capital budget request which was presented to the Governor and the Minnesota Commissioner of Finance on December 22, 1980. This proposal indicated a phasing of public and private contributions between 1981 and 1987 amounting to $21,500,000.00. The proposed target for private requests amounts to approximately $7 million.

The Zoo Foundation is willing and anxious to accept this long term funding challenge. It is an opportunity that can be met. The potential exists for even greater accomplishments. The Foundation Board consists of experienced people who have shared these skills during these tough formative years, and can draw upon their other associati and contacts in our community to do much more. Their belief is strong. Their idealism of what can be is still strong. Their commitment can be challenged with a joint effort to secure the tools necessary to build a successful private sector development program.

I urge you to continue seeking out members of the Foundation Board for reflections and assistance in developing your programs.

The Zoo Foundation looks forward to working with you each step of the way to achieve this goal. The Six Month Program and the Six Year Program both can become realities. Your leadership, your decisions, your actions do establish the base on which the Foundation can build.

RSV/dm

1/8/81

ADMIN 1000 (Rev. 1/78)

STATE OF MINNESOTA

Office Memorandum

DEPARTMENT MINNESOTA ZOO

TO : James Hetland, Chairman
Minnesota Zoological Board

DATE: October 28, 1981

FROM : Edward Kohn
General Director

PHONE: 432-9010 x300

SUBJECT: MZG/MZS OPERATING RELATIONSHIP

You have asked that I review the zoo's operating alternatives in the event of reciprocity contract termination and in the context of the overall relationship of the MZG and the MZS.

In so doing I suggest that contract renegotiation, though of significant practical import to the operations of both parties, is secondary in importance to another concern. The overriding issue is that of the respective roles of the zoo's support organizations and of the Zoo Board and the Zoological Garden.

Interorganizational Relationships

In a thoughtful 12-page section devoted to these relationships in his report of June, 1981, the Legislative Auditor (please see Attachment "A") comments, "One of the most confusing aspects of the zoological environment in Minnesota involves the question of purpose and responsibilities of the MZG and the State Zoological Board, the MZGF, and the MZS" and "Depending upon who you talk to, you will get various opinions as to whether it is best to continue the current organizational structure for zoological activities or to combine the Zoo, the Society and the Foundation into one or two separate entities." Although the report notes, "We do not intend to take a position on that question in this report", it expresses clear support for the process of review and remedy initiated by the Interboard Committee early this year.

The Zoo Board's February 12, 1981 "Recommendations for the Organization of the Minnesota Zoological Board" and the Legislative Auditor's previous report to Zoo Board (for the years ended June 30, 1975, 1976, and 1977) both have dealt as well with the issue of the tripartite assembly of boards and possible overlap of their functions. In addition, the three Boards in 1978 gave extensive consideration to funding a directed study on the subject of Society/Foundation merger on the basis that merger might advantageously incorporate the strengths of two support organizations into one. The resulting benefits of presenting a clearer image to the public would be notable. There is ample awareness of how unaware the media and Society annual members are of the organizational separateness of the Zoo and the Society, in contrast with both Boards' members clear sense of distinction between the two. The issue of role combination is not a new one and by speaking to it now, the Zoo Board would serve rather than expand an ongoing agenda of concern. The tendency for most three-body problems is to reassemble in one good pair bond and one isolate, or "odd man out." Merger may be a viable management alternative to that outcome.

1. Common Site. The Interboard Committee proposed that the Society and the Foundation combine office functions at one location, as one step in the process of possible future organizational consolidation. The zoo can provide a sound building on Johnny Cake Ridge Road with 1,600 square feet for use by our support organizations.

The space might be reviewed by the parties as an optional site for relocating all or most of their continuing functions. The disadvantage of separation from urban population centers should be at least partially offset by the advantages of closer support and interaction with the zoo they both serve. Competitive rental terms (required by the State) can be established. To take fullest advantage of the consequent closer physical association, the Boards might then consider initiating a deliberate study of the viability and need for organization merger of the Foundation and Society. (Perhaps the jointly managed Freshwater Biological Research Foundation and Society pose one model. There are others worth studying.)

2. Support Role Clarification. Since its incorporation in 1975 under the Minnesota Non-Profit Corporation Act, the Foundation has been directed and operated exclusively in a support function to the zoo. The Foundation has never deemed it appropriate to require that the Zoo Board apply to it and negotiate with it for the use of funds it has raised for the zoo. Though its views are sought, the Foundation awaits and then serves the Zoo Board's determined capital priorities. Nor have its articles of incorporation ever contemplated independent purposes.

The Society, on the other hand, when incorporated in 1961, included in its articles responsibility to establish and operate a zoo as well as "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." (Article I.3.) In 1975 the Society Board authorized a change in articles replacing entirely the original purposes statement with the following, "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."

The point here is that the Society acts in part as though it remains governed by the original article of purposes. When mention is made by some of its Board members of the Society's interest in performing its own research and publishing its own findings independent of the zoo, it is not a support organization that is speaking but rather that of an independent organization with a mission of its own. A lot of the continuing confusion and uncertainty regarding respective responsibilities, I believe, rests on perception, by at least some, of the Society's purpose and role as a body not only independent of the zoo in origin and incorporation but in mission as well. Some of the recent misunderstandings on the appropriate process for fellowship funding, as well as the question of respective responsibilities for publication content and program coordination, may stem from a role perception that might not yet have made the full transition to the operating reality of the zoo today.

Reciprocity Agreement

The issue of termination of the reciprocity agreement carries with it a number of practical considerations.

In 1978, the Zoo Board waived contractually all costs to the Society for the latter's membership service of unlimited annual free entry into the zoo, in exchange for the receipt by the zoo of volunteer services at estimated value as great as that of the lost gate. Those volunteer services, being substantially available to the zoo independent of contract with the Society, provide no basis of fair return to the State for the value of goods (free entry) provided by the State. This inequity has been perceived ever more consistently over the past two years, necessitating renegotiation.

...s Hetland, Chairman

On January 22, 1981, the Minnesota Zoological Society was advised of the Minnesota Zoological Board's intention to seek renegotiation of the reciprocity agreement between the two. In the months since, members of the Minnesota Zoological Society Board and the Zoo Board have sought earnestly and in good faith, though without success, to define clearly the terms of a revised and acceptable balance of benefits to both parties as a basis for contract renewal.

In their searching for alternative modes of payment for members' free admission there has recurred one distinct difference between the positions of the two parties. Whatever the estimated dollars, the Society has proposed to pay only in amounts that are net over all other expenses in its accounts at the end of the accounting period. Since the Zoo Board cannot waive its responsibility to make sure that the State gets a fair return for its goods, it has had no choice but to propose looking over the Society's shoulder at its budget, fiscal operations and operating reserves thus conflicting with the Society's sense of independence and responsibility.

The clear alternative (practiced elsewhere) would be to seek payment for the goods up front. Portland's Metropolitan Service District and the Friends of the Portland Zoo recognized this in their agreement (please see Attachment "B") under which the Friends pay a set fee to the zoo for each membership sold. (A second feature of the Oregon contract is perhaps quite germane to another area of concern here: the distribution of donor income. In Portland, such funds are deposited to an escrow account to be cleared periodically for the zoo's capital needs by mutual agreement.)

At the North Carolina Zoo, as well, direct billing is made for society member entry. At the Cleveland Zoo a contract between its Society and Metro Parks has been based on direct pay at regular admission rates for the past two years. The use of such a method will likely become increasingly standard for public zoos subsidized through extended tax districts or jurisdictions.

Here, the Zoo Board's negotiators have not been granted recognition from the Society Board of the merits of such a direct pay approach, though it has been presented clearly several times. Indeed, it has been rejected outright. Were it to be applied here, the Zoo might propose the fee be based on group rates and an estimated two visits per year by a family size estimated at four members, perhaps adjusted for the direct net costs of other solicited services.

In the absence of an acceptable direct pay method, there appears to be no alternative to contract termination. In such an event, a number of practical concerns regarding operations and the timing of their change need be considered.

1. Annual Sale Transition Campaign. The current Society membership level of approximately 8,000 families and 1,000 individual memberships with a 70% renewal rate represents quite a working investment. To realize as fully as possible the benefits of this extensive investment would require a very deliberate strategy of conversion from Society sale to zoo sale of annual passes so that from the consumer's perspective there is scarcely a hiccup of concern. This will take months to carefully stage with sensitivity to public relations planning, lists management, continuing renewal management and more. Such a conversion can best be accomplished with the full cooperation of the Society Board and staff.. There is no reason to assume that such cooperation cannot be achieved. If it is clearly in the best interests of the zoo to directly manage annual sales, then the people of good will who have the interests of the zoo at heart can find a basis to work together on the transition.

2. Current Fiscal Year Commitments. During the early stages of negotiation with the Society, the Zoo Board agreed to honor the Society's current fiscal year budget. The Society asked for such assurance in the late spring so that it could soundly commit

...the three years is included as Exhibit B.

to its membership renewal drive and so that its activities could begin their new fiscal year on June 1, 1981 with approved budget plans for the year. The Zoo Board gave such assurance and suggested that except for the Society's obligation of $42,000 in grant monies to the zoo (reserved for that purpose by the Society as an end-of-year balance from the previous year), and except for assurance that the zoo would receive no less than 70% of the gross receipts from the sponsorship program, there would be no other anticipated impacts on the Society's current year budget. Reciprocity negotiations instead would impact primarily on the Society's next fiscal year budget beginning June 1, 1982.

There may thus be fair reason, in addition to sound management of a transition campaign, to defer until late spring 1982 the zoo's assuming full responsibility for annual sales. The intervening months would be needed to work out with the Department of Finance and with our legislative committees operating plans for distribution of annual sales proceeds and to do so hopefully in cooperation with the Society.

3. Mutual Work on Close-Out. Contract procedures for termination of the annual sales/reciprocity agreement call for the parties working together on close-out procedures to best assure the mutual good. Under such a process could come understandings on the availability to the zoo of portions of present fund balances as an operating source for the zoo's start-up management of annual sales and renewals. The Society has pointed out that its membership income is greatest in the spring. Consequently, as an alternative to some adjustment of its current fiscal year budget, dedication to the zoo of a portion of undedicated funds would be desirable to enable the zoo to conduct the sales program.

These comments are based on the assumption that the Society would choose to continue as a viable entity. Should the Society Board choose instead to dissolve its corporation then, under its articles, all of its assets following payment of all liabilities of the corporation would be distributed to the zoo.

Joint Activity Review

The following brief comments on joint activites assume Society continuation and, thus, partial service to the zoo in several areas. Should such service not be possible, then operating plans could be made ready promptly for full performance by the zoo of all programs.

1. Continuing Education. The Society has funded through an $8,000 annual grant to the zoo our coordinator of continuing education through February, 1982. In addition, it schedules, promotes and administers the fees and professional payments for the courses. We propose to not offer spring classes in 1982 and to plan instead on a new program beginning in the summer season to be funded through zoo-administered class and summer sessions with fees collected directly by the zoo. Special classes are integral to the zoo's overall education program. Breaking out one cluster of them as a Society operation is not efficient and is a source for role confusion in the public mind.

We may welcome continued Society interest and grant support for future programs, with a discount option for annual members. Enrollment drives, however, would be broadened well beyond annual members.

Several new and more extensive class options would be explored. One major option that has proven very financially successful at other institutions such as the Bronx Zoo, Cincinnati Zoo, and Busch Gardens is summer camps for students. A 10-week long program, with repeat curriculums, could deal with 15 students per session. Running from 10:00 - 4:30 p.m. daily, the classes could be staffed by naturalists, volunteers,

interns, and temporary help as needed. The fees charged, approximately $75-$100 per student, could make the program entirely self-supporting.

A brochure could go out for fall/winter (September-February) paid for by summer monies with an accent on adults' and young children's classes. Included in fall/winter would be the special contract classes for the gifted and Breck Schools. Other options include film series, lectures and field trips for a fee.

By changing the format, class schedules would be produced at a lower cost and could be made available to a wide range of individuals through distribution at professional offices, organizations, on the zoo site, to school groups, 4-H groups, Scout troops, and Park and Recreation programs.

2. Publication. The Society's primary orientation in recent years has shifted to membership services. It's publication services have logically borne this emphasis. The Society staff has been exceptionally cooperative and professional in their effort to cast their membership service newsletter in a manner useful as well for the zoo's public needs. But there are practical limits to such accommodation and I believe, therefore, that the zoo should return directly to the task, unless at some point the Society should decide to reform its priorities to focus on public education and communication.

We would review options for direct production of a zoo periodical through contract advertising assistance and in cooperation with other public programs in the State, such as other public zoos, 4-H, Minnesota Naturalist Association, horticultural and waterfowl societies and education groups.

3. Volunteer Program. Support of the volunteer program is one of the Society's proudest achievements. We now directly manage all facets of the program except for initial recruitment and annual recognition. We do so in cooperation with the volunteer's own organization, ZooVAP. Though we believe we could take on recruitment and recognition services with additional part-time clerical support, I recommend that we continue to welcome those services from the Society should it wish to provide them.

4. Animal Sponsorship Program. In the first eight months of the sponsorship project, revenues gained by the Society have not matched the Society's expenses. If we add the cost of zoo services sought by the Society for the program's support the imbalance is greater. Comparable programs have proven to be profitable elsewhere but usually by on-site administration. Until one full year of the program has passed, it is premature to judge its viability. I recommend that we continue with the program through the Society until Spring 1982 and then, with the Society, thoroughly review peformance and potential in addition to considering whether direct operation might reduce costs and increase net proceeds to a level adequate to justify continuation.

5. Donor Programs. I recommend that the Society and the Zoo Board study and adapt the Portland Metro method (see Attachment "B", Paragraph 7.4) for management of donor funds and gifts received by the Society on behalf of the zoo.

6. Annual Memberships. I have suggested earlier in this memo some of the time constraints and practicalities of the zoo's assuming annual sale responsibilities as well as the desirability of a thoroughly professional marketing transition.

For the purpose of illustrating how annual pass revenues earned directly by the zoo could be distributed several assumptions are made based on Society projections for FY 1982.

With 7,300 family, 1,500 individual, 250 supporting, and 250 donor passes at adjusted rates of respectively $30.00, $20.00, $50.00, and $100.00, total annual revenue would

round to $290,000.

With payment made quarterly to the General Fund for actual gate attendance at the group sales rate, $100,000 of the annual revenue would be so directed.

On a preliminary basis we estimate need for a program budget of $105,000 including approximately $55,000 in salaries and $50,000 in supplies and expenses (data processing, postage, special printing, poster and other expenses). On this basis, $85,000 would remain net to the zoo gift fund.

Since payment would be made to the General Fund at group rate at the close of each quarter, all revenue could be deposited in our gift fund under current authority. However, in order to hire against the fund, special authorization would be needed from LAC or the Legislature. We could seek such authority in early 1982.

As a direct zoo operation all facets of our marketing and promotions services could effectively carry annual sales promotions including group sales, general admission marketing and on-site sales. For example, admissions operations could be expanded to explicitly give every visitor the option of applying the day's admission charge as a credit against annual pass purchase on the same day.

Again, the zoo's chances to sustain the high renewal rate achieved by the Society would rise with thorough cooperation of both parties.

EK:gd

Attachments

cc: Richard Slowes, Assistant Attorney General (for review and comment)

ATTACHMENT "A"

STATE ZOOLOGICAL BOARD

SECTION I

RELATIONSHIPS AMONG ZOOLOGICAL ORGANIZATIONS

One of the most confusing aspects of the zoological environment in Minnesota involves the question of purpose and responsibilities of the following zoological organizations:

Minnesota Zoological Garden and State Zoological Board
Minnesota Zoological Garden Foundation
Minnesota Zoological Society

Each of the organizations has played an important role in the development and continuing operation of the state Zoo in Minnesota.

Following are brief descriptions of the structure, funding, and purpose of each of the organizations and a discussion of various problems encountered in their inter-relationships. Another zoological organization, Minnesota Zoo Ride, Inc., which also has had a significant effect on activities at the Minnesota Zoo, is discussed in the second section of this report dealing with the monorail.

Minnesota Zoological Garden (Zoo) and State Zoological Board (Zoo Board).

The Minnesota Zoological Garden is under the supervision and control of the State Zoological Board, a state agency created in 1969. As a state agency, it is subject to the ultimate control of the State Legislature. The Zoo Board is composed of 12 members appointed by the Governor, one of whom is a non-voting member from Dakota County. The Zoo Board appoints a director, who is responsible for organization and operation of the Zoo. The approved complement of the Zoo is 164 positions.

The Zoo receives funding for daily operations through legislative appropriations from the state General Fund. The original capital development funding for the Zoo was provided from general obligation bonds of the state. Laws of 1973, Chapter 207, Section 3, Subd. 6, authorized the sale of bonds totaling $23,025,000 (plus an additional $2,350,000 if equally matched by other than state appropriations) for construction of the Zoo.

The Zoo charges visitor admission fees which are set by the Zoo Board within limits established by the Legislature. Visitor fees, as well as any concession or gift store revenues, are deposited as nondedicated receipts in the General Fund. Fees for the monorail and international species inventory system are deposited as dedicated revenue to the Special Revenue Fund.

A summary of all receipts deposited with the State Treasurer during fiscal years 1978, 1979 and 1980 is included as Exhibit A to this report. Further analyses of various receipt types are included in other report sections. A summary of expenditures, including encumbrances, for the three years is included as Exhibit B.

The following comparison shows the percentage of General Fund operating expenditures which were funded from revenue collections deposited to the General Fund by the Zoo:

General Fund	Year Ended June 30 1978	1979	1980
Revenue	$ 678,250	$2,385,533	$2,204,224
Expenditures, Including Encumbrances	$3,437,383	$4,362,672	$5,254,336
Portion of Operating Expenditures Recovered From Revenue Collections	20%	55%	42%

Minnesota Zoological Society (Society).

The Society is a nonprofit organization whose stated purpose is to provide public support to the Zoo through financial assistance and program services. The Society was incorporated in 1961, is governed by a 21 member Board of Directors, and currently operates with six full-time and two part-time employees.

The main source of funding for the Society is from their membership program. Persons who purchase annual memberships in the Society receive various publications in return, as well as free admission to the Zoo for the year. The current membership fees and estimated number of members are as follows:

Membership Level	Annual Fee	Approximate Number of Current Members
Individual	$ 18.50	1,600
Family	28.50	6,300
Supporting - Family plus 4 guest passes	50.00	350
Donor - Family plus 6 guest passes	100.00	250
Total		8,500

During the year ended May 31, 1980, the Society collected approximately $190,000 from membership fees.

To provide for compensation to the Zoo for the free admissions and other benefits granted the Society, the Zoo Board and the Society have entered into a reciprocity agreement. In accordance with the agreement, the Society is to compensate the Zoo for all visitors who use Society memberships or guest passes to enter the Zoo. Compensation currently is based upon the Zoo's established group admission rates. The Society does not directly pay the Zoo for these admissions, but instead, the total dollar value is used to reduce the accumulated credit which the Society receives for the volunteer activities program (Zoo VAP). Under the agreement, the Society receives a credit equal to an agreed upon hourly rate of pay for each hour of work performed by volunteers. The Society receives credit for all volunteer hours worked whether or not the volunteer is a Society member. During the year ended June 30, 1980 over 28,000 volunteer hours were worked at the Zoo.

The reciprocity agreement between the Society and the Zoo was to expire on May 31, 1981; however, a 60-day extension was granted. Representatives of the Boards of the two agencies are currently renegotiating the agreement. One of the options under consideration is to eliminate the offset of Society admissions against volunteer hours worked. Different methods of compensating the Zoo for free Society admissions are under consideration.

The Society operates various programs to promote the Zoo and inform citizens of Zoo activities. For the year ended May 31, 1980, the Society expended funds on the following programs:

Program Area	Amount Expended
Membership Activities	$ 60,022
Membership Procurement	79,311
Volunteer Activities	5,363
General and Administrative Support	63,075
Direct Support to Zoo	18,975
Total	$226,746

Minnesota Zoological Garden Foundation (Foundation).

The Foundation is an independent, nonprofit corporation established to develop a program within the private sector for financial support of the Zoo. The Foundation has a board of directors consisting of 35 members, 11 appointed by the Zoo Board and 24 selected from the general public by the Foundation Board itself. The Foundation currently has three full-time staff members.

The Foundation was incorporated in 1975 and had as its initial objective, to solicit and collect the $2,350,000 in construction matching funds. By 1978, pledges totaling $2,350,000 were received from commitments made both to the Foundation and directly to the Zoo.

The Foundation does most of its soliciting and receives most donations from corporations in the Twin Cities area. In the four years ending June 30, 1980, the Foundation received contributions or commitments totaling $1,418,430.

The majority of the donations received are restricted for Zoo capital improvements, in some instances for specific projects. The Foundation also receives limited unrestricted contributions and other revenue, such as interest income, which are used to pay their operating expenses. For the year ended June 30, 1980, the Foundation expended the following amounts:

Program Area	Amount
Management and General	$ 41,955
Fund Raising	60,401
Contributions to Zoo:	
Capital Development	1,292,000
Educational Facility	130,000
Program Grants	14,873
Emergency Fund	4,959
Total	$1,544,188

There are certain advantages to having three organizations involved in activities of the Zoo. For example, it allows a great many people who have an interest in zoological activities and a desire to promote and improve the Minnesota Zoo to work in these areas without being direct employees of the state. Also, there is a theory heard often that private individuals and businesses do not like to donate money to the state but instead would be willing to provide funding to a private foundation to work on behalf of a specific program such as the Zoo. As a part of this, the Zoo is probably able to operate various different programs or projects which normally would not be funded by the state, especially in a time of inflation and budget cutbacks.

However, there are also disadvantages to the current arrangements. Having three separate organizations with three separate governing boards, each with their own ideas on how best to promote zoological activities, could create the opportunity for chaos in attempting to efficiently operate and effectively manage the Zoo. Zoo staff are in the somewhat untenable position of not only having to satisfy the Zoo Board and the Legislature, but also having to work effectively with the staff and boards of the Society and the Foundation in order to properly operate the Zoo.

There also is a possibility of duplication or overlap of services. For instance, both the Society and the Zoo operate media promotional and advertising campaigns on behalf of the Zoo. Also, all three of

the organizations publish various informational and promotional brochures or newsletters. Having all of these functions under one organization could provide savings through better planning and coordination of services.

Finally, the current organizational arrangements do not subject all activities and programs related to the Zoo to the applicable state procedures and controls which are designed to assure accountability and management stewardship.

Depending upon who you talk to, you will get various opinions as to whether it is best to continue the current organizational structure for zoological activities or to combine the Zoo, the Society, and the Foundation into one or two separate entities. We do not intend to take a position on that question in this report. However, in this section we will address some of the problems with procedures and controls which we feel exist under the present organization.

A special committee composed of three members each from the Zoo, Society, and Foundation Boards, is reviewing the current relationships among the groups to determine if any changes in organization or procedures should be made in the future. We feel this is a positive step and hope the committee will address some of the questions raised in this report.

Current financing procedures between the three zoological organizations provide inadequate control over the expenditure of funds and incomplete financial information for decision making.

The Zoo receives various gifts and grants for operating and capital development purposes. A majority of this funding comes from the Society and the Foundation. The Zoo has statutory authority to accept either cash or in-kind gifts and grants.

In December 1979 and July 1980 the Society approved grants to the Zoo totaling $106,400 for eight projects as described below:

Project	Original Budget	January 1, 1981 Revised Budget
Biotelemetry Computer Program	$ 25,000	$ 25,000
Animal Health Interns and Equipment	10,000	2,025
Silk-Screening	25,000	-0-
Zoo Lab Relocation and Equipment	5,000	4,999
Public Service Communication Equipment	8,400	8,396
Lectureships and Professional Development	15,000	15,000
Short-Term Seasonal Internships	10,000	4,698
Continuing Education	8,000	8,000
Balance to be Reprogrammed		38,282
Total	$106,400	$106,400

Although the Society provides funding for the Zoo, they do not normally make a cash payment of the grant amount. Instead, the Society itself operates the various programs or purchases the appropriate equipment or supplies provided for in the grant agreement. The completed project (whether services or equipment) is then given to the Zoo.

Since April 1979, the Foundation has provided funding for a short-range development program at the Zoo. The individual projects within the program are determined by the Zoo Board with approval by the Foundation Board. Reallocation of funds between projects or inclusion of additional projects is approved by both groups. The following summary identifies the type of projects included in the program:

Project	Original Budget	March 1, 1981 Revised Budget
Public Space		
Conference Center	$100,000	$260,000
Winter Entry Redesign	30,000	61,110
Discovery Center	20,000	21,755
Plaza Retail Development	21,500	20,000
Other	122,000	22,260
Total	$293,500	$385,125
Staff Space		
Zookeeper, Scuba, Office	$ 20,000	$ 35,955
Public Safety, Communication	10,000	-0-
Other	20,000	1,306
Total	$ 50,000	$ 37,261
Operational Modifications		
Storeroom	$120,000	$118,000
Haybarn	-0-	57,777
Small Animal Management Facilities	50,000	50,000
Plastics Production Shop	30,000	-0-
Other	65,000	3,500
Total	$265,000	$229,277
Exhibits		
Bison/Wapiti/Musk Ox	$325,000	$477,088
Pheasantry	150,000	-0-
Tiger Partition	20,000	8,045
Tiger Maternity	-0-	23,000
Artificial Trees/Rockwork	-0-	66,384
Other	18,000	77,640
Total	$513,000	$652,157

Project	Original Budget	March 1, 1981 Revised Budget
Graphics		
Master Graphics	$ 50,000	$ 96,000
Other	7,000	1,014
Total	$ 57,000	$ 97,014
Equipment		
Silkscreen Shop	$ 25,000	-0-
Electric Carts	-0-	9,831
Picnic Tables	-0-	8,088
Other	10,400	21,381
Total	$ 35,400	$ 39,300
Horticulture		
Other	$ 12,000	$ -0-
Animal Acquisition		
Bison	$ 4,000	$ 7,500
Clouded Leopard	10,000	18,500
Tapir	10,000	14,495
Musk Ox	-0-	20,000
Other	6,000	21,597
Total	$ 30,000	$ 82,092
Grand Total	$1,255,900	$1,522,226

The procedures for operation of the Foundation grant program are somewhat different than the Society. The majority of grant funds are received in cash from the Foundation. When money is needed for current obligations under the program, the Zoo submits a request for an advance of funds. From April 1979 through February 1981, $1,160,609 had been received by the Zoo in cash advances. These monies are deposited in the State Treasury in a Gift Fund appropriation account. Expenditures are made in accordance with appropriate state procedures and guidelines.

However, the total of all Foundation grant funds is not received through cash advances. Instead, when the Zoo does not want to process an expenditure through the state system, they send the invoice directly to the Foundation for payment. This procedure eliminates the established state controls over such areas as contracting and selection of vendors. The Foundation has not established any procedures to monitor these payments either. They do not require formal contracts with the vendors. Instead they pay whatever invoice the Zoo submits and deduct the amount from the next cash advance. The following amounts have been paid directly by the Foundation for the short-range development program from June 1979 through February 1981:

Goods/Service	Total Paid
Graphic Design and Signage	$ 97,172
Construction and Remodeling	28,760
Furnishings and Office Equipment	13,378
Netting, Trees and Plantings	9,932
Total	$149,242

In addition to the short-range development program, the Foundation has also established an "emergency fund" for the Zoo. The fund is to be used for the procurement of supplies and equipment deemed by the Zoo Board to be of an emergency nature or not able to be purchased because of budgetary constraints. From July 1978 through February 1981, $46,539 has been expended from the fund. Among the items purchased were a video camera costing $32,018 ($15,000 of which was paid from a contribution from the Society), public address system equipment, strollers, fencing, bleachers, typewriters, a currency verifier, resuscitators, and a microwave oven.

The payments from this fund are made directly by the Foundation also. They have not established any control procedures to monitor the fund except to require the Zoo to provide a justification of why the equipment is needed and the reasons it cannot be purchased through the operating budget and the state procurement system. All decisions regarding selection of vendors are made by the Zoo with the Foundation acting only as a paying agent.

Operating the various grant programs under the current procedures whereby the Society gives completed projects to the Zoo and the Foundation pays individual invoices upon request is advantageous to the Zoo. They do not have to become involved in the detailed administrative procedures necessary to complete a specific project. They also are given more flexibility in the selection of vendors and the determination of type of services to be provided.

However, operating in this way eliminates the purchasing, contractual, and accounting control features present when transactions are processed through the state system. It is the responsibility of the granting agencies to establish adequate procedures to assure accountability over the expenditure of funds. In addition, since there is no direct flow of cash between agencies, the gifts and grants are not recorded in the state's accounting or budget systems. As a result, the Legislature, which funds the Zoo's operating costs, is not given complete financial information on the total capital and operating expenses of the Zoo. This is particularly important with capital development costs, because although the state may not provide funding for the actual construction of new buildings or exhibits, the operating expenses which are paid from state appropriations may increase as a result of the construction.

RECOMMENDATIONS

1. The Zoo Board should develop a formal policy defining procedures for the acceptance of cash and in-kind gifts and grants. As a part of the policy, the Zoo Board should work with the Foundation and Society Boards to establish adequate control procedures over the expenditure of in-kind grant funds.

2. The Zoo Board should disallow the transmittal of invoices to the Foundation for payment where adequate procedures have not been established to assure proper accountability.

3. When preparing annual financial reports and biennial budget requests, the Zoo should include information on the type and amount of in-kind grants received.

The Zoo Board has not developed adequate procedures and controls over the use of funds raised by the Society through promotions made on behalf of the Zoo.

One of the primary purposes of the Society is to promote the Zoo to the general public. This is accomplished through various advertising campaigns as well as special promotional events. In some instances the promotional events are also intended to raise funds for Zoo activities. Prior to the Zoo's opening, the Society and Foundation sponsored horse shows and zoo walks to raise a portion of the matching funds required for Zoo construction.

In 1981 the Society, with the approval of the Zoo Board, began an animal sponsorship program. Under the program, persons are asked to donate a specified amount of money to sponsor the care of an animal for one year. The amounts varied, depending upon the type of animal and ranged from $10 for many smaller animals to $4,000 for the bottlenosed dolphin. In exchange for the donation, contributors will receive various information regarding their animal and the program and will have their name and the animal's name shown on a special display at the Zoo.

The Society developed various brochures and media advertising for the program and there was a kick-off promotion at the Zoo in March. The advertising did state that the program was sponsored by the Society rather than the Zoo, but did not identify that the Society is a separate organization not subject to state control.

All donations for the program go directly to the Society. At a March 1981 meeting of the Zoo Board, Society personnel stated that they hoped to collect approximately $100,000 during the first year of the program. (As of April 1981, $27,000 had been donated.) The Society has budgeted $40,000 for administrative costs of the program which will be paid from the donation proceeds prior to any distribution to the Zoo. (The administrative costs are basically fixed costs regardless of the amount of donations.)

The Zoo Board did not have any formal written agreement with the Society detailing how or when the Zoo would receive any funds from the program or what the money would be used for. The Zoo Board adopted some proposed financial guidelines for the program at its February 1981 meeting, but these were not formally accepted by the Society prior to implementation of the program. The guidelines did not address the issues of payment procedures, administrative costs, or allowable uses of the funds received. Society staff stated that it was their intention to make quarterly payments to the Zoo of the net revenue after deducting for administrative costs.

The promotional literature for the program is somewhat misleading in stating that individual contributors will be sponsoring the care of a specific animal for a year (a procedure under which it most likely would be impossible to function). Society staff said that the only restriction put on the funds given to the Zoo would be that they be used for general areas of animal care such as shelter, presentation, behavior enrichment, and exhibit development. These funds are to be over and above the amounts received from state appropriations for normal operating expenses.

Since the Society is an independent organization, the Zoo Board would not normally have the authority to tell them how to run their agency or programs. However, the Society regularly solicits funds on behalf of the Zoo. Outside parties may be confused by the structure of the various zoological organizations and could assume that donations to a program such as animal sponsorship are going directly to the Zoo to be used exclusively for animal care. The Board, therefore, has an obligation to ensure that all solicitations made on behalf of the Zoo are handled properly.

RECOMMENDATIONS

4. The Zoo Board should develop formal written procedures for the operation of any fund raising or solicitation program conducted on behalf of the Zoo by a non-state agency such as the Society.

5. The guidelines should be incorporated in a formal agreement between the Zoo Board and the Society, or other agency, which would include a definition of:

   -- the purpose of the fund-raising program and how it is to be conducted;

   -- the relative roles of the organizations involved and whether the Zoo will have to provide staffing, supplies or other services;

   -- the estimated amount of administrative costs and whether they will be paid from proceeds of the fund-raising program or by existing resources of the Zoo or Society; and

   -- the allowable uses of the revenue accruing to the Zoo from the program and how these uses relate to the normal operating budget of the Zoo.

6. Promotional material should include a statement that fund-raising activities are being conducted by the Society or other agency, which is not subject to state control.

Current procedures do not provide adequate control over admission of Society members to the Zoo.

As stated earlier, the Society members receive free admissions to the Zoo as a part of their annual membership fee. From its opening in May 1978 through December 1980, approximately 78,000 adults and 55,000 children were admitted to the Zoo based upon Society memberships. At the established group rates, these admissions are valued at over $220,000.

The justification for allowing free admission to Society members is that the Society provides valuable services for the Zoo in return. If this theory is accepted, it is important to verify that only Society members are granted free admission.

As Society members enter the Zoo, they are required to show only their membership card to admissions personnel at the entry gate. Since no additional form of identification is required, it would be possible for Society members to give others their membership cards to use to gain free Zoo admission.

Requiring a second form of identification is not an unusual procedure to assure proper usage of membership cards. Other area organizations have implemented this control feature.

RECOMMENDATION

7. Zoo admissions personnel should require a second form of identification when allowing visitors free access to the Zoo based upon a Society membership card.

Zoo employees have been given complimentary Society memberships in conflict with state rules and regulations.

For the last year, all permanent and seasonal employees of the Zoo have been given complimentary memberships in the Society by that organization. Depending upon the employee's marital status, they received either an individual ($18.50 value) or family ($28.50 value) membership. The complimentary memberships entitle the employees to publications of the Society as well as unlimited free access to the Zoo for all family members. The Society began giving the complimentary memberships following a determination by the Attorney General's staff that Zoo employees were not entitled to free admission as a part of their employment.

The rules of the Department of Employee Relations (formerly Department of Personnel) (2 MCAR §2.277) provide in part:

> "An employee shall not directly or indirectly receive or agree to receive any payment of expense, compensation, gift, reward, gratuity, favor, service or promise of future employment or other future benefit from any source except the state for any activity related to the duties of the employee unless otherwise provided by law."

In addition, Minn. Stat. Section 85A.03, Subd. 2, which relates to employment of staff at the Zoo, provides, in part:

> "All other such persons employed shall be in the classified service of the state civil service with the same rights and privileges as other state officers and employees."

The gift of complimentary Society membership to Zoo staff is a benefit related to the duties of the employees which is not granted to other state officers and employees.

RECOMMENDATION

8. The Zoo Board should not allow the Society to give free memberships to Zoo employees.

gate receipts, by statute, must be returned to the State General Fund. R. Slowes, Special Assistant Attorney General, confirmed that the proposed agreement seems to establish a sale of admission to the zoo. The closer the structure of the agreement gets to admission based payment, the more likely that all proceeds would be required to be deposited in the general fund.

J. Weaver asked if the negotiations had ever focused on the $200,000 in certificates of deposit adding that, in view of the forthcoming budget cuts, those funds could be put to good use by the zoo. R. Arndt reported that the $200,000 was unrestricted but was reserved as a working capital fund for the Society. Within their articles of incorporation the Society may do with the $200,000 as they wish. M. Jacobson reported that a reserve was needed because most of the Society's revenues come in March through May; but expenses are constant throughout the year. S. Doyle, noting that 70% of the memberships are renewals, asked if the 9-month reserve could be reduced. M. Jacobson responded that the Society could try to develop some kind of declining scale of reserve.

R. Arndt, responding to H. Goldenberg, reported that the year end cash balance (May, 1981) was $327,000 with $60,000 restricted for direct support to the zoo. M. Jacobson said the current unrestricted fund balance was $196,000 which must be obligated to purchase and pay for benefits to members. T. Hengesteg stated that membership benefits are recorded on financial statements as a liability; the fund balance is the total of assets minus liabilities. A cash balance is an asset account while a fund balance is an equity account.

Responding to H. Goldenberg's question on the Society's budget for the year ended May 31, 1981, M. Jacobson reported that Society revenue, including membership and animal sponsorship receipts, totalled $418,000 with expenses of $398,000, leaving a net increase of $19,000. Included in the expenses were $269,000 for membership activities and education, $35,000 for sponsorship program expenses; $10,000 for the volunteer program and direct support to the zoo of $29,700.

R. Arndt, referring to a worksheet distributed to the Board, noted that including an estimated $300,000 in revenue for 1981, Society revenues and credits for the past three years, including volunteer hour credits, total $997,000; with direct contributions (according to the Society's audited financial statements) of $76,000. Expenses for membership procurement and general administration was $420,000 or 42%. (Revenue does not include fees for education classes which is not within the scope of the audit.)

M. Jacobson reported that direct benefits to members costs the Society $13. R. Arndt disagreed, noting that the Society costs, as given to him in May, were $5.91 per member, leaving a $27 profit from a family membership. R. Arndt noted that 1981 Society gate usage was $116,000 as reported to members, the cost of which is only on paper.

T. Hengesteg noted that the duplication of expense for staff, rent, utilities and office equipment would be eliminated if the zoo were to assume the programs currently run by the Society. R. Arndt noted that E. Kohn projects that zoo staff could provide the same membership

benefits at significantly less than the Society's costs.

H. Goldenberg noted that the perception of most Society members is that the money goes to the zoo and it does not. M. Jacobson countered that many of the Society's programs are geared to zoo purposes and most of the Society's funds are used indirectly for the zoo.

H. Goldenberg commented that he thought the Society existed to benefit the zoo; however last winter, the zoo existed so that the Society could get trial memberships; only the Society benefited from that program. He added that he did not think it appropriate that the Society decides how the zoo may spend contributions from the Society.

M. Jacobson stated that he supports giving as much financial support to the zoo as the Society can afford without impairing its membership services. He added that the $42,000 previously committed to the zoo by the Society would be forthcoming when the realtionship normalizes. R. Arndt strenuously objected to such conditions being tied to the grant. M. Jacobson replied that he did not mean to say the money was being held as a lever, to which both T. Hengesteg and R. Arndt replied that the Society Board minutes reflect that that was the intent.

R. Arndt emphasized that the Zoo Board was only cancelling the reciprocity agreement and was not terminating the Society. H. Goldenberg asked what the relationship with the Society would be if reciprocity were not renewed. J. Weaver asked M. Jacobson if the intangible benefits to the zoo would continue without the contract. M. Jacobson replied that it is his hope that the Society continue as a support organization; however, if the Society proposal is rejected, it won't be easy. He added that there would be reactions to the rejection in some people's minds. T. Hengesteg noted that the Zoo Board has granted several extensions over the last six months while trying to negotiate a contract agreeable to both parties. The Society, not the Zoo Board, has rejected each contract.

S. Doyle emphasized that a business contract was being rejected; legal bonds with the Society continue. He added that he was concerned that there might be a carry-over attitude that will affect the relationship between the Society and the zoo.

M. Jacobson stated that a support society provides a benefit to the zoo that is not measured in dollars. He added that the Society could continue selling memberships and pay for its members admission to the zoo. He stressed that while the Society might be able to increase the level of cash contributions, they would be hard pressed to do a better job of publicizing.

H. Goldenberg expressed concern that the Society might continue to sell memberships providing free admission to the zoo. R. Arndt noted, and R. Slowes agreed, that they could provide their members with admissions to the zoo and pay for them at the 20% group rate discount. However, R. Slowes pointed out a one time annual admission could not be provided by the Society. H. Goldenberg stated that his concern was not so much with free admission to the zoo as it was that Society members believe their membership dollars go to the zoo.

R. Gort said that he would like to go on record enccuraging the Society to continue to support the zoo, and expressed appreciation for the Society's past contributions. S. Doyle reiterated R. Gort's comments, and noted the Society's education programs. J. Weaver said the contract

involves money for memberships which include free admission to the zoo; it has nothing to do with the support organization role of the Society.

M. Jacobson stated that the Minnesota Zoo would be the first zoo which does not provide free admission to its Society's members. T. Hengesteg countered that the MZS was the only Society that attempts to direct how the zoo shall do research.

MOTION by R. Arndt, seconded by J. Weaver, that the Board's overall responsibilities are to (1) operate the zoo in a reasonable and prudent manner for the citizens of the State of Minnesota, (2) oversee and approve all activities which take place in the name of the zoo by any organization, (3) make the zoo accessible to all the citizens of the State of Minnesota and (4) encourage and maintain a broad base of support from the citizens and communities of the State; and considering that:

(1) The Society has provided a wealth of support and valued services to the Minnesota Zoo since its inception down to the present time. Without the Society, those early years would have been considerable more difficult. For this contribution, the Zoo is, and always will be, very grateful. In addition, the Zoo looks forward to continuing support from the Society in areas other than the reciprocity area.

(2) The Zoo has come of age as it has been operating for over three years and the initial relationship of the Society to the Zoo is no longer necessary.

(3) The June, 1981 Legislative Auditor's report raised certain questions regarding the Zoo/Society relationship in the following areas:

(a) The ambiguity and inefficiency associated with working with several independent boards

(b) Duplicate media promotion

(c) Duplicate advertising campaigns

(d) Individual newsletters.

(e) Inadequate direct control over special sponsorship programs.

(f) Each organization has its own ideas how to best promote the Zoo. This could create inefficiencies in operating the Zoo.

(4) The Zoo Board believes that a potential exists for conflicting interests between the Zoo and the Society.

(5) The Zoo Board beleives that all activities carried on by the Society on behalf of the Zoo should be performed only with the prior approval of the Zoo Board.

(6) The Zoo Board believes it needs a broad base of citizen and community support to prosper and function in an efficient manner.

(7) The Zoo believes that it can perform the annual membership drive, the volunteer program and the education program which was the significant part of the former reciprocity agreement with the Society in a more efficient manner, thus benefiting the people of the State of Minnesota.

Based on the above, and the financial facts attached to these minutes, the Minnesota Zoological Board will not renew the reciprocity agreement with the Minnesota Zoological Society and that between November 19, 1981 and March 31, 1982, the Board and/or its designated committee will work closely with the Society to carry out the provisions of Paragraph VIII, subparagraph "D" of the Reciprocity Agreement. Further, the Chairman of the Minnesota Zoological Board shall notify the Society in writing of this action.

MOTION CARRIED UNANIMOUSLY. Chairman Hetland, after the vote and noting his custom of not voting except to break a tie, asked that his opposition to the motion be recorded.

Chairman Hetland reiterated his appreciation of the Society's past contributions and noted that the motion just passed is a reflection of our concern that the relationship is changing as both organizations mature. He asked that M. Jacobson convey to the Society the Board's hope that the relationship may be maintained in areas other than reciprocity.

Chairman Hetland then designated R. Slowes and E. Kohn to join with him or his delegates in working with Karla Williams and Mark Jacobson to plan on meeting obligations under the contract. (After the meeting, the Chairman designated T. Hengesteg and J. Weaver as his delegates.)

Discussion on the appropriate release of the Board's decision to not renew the reciprocity agreement followed. It was agreed that the director should draft a simple statement for press release stressing that (1) the zoo will continue to honor unexpired Society membership cards for free admission, (2) the zoo will offer an annual pass program, which staff was directed to begin planning immediately, (3) the Zoo Board appreciates the Society's contributions in the past and thanks the Society for its role in contributing to the zoo's success, and (4) only the reciprocity agreement has not been renewed; the Zoo Board looks forward to the Society's continuing community support. The release will be reviewed by both R. Slowes and J. Hetland prior to release. Documentation and figures will not be released unless requested. The Board agreed that the release should stress that the Board did not feel that the State was getting quid pro quo; and thus the difficult management decision was made. The Board also recommended receiving the Society roster so that the zoo could communicate directly with Society members, assuring them of the zoo's continuing obligation to them. All inquiries regarding this action will be referred to R. Arndt.

R. Arndt reported that E. Kohn had received a letter from Fred Norton, Chairman of Government Operations Committee, stating that a constituent had written his committee asking that his "membership in the zoo" be extended 23 days because he could not visit during the strike. R. Gort stressed that the Zoological Society member be informed that his membership is in the Society, not the Zoo. E. Kohn offered to work out a practical offsetting adjustment with the

ATTACHMENT TO 11/19/81 MINUTES

SIGNIFICANT FINANCIAL FACTS PERTAINING TO THE SOCIETY/ZOO RELATIONSHIP

Society Revenues for the Year Ended May 31[1]

1979	$386,000
1980	$311,000
1981	$418,000
	$1,115,000[2]

Society Cash Contributions to the Zoo for Years Ended May 31

1979	$ 27,813
1980	$ 18,975
1981	$ 29,737
	$ 76,525

Society Value of Zoo Support for 1981

Volunteer program	$ 16,000
Education program[3]	$ 25,000

Society Value of Zoo Admissions for 1981 offset by volunteer services $116,000[4]

Cost of Memberships to the Society for 1981 (per Society worksheet and exclusive of advertising, promotion and general administrative costs).

	Cost	Membership Fee
Family	$ 5.91	$32.50
Individual	$ 5.91	$21.50
Donor	$ 5.91	$50.00 to $99.00
Supporting	$25.91	$100.00 and up

[1] Society has spent over $406,000 on membership procurement and general and administrative expenses over the past three years.

[2] Revenue amounts include volunteer service hour credits totaling $263,363.

[3] Society keeps all Continuing Education course fees. The zoo houses the program and the Society pays out-of-pocket costs, including teacher costs. (The majority of the classes are taught by zoo employees on their own time.)

[4] Approximately 1/2 of the volunteers are not members of the Society.

R. Arndt reported that he had been invited to attend the Foundation Board meeting on December 2 to explain the Board's decision regarding reciprocity. At that time, M. Jacobson asked about the possibility of reopening up negotiations. R. Arndt then polled his committee to find out if there was interest in reconsidering the Board's decision and found none. R. Arndt then asked T. Hengesteg to report on the transition meeting.

T. Hengesteg reported that the transition committee, consisting of T. Hengesteg and J. Weaver from Zoo Board; M. Jacobson, R. Bonawitz, and D. Block from the Society Board; K. Williams, E. Kohn and R. Slowes, met on November 25. At that meeting, she reported that the zoo would begin a membership program and would assume the remaining aspects of the volunteer program and the speaker's bureau. The Society was asked to participate in the publication of a newsletter and to continue their education programming through the winter quarter. The Society requested a written letter that zoo facilities would be available for the winter education classes, which E. Kohn sent to M. Jacobson. The membership list was requested to enable the zoo to verify Society memberships at the gate. At that time the Society felt the zoo did not need the list and that in the absence of a membership card, the Society office should be called for confirmation of membership. Another meeting was planned, but later that weekend the Society held their press conference, the mails delivered the Society's moratorium notice to all of its members, and the transition process slowed down.

T. Hengesteg reported that she had contacted M. Jacobson on December 1 to ask for the membership list for use in the zoo's annual pass program. J. Hetland also sent a letter requesting the list by December 16. The list has not been transferred; the Society does not see a need to transfer a membership list, but they have offered to inform their members in their newsletter of the zoo's annual admissions program. J. Hetland reported that M. Jacobson had telephoned that same message to him also, including the offer to communicate with their membership if the zoo's annual plan was adopted by Zoo Board. T. Hengesteg reported that membership applications and inquiries have been held by the Society office since November 19; M. Jacobson was asked to forward those applications to the zoo which he agreed to do. Thus far, they have not been received. M. Jacobson advised that he had neglected to inform K. Williams of his agreement to forward the applications to the zoo.

R. Arndt advised that he had spoken with a former Zoo Board member who informed him that his application and check had been returned with a letter stating that the Society was not processing any memberships but there was no mention of the zoo's plans to sell memberships. M. Jacobson advised that the Society office has kept track of all applications returned to the sender which will be forwarded to the zoo. E. Kohn reported that although nothing had been received from the Society, we have a list of 100 names of people who have expressed interest in the new program directly to the Zoo.

Responding to J. Weaver, E. Kohn reported that the zoo is prepared to fully administer the volunteer program, effective January 1. As a practical matter, the daily planning and coordination with the volunteers continues as usual. D. Bender added that daily meetings with the volunteers have occurred to answer their concerns and he was unaware of anyone who has left the corps; staff is actively recruiting new

unteers for the January class and is revising the curriculum for their training. E. Kohn confirmed for P. Davies that the volunteer coordinator is a full-time zoo employee.

T. Hengesteg reported that the Board representatives on the transition committee feel that until the membership roster is received, there is no work for the committee; she suggested that J. Hetland disband the committee or take over the task himself; Chairman Hetland asked that both J. Weaver and T. Hengesteg remain ready to assist in transition.

S. Doyle congratulated the Board and staff for their restraint during this time, and noting that he had friends on the Society staff, expressed regret that he felt the need to comment on the divisive comments and actions by the Society. He asked why, if the Society is a support group of the zoo and a friend of the zoo family, a press conference was scheduled by the Society after an agreement that no public issue would be made? Why, if the Society is a support group, did they explain Zoo Board's action to their members in a one-sided fashion and then neglect to say that there would be a follow-up program by the zoo, a regrettable omission? Why was it recommended by Society staff that the volunteer corps write to Board members, the Governor and legislators deploring Zoo Board's action? Why was the issue presented as a termination of a relationship rather than the termination of a business contract? Why were the volunteers told that they were now the only voice of the citizenry and that it was now their responsibility to act as a citizen's advocate group? Why, if the Society is a support group, has the Society not provided the membership roster when it is obvious it would help the zoo's program? S. Doyle concluded his remarks with a statement that the Society's actions have been disappointing and unfortunate, adding that it appears that the Society is only a support group when it works to their benefit.

R. Arndt reported that he had received several calls from former Board members who had been told that E. Kohn was responsible for this action and the general director has also taken abuse in the newspapers. R. Arndt emphasized that this was a Board action and not an action of the general director who had tried to facilitate the negotiations, not destroy them. R. Arndt added that E. Kohn deserves an apology.

S. Doyle stressed that both parties had been negotiating in good faith, but there is confusion in the public's mind about the relationship as pointed out in the Legislative Auditor's Report on the zoo. It is not generally understood that Zoo Board acts on behalf of all the taxpayers of the state, while the Society acts at the behest of its 9,200 members.

Minnesota Zoo Goer Membership Program

R. Arndt, noting that seven Board members were present at the committee meeting when the zoo's membership program outline was initially presented, advised that some changes had been made because it is important to make a distinction between a membership program and a fund-raising program, especially since the Foundation is preparing to launch its capital drive. He asked that the Board consider the imminent capital drive and the need for staff to coordinate closely with the Foundation.

D. Bender reported that the Minnesota Zoo Goer's Association will entail a division of labor among staff. The direct administration, cash control, renewal process, issuing of passes and all financial aspects will be

handled by Business Management Services. Y. Johnson will coordinate that part of the program while Public Programs involvement will be from the benefits standpoint, including the publications, informational services, coordination of member activities and special events, and advertising and marketing for the program, which will fit into the current marketing plans. S. Hoffman explained the 5 categories of membership in the program. She added that the companion pass, which provides admission for the cardholder and one guest, is expected to generate a lot of interest. The benefit package will provide unlimited admission, unlimited purchase of group sales 20% discount tickets for friends and guests, a 10% discount in the zoo gift stores, membership events including behind-the-scenes tours, and an information services package. Zoo staff will work closely with the Science Museum and the Institute of Arts in membership procurement. The program will be promoted on site in the gift store and in the admissions area. Media presentations can be tagged with information on membership and ads will be placed to inform the public of the availability of the zoo's plan. D. Bender distributed copies of the temporary stationery and passes which will be used to enable new members to use their memberships immediately.

T. Hengesteg asked about additional incentives for membership; S. Hoffman replied that the program may be embellished as it grows. E. Kohn noted that the program, as originally presented to the committee, included a $500 donor category; however, the Foundation has requested that the largest category be $100 and that all promotional material for the program stress the role of the Foundation and ask that donors of gifts above $100 be advised of the Foundation's program for the zoo.

D. Bender reported that the program will be promoted as a good economic package; it fits well into the marketing theme of "For Every Season, There's a Reason." Several ideas are being considered for promotion: having Boy Scouts sell memberships; asking businesses to consider giving premiums to people buying memberships; and asking Dayton's to do a direct mail with their monthly billings.

J. Weaver asked about the proposed $101,000 budget for the program and if the intention was to hire two additional staff people to run the program. S. Iserman reported that staffing needs might be reduced; he added that he felt it is possible that the program could cost about $75,000. J. Weaver noted that with the possibility of $109,000 returning to the general fund to cover gate admissions, the program is projected to net about $85,000 annually for the zoo's use. He asked about the possibility of the legislature allowing all proceeds to go directly to the zoo with no funds returned to the general fund. P. Davies explained that at the hearings, as staff was explaining how the accounts would be administered, P. Kahn had suggested that all money go to the zoo's gift fund. E. Kohn added that the chair had raised the question of the most efficient method of managing the funds. It was suggested, outside of the hearings, that a rider could be considered during the current session which would allow the zoo to deposit all proceeds into the gift fund with full reporting to the Legislature.

J. Hetland asked if there was a need for budget modifications for start-up costs. S. Iserman reported that $20,000 in advance funding would be borrowed from the gift fund. P. Zollman asked why costs for the volunteer program were included in the program budget. D. Bender

plied that the Society has recognized the volunteers in the past. The zoo must now assume budget responsibility for volunteer recruitment, recognition and supplies such as training manuals. E. Kohn noted that the proposed budget was an attempt to reflect feasible costs for the zoo's assuming the membership and volunteer programs.

MOTION by R. Arndt, seconded by J. Weaver, that the Minnesota Zoological Board approve the membership program as outlined with an annual budget of $75,000; and authorize $20,000 expenditure from the gift fund for start up funds, which funds shall be returned to the gift fund. MOTION CARRIED UNANIMOUSLY.

Minnesota Zoological Garden Foundation Report

R. Voigt reported that the Foundation Board members, having been informed of the plan, are supportive of the concept. Input received from Foundation Board members regarding membership categories has been shared with staff and incorporated into staff's proposal which Zoo Board has just approved. The Foundation is looking forward to working on this program and the mutual use of listings.

The Foundation Board meeting of December 2 reviewed the status of relationships and answered many questions for Foundation Board members. At that meeting, the Foundation Board also approved the beginning of the major capital drive in the first quarter of 1982. Beginning January 5, weekly meetings will be held to establish goals and review prospect lists. The presentation process will be practiced and should renew enthusiasm for the project. In addition to rating of prospects at these weekly sessions, additional volunteers will be recruited to reach the currently identified 500 prospects; 10% of which are to be lead gifts.

R. Voigt then asked each Zoo Board member to make their contributions to the drive to Foundation President, Stanley Nelson, along with their suggestions for major prospects and prospective volunteers to work on the campaign.

Minnesota Zoological Society Report

M. Jacobson, Society President, responded to comments made earlier in the meeting, stating that he also regretted that the matter between the Society and Zoo Board became a subject of public debate. He stated that due to the nature of the information released to the Pioneer Press reporter which implied misappropriation of funds, the Society felt compelled to respond with a news conference. That article, continued M. Jacobson, was a blow to a group of sincere, honest, hard-working Society Board members.

E. Kohn reported that the Society had been advised on November 20 of Zoo Board's decision to issue a press release which spoke to the business rationale and announced the zoo's intention to develop an annual plan. In response to the Society's request that the release be held until they had reviewed it and until they could inform their members, Zoo Board members were polled to see if there was any objection to holding the release in order to give the Society Executive Committee an opportunity to review it and perhaps make it a joint release. The release, which was hand delivered for the Society Executive Committee meeting on November 21, was explicit on the Board's intent to conduct

an annual program yet the letter which was prepared subsequent to the Society's review of that release, did not mention it. M. Jacobson responded that the executive committee felt they could not coordinate with a press release which stated that the Zoo Board had made a determination that the zoo would assume some of the Society's functions because they felt they could run the programs more efficiently. E. Kohn stated that this was the first time he had been informed of the executive committee reaction.

T. Hengesteg asked why the transition committee had not been informed that a letter was going out to Society members at their meeting on November 25, to which M. Jacobson said that the letter went out the day the meeting occurred. The letter informed the membership that a continuing role with Zoo Board was being sought; the Society did not have details on the zoo's annual admissions program at the time the letter was mailed. He added that now that the zoo has an approved program for membership, the Board would receive the list.

S. Doyle asked M. Jacobson who he thought had gone to the press origina M. Jacobson responded that R. Arndt and P. Davies were quoted in the November 28 article. He added that E. Kohn had telephoned him to inform him that a reporter had called for information on the contract termination and intended to run a story the next day. M. Jacobson related that E. Kohn had attempted to provide the reporter a more positive perception of the Board action; the reporter did call the Society staff and Board members and some quotes were used; however, the article had some inferences and a great deal of financial information from a working document that was subject to revision. J. Weaver stated that the numbers were the same in all revisions, to which M. Jacobson replied that the numbers were misleading since they included $250,000 in volunteer hour credit that was not cash received. R. Arndt stated that further debate was pointless since the Board's decision was not based on that fact sheet. The decision was based on three negotiation sessions with the Society and three different proposals. Because of philosophical differences, it was difficult to achieve a common understanding of contract needs; however Zoo Board informed the Society in August of the points they wanted in the contract, along with a contract extension to a final presentation in October. In October the contract was again extended until November. M. Jacobson disagreed that the philosophies were different, adding that Zoo Board has felt that the Society Board does not respect the Zoo Board's desire to control the zoo The Society Board does not see the need to have total independence from Zoo Board. The key issue, continued M. Jacobson, was not financial but control of programs and operations that the Society has been respons ible for. The Society has asked for input from Zoo Board as to how the Society can best serve the zoo. T. Hengesteg asked why, when the Society was given guidelines for a contract which explicitly expressed our requests, a letter was sent to Zoo Board taking strong exception to its manner as being inappropriate to the Society's self-image. She noted that the guidelines given expressed exactly what the Board wanted. M. Jacobson reported that in the process of negotiations, the two parties give and take; the Society was given a set of guidelines which were never out-of-hand rejected. The Society made counter offers.

J. Weaver, noting that M. Jacobson was relatively new to the negotiation stated that the Society's ability to provide free admission to the zoo was its big draw. Zoo Board feels it can be done in-house more efficiently and with less overhead. The Society has $400,000 in

investment funds which do not come to the zoo. If Zoo Board finds it cannot do a better job, then contract management for the program can be sought again.

M. Jacobson, noting that the Minnesota Zoological Society was among the top ten societies in the country, stated that it takes a lot of time and money for membership procurement. He added that over the course of three years the $76,000 cash contribution was supplemented by $70,000 in direct support programs and $60,000 more has been allocated for various projects. The contract which the Society presented in November was based upon the memo prepared by E. Kohn using the Portland agreement; M. Jacobson was surprised when Zoo Board said not only that the contract was unacceptable, but that there would be no more negotiations.

J. Weaver suggested an end to the discussion of a past action of the Board. Chairman Hetland thanked M. Jacobson for his report and reiterated the Board's appreciation for all the Society's support.

T. Hengesteg, saying that she felt grief over the situation, suggested that the chairman write a letter to M. Jacobson requesting the membership roster, since he had said that the Board would receive it. Chairman Hetland commented that the difficulty in this situation is that once an issue gets onto the public forum, perspective is lost and is difficult to restore. He added that the Society has served the zoo well. Because the programs and times have changed does not mean that their past contributions are not appreciated. S. Doyle and J. Weaver agreed with the Chairman's comments.

There being no further business, the meeting adjourned at 5:20 p.m. with an invitation to all present to view the new sloth bear cubs.

James L. Hetland, Jr., Chairman

Richard Arndt, Vice Chairman

gd

Minnesota Zoological Garden Apple Valley, MN 55124 612/432-9010 Cable: MZOO

January 26, 1982

Mr. Gary R. Schoener
2608 Pleasant Avenue South
Minneapolis, Minnesota 55408

Dear Mr. Schoener:

Your letter of January 22 to the Membership Divisicn of the Minnesota Zoo Goer Association has been referred to me for response.

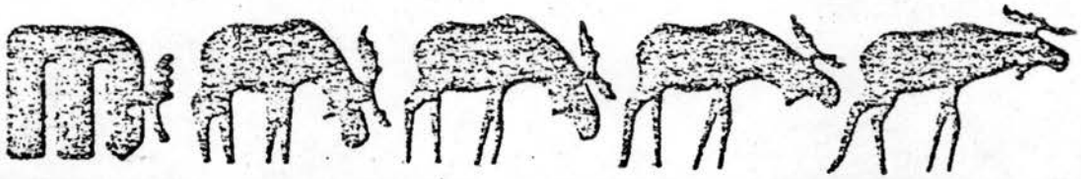
I can appreciate your concern over an appearance of casualness in our communication with you over the new zoo plan. To the contrary, the Zoo Board and I and my staff's commitment is total to a sound continuing annual membership program. If there is one fault of which I am certain, it was in expecting a responsible transition in annual plan management between the Society and the Zoo Board.

The Zoo Board is a citizen advisory board, appointed by the Governor and charged with the responsibility for operating the zoo in a reasonable and prudent manner for the citizens of Minnesota, including making the zoo as accessible as possible to all Minnesotans while encouraging and maintaining a broad base of support from citizens and communities of the State.

I believe the Zoo Board's decision to not renew the reciprocity agreement with the Minnesota Zoological Society, after many months of earnest joint negotiations, was a decision without sound alternative. Since the zoo is supported by tax dollars, the unusual contract which provided the Society cash credit for hours worked by volunteers up to the full cost of admission for its members, was considered by advisors to be increasingly untenable.

We believe that through effective direct management of our annual members' program we may demonstrate that the cost of remote contract administration of such a vital program is inadvisable on any terms. When such terms fundamentally reverse the direction of the support relationship, with a substantial outflow of resources, then I believe the only responsible course was that taken by the Zoo Board.

The Zoo Board has refused consistently to make a public issue of the Society relationship problem, believing that public debate on an issue such as this only embitters people, and also believing that the general public will remain supportive of the Minnesota Zoo as long as we continue to offer quality programs openly and with equity. Your letter points out one shortcoming of this "low profile" approach.



Once Society cooperation, which we continue to request, is gained and its membership roster is made available to the zoo, the zoo may quietly and with thoroughness explain to these longtime zoo supporters the zoo's new annual program and the basis for the change. Aggressive defense of the Board's decision, after thorough consideration, does not seem appropriate.

I hope we may assist you in regaining a basis for support of the Minnesota Zoo. We respect and need the cotinued loyal involvement of every supporter and will keep working earnestly to deserve it and to retain it.

Sincerely,

Ed Kohn

Edward Kohn
General Director

EK:gd

Minnesota Zoological Garden Apple Valley, MN 55124 612/432-9010 Cable: MZOO

Superseded

February 21, 1982

Dear Minnesota Zoological Society Member:

I welcome the Society's provision now of mailing privileges so that the zoo may communicate directly with you about our commitment to you and our need for the continuing loyal involvement of each of you. Media coverage, sought or unsought, is not an adequate means to deal with your needs to understand the basis of recent actions. In the service of such understanding I would like to share with you a perspective on the organization of the zoo.

The Minnesota Zoo is the direct responsibility of the Minnesota Zoological Board, a Governor appointed, legislatively confirmed, citizens board. In addition, the zoo reports directly to the Legislature and to the Governor. The zoo is further unique in the zoo world in having had certain of its program responsibilities carried by two additional corporately independent citizen boards -- those of the Society and of our fund-raising organization, the MZG Foundation. The Foundation's role is to foster the private sector/public sector bond that is so vital to the success of the zoo venture.

The complexity of the interrelationships among the zoo's unusual number of boards and reporting responsibilities has long been recognized. One view, not quite detached, is that there may simply have been one board too many for the most effective and serviceable management of the zoo's programs. This observation in no way reflects on the spirited contributions of the Society's hard working board members these past years, including the initial sponsorship and launching of our volunteer program and the growth, particularly since the zoo opened, of the zoo's annual membership program. The Zoo Board and staff would welcome the continuing contribution of these dedicated zoo workers. There is room on the team and more than enough work to go around.

But the primary purpose of this letter is to focus on YOU -- each member. The benefits you have purchased from the Society will continue to be honored fully through the term of your current membership. We invite you then to come directly on board the zoo's annual plan. The goal of our new annual plan, the Minnesota Zoo Goer Association, is to bring your membership and association home to the zoo so your participation can be even closer than in the past, and our services to you may be administered daily and directly, not through a contract with an off-site, independent organization, but as a built-in feature of the zoo with the full commitment of our entire program, staff and volunteer corps. We simply can give more to one another directly, than indirectly.

The economics underlying the non-renewal of the Society/Zoo reciprocity contract, of course, had a significant bearing on bringing the annual membership program home to the zoo now. The continuing net outflow of approximately $200,000 each year in revenue to the Society as a contract agency could simply not be justified, particularly in these tough times of budget cutbacks, despite the good value of the Society's indirect services. The Zoo Board's responsibility dictated that it face these realities and seek substantially different terms. I witnessed a



solid effort over many months by members of both Boards to find financially adequate terms that in the Society Board's minds would not compromise their separateness and independence. Such terms were not found, if indeed there exist any that could have enabled simplifying the organizational diversity without eclipsing the identity and responsibility of any party.

We have enclosed a fact sheet on the benefits of the Minnesota Zoo Goer plan along with an application for use when your Society membership expires. If you have further questions about Zoo Goer members' benefits, please call us at the zoo (432-9010) and ask for the Zoo Goer Membership Coordinator.

As you know, our programs continue to blossom at the zoo. We are designing activities for you for every season. I invite each one of you to remain a part of the marvelous growing venture that is the Minnesota Zoo. Bring your friends and loved ones with you, and, together, let us keep building a zoological experience to cherish.

Sincerely,

Edward Kohn
General Director

EK:gd

Enclosures

SF-00006-05 (4/86)

STATE OF MINNESOTA

Office Memorandum

DEPARTMENT : ATTORNEY GENERAL

DATE : November 8, 1989

TO : Kathryn Roberts
General Director
Minnesota Zoological Garden

FROM : Donald J. Mueting
Assistant Attorney General

PHONE : 296-3369

SUBJECT : Proposed Action on Amendment to Articles of Incorporation of the Minnesota Zoological Society

Pursuant to your request, I have discussed the above-referenced matter with Mark Jacobson.

Mr. Jacobson advises me that the purpose of the proposed amendments is to formally terminate the structural relationship between the Board of the Minnesota Zoological Garden and the Minnesota Zoological Society. Formerly, certain members of the State Board also served as voting Board members of the Society. While this arrangement has been functionally terminated, the Society's Articles of Incorporation still provide for a role in its governance by the State Board. The proposal received from Mr. Jacobson would formally amend the Society's Articles of Incorporation to eliminate any involvement by the State Board.

If the Board wishes to formally disassociate itself from the Society, adoption of a resolution approving the proposed amendments to the Articles of Incorporation of the Minnesota Zoological Society would accomplish that objective. Such an action would also free the Society to restructure itself and operate without the involvement of the State Board.

Please contact me if you have any further questions concerning this matter.

DJM/rlb

RESOLUTION TO AMEND THE
ARTICLES OF INCORPORATION OF THE
MINNESOTA ZOOLOGICAL SOCIETY

Resolved, that the Articles of Incorporation of the Minnesota Zoological Society be amended as follows:

Section 1. Article VI of the Articles shall be deleted in its entirety, and the following Article VI shall be inserted in lieu thereof:

ARTICLE VI

The property, affairs and business of this Corporation shall be managed and controlled by a Board of Directors of fifteen (15) members who shall be elected by the voting members of this Corporation. 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 this Corporation.

Section 2. Article VII of the Articles shall be deleted in its entirety, and the following Article VII shall be inserted in lieu thereof:

ARTICLE VII

The voting voting members of this Corporation shall be all persons who satisfy the qualifications and manner of becoming members prescribed in the Bylaws of this Corporation.

Section 3. Article XI of the Articles shall be deleted in its entirety, and the following Article XI shall be inserted in lieu thereof:

ARTICLE XI

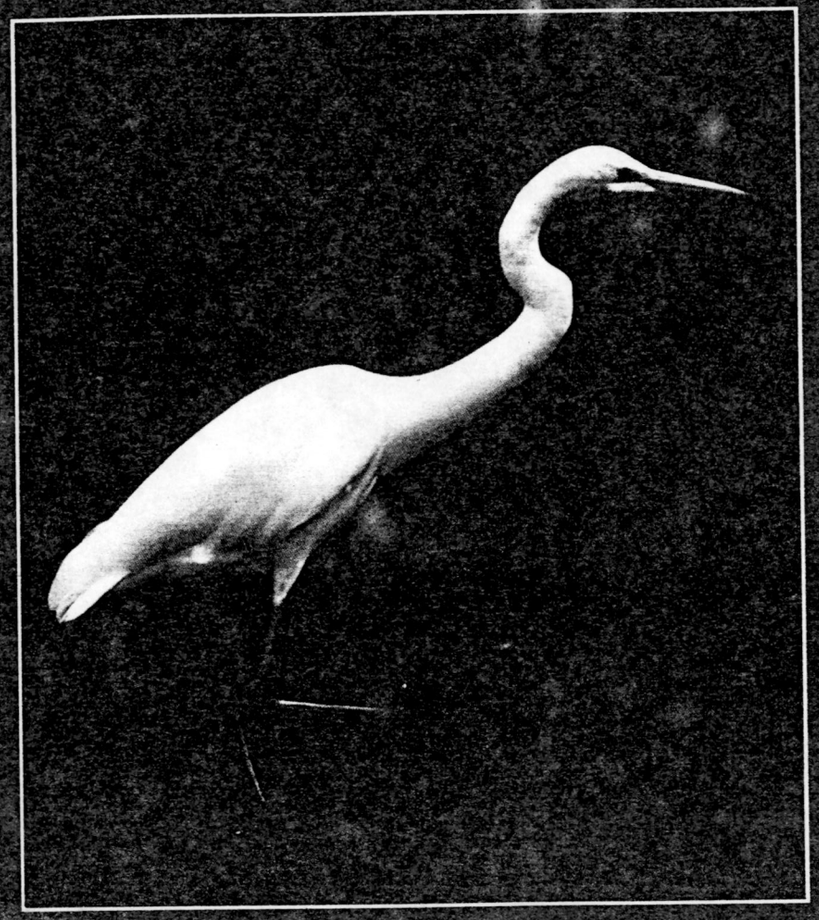
These Articles of Incorporation may be amended or repealed, and new Articles may be made, by the affirmative vote of a majority of the members of the Corporation who are present and entitled to vote at any meeting of the members. Notice of such meeting stating the purpose, shall be given to each member entitled to vote on the proposed amendment and to each officer and director regardless of his or her voting rights.

Section 4. The following Article XII shall be added t Articles.

ARTICLE XII

The Bylaws of this Corporation may be amended or replaced and new Bylaws may be made by the Board of Directors at any meeting of the Board, provided that such action is approved by a two-thirds vote of the Directors. Any such amendments shall be submitted to the members for ratification at the next regular or special meeting of the members or by mail ballot within four months according to procedures prescribed in the Bylaws, whichever shall occur earlier.

Minnesota Zoological Garden Foundation
1422 West Lake Street
Minneapolis, Minnesota 55408
(612) 827-3661



The Minnesota Zoo

An Alliance



TO THE CITIZENS OF THE STATE OF MINNESOTA –
THE STOCKHOLDERS OF THE MINNESOTA ZOO:

The Minnesota Zoo is one of our state's newest and finest resources. The Minnesota Zoo is a result of our state's public and private sectors working together to plan, design and build this educational and recreational facility.

The Minnesota Zoo's program, on-site and throughout the state, offers our families new opportunities to understand animal and plant life and ways to conserve these resources for the future. We are fortunate to have a zoo of this international magnitude here in Minnesota.

The Minnesota Zoo exists for you – the citizens of our state. Your continued enjoyment and support is an integral part of the Zoo's future.

Albert H. Quie, Governor
State of Minnesota

Minnesota Zoological Garden

Edward Kohn, General Director

The first endeavor of a public zoo is that it be enjoyable. Unless we succeed in that endeavor, we can afford no others. One feature that is fundamental to our business is that the Zoo is a voluntary experience. Return visits can only be a product of having had a happy time the last time.

Responsible zoos today work in the service of a simple cause - people's discovery, understanding, love and thus commitment to our wild animal and plant co-inhabitants on this planet. There is no other justification for captivity in a zoo.

The Minnesota Zoo excels in providing enjoyably an awareness of the inter-related life of the near reaches of our own woodlands and waters, of the northlands of the planet, and of that continent remotest from us, Asia. If discovery is our product then the pure capital on which we build is personal enjoyment. And at year's end our accounts were strong with those proceeds. Forty percent of our visitors had already repeated their visit. We counted 1,060,000 visits for the year - by national standards an excellent level - but for Minnesota just a fine start with good growth ahead.

When the Zoo first opened, many visitors were uneasy in not finding all the animals instantly and with conventional ease. Compounding the problem, many of the animals were still wary of the people on the edges of their yet unfamiliar territory and sought every out-of-sight option.

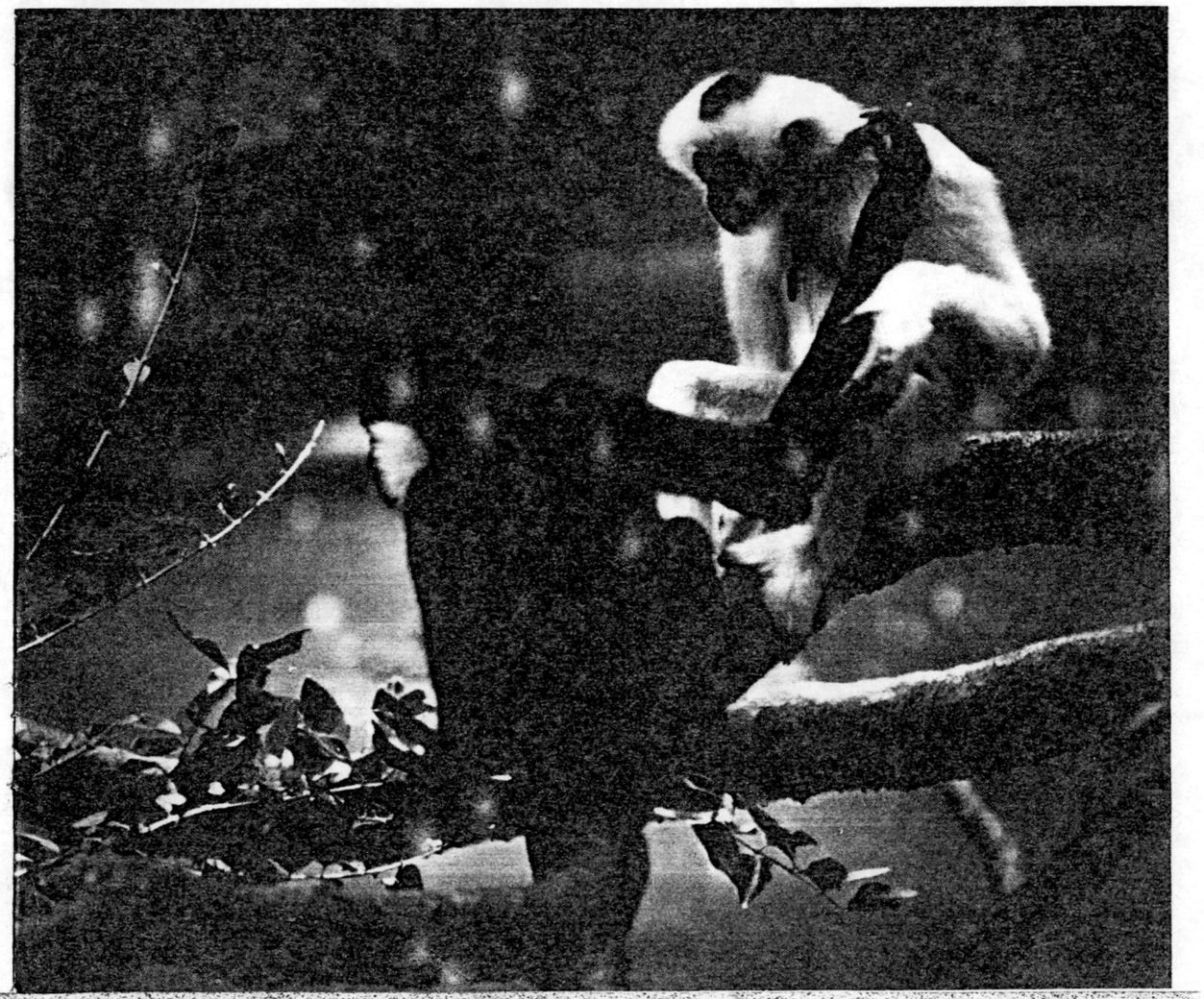
As the year progressed, the animals became more at peace with the "safe distance" at which visitors remained and made freer use of their exhibit habitats. Many tenant improvements were negotiated on behalf of the animals and their visitors. The people used longer visiting hours and the Zoo ceased promoting heavily crowded days, with the result that nearly all could be accommodated in a more leisurely manner, one that best assured each visitor an enjoyable experience - the building block of this Zoo.

In administering the Zoo, we found many ways to improve visitor enjoyment and focused our promotions, and thus people's expectations, on the extraordinarily fine features of this progressive Zoo.

We gained by far the strongest winter attendance of any northern zoo and we conducted satisfactory pilot studies that show, for example, that fresh new visitors will come to the Zoo in winter for cross-country skiing and other participation activities (including the arts).

Our school-visit program was stronger than any zoo in the country, except for San Diego's long-established program. From 80 percent of the state's counties came 121,000 students - an extraordinary opening year accomplishment. The success was possible only because the efforts of our core staff

The Minnesota Zoo excels in providing enjoyably an awareness of the inter-related life of the near reaches of our own woodlands and waters, of the northlands of the planet, and of that continent remotest from us, Asia.



could be magnified through the dedicated and effective services of 350 trained volunteers – a great corps that contributed 45,000 hours of work in the first year.

As a result, the American Association of Zoological Parks and Aquariums honored the Minnesota Zoo with its 1979 Institutional Commitment to Education Award. The learning experience gained by the students was the primary and sufficient product of the program. But the investment made good business sense as well, as many thousands of enthusiastic young people brought back families and friends from throughout the state to share their discovery of the new Zoo. This contributed to the outstanding levels of out-state attendance in the summer.

On the animal and plant front, the fundamental achievement was one of successful transition from planning to presentation of our fine collection. We gained full operation of our technically efficient animal support facilities and of the overall finest representational habitat exhibits in the zoo world. A sound clinical health program was instituted with successful treatments predominating. Notable breeding successes with the Malayan tapir, Siberian tiger, Nilgiri tahr and Japanese macaques demonstrated the Zoo's commitment to effective long-term genetic custodianship and the success of the management plan for animal support. The interdependence of the exhibition and breeding objectives of the Zoo produced tangible benefits to the visitor experience.

As never before, zoos must respect the fact that they can no longer afford boundaries between them. The task of genetic custodianship in lieu of and for the vanishing wilds mandates that zoos share both genetic stock and responsibility. Zoos are increasingly sharing their capabilities with one another. The unique contribution of the Minnesota Zoo has been to create the International Species Inventory System (ISIS) - a captive animal data bank in the service of sustained reproduction of captive species at our and other zoos worldwide. By year's end, the program's costs were sustained entirely by its users and its 115 participating zoos.

The monorail reached the 95 percent completion stage at fiscal year's end, within budget and close to contract deadlines, despite a voluntary adjustment by the manufacturer to better assure cost-efficient operation in winters to come. On September 20, service began and thousands of riders have registered approval of the personally narrated program . Technical performance and ridership percentages are as projected. A financial problem related to payment of capital costs has emerged and must be resolved. With the monorail's completion, all 80 of the Zoo's animal exhibits were under cover for the visitor - making this indeed the most complete "Zoo for All Seasons".

Very importantly, and after intensive study, the State Legislature awarded the Zoo a secure base operating



budget on which our industrious staff will build the long-term programs that genetic custodianship demands. Only one major zoo in this country, and that one in a warm coastal, all-year vacation location, can claim to be close to self-sufficiency. Certainly no northern one is confident of closing the gap in the face of today's climbing costs and obligations. The hidden costs for responsible custodial management of captive life are too great. In that realistic context the Minnesota Zoo compares very favorably. Practically no northern zoo exceeds us in percentage of operating budget produced from on-site revenues, and we are working toward further improvements in this position.

Recognizing these factors, the Legislature awarded us annual appropriations independent of annual revenues but on the basis of our energetic pursuit of the maximum possible revenue returns to State funds. It is a contract in good faith to which we are committed. We also restructured our Capital Improvement Program with a revised and improved delineation of Northern Trail exhibits in the service of expanded peak-season capacity as an important precursor to further substantial attendance and revenue growth.

Solid performance in all departments, a resource base on which to meet today's objectives and to make long-term commitments, constantly improving visitor reactions and effective planning for the future are the highlights of our first year.

Thanks are due to many people in our community for their leadership and strength given to the development of the Minnesota Zoo. Their foresight and commitment have helped bring about a truly exciting educational opportunity for Minnesota.



The unique strengths of this zoo, so carefully designed into place, have become real. We present pathways for the joyous discovery of the diverse beauty in life of the wild; from the exotic Asian forms to those splendid emissaries from the deep, the Beluga whales, and to our own distinguished native species. The goal we are honored to share is a growing commitment worldwide to preserve and protect the remaining natural splendor around us. The Minnesota Zoo is mobilizing fully and efficiently in the service of that cause.

James Hetland, Chairman
Minnesota Zoological Board

The Minnesota Zoological Board, established by the State Legislature in 1969, is the principal governing unit of the Minnesota Zoo. Its 11 members are appointed by the governor to four-year terms. A twelfth member of the Board is a non-voting representative of Dakota County, the home of the Minnesota Zoo.

The initial concerns and planning for the Minnesota Zoo grew out of community interest in expanding the Como Park Zoo. Subsequent studies by the Minnesota Zoological Society, the Citizen's League and the Metropolitan Council Zoo Advisory Committee focused on the need for a new Twin City area facility. Each of these studies concluded that a zoological garden would fill a massive cultural void, that it would be economically viable, and that it would bring benefits ranging from increased tourism to enrichment of educational experiences and provide a mjaor contribution to our area's quality of life.

Based upon recommendations from the Metropolitan Council, in 1969, the Minnesota Legislature took the first step toward the Minnesota Zoo becoming a reality. With this leadership, the Minnesota Zoo became the first State zoo in the United States. The Minnesota Resources Commission provided funds for the development of the master plan which detailed philosophies, goals, and facilities that were subsequently submitted to the legislature for State funding.

The Minnesota Zoological Board was created with authority to study, construct, and operate the Minnesota Zoological Garden. Board members are charged with setting policy for the Zoo and assuring compliance with regulatory and budgetary requirements of the State. The Board has all powers necessary to discharge the duties imposed upon it by law and to operate the Zoo in a manner which best serves the public.

It is the goal of the Minnesota Zoological Board to provide the finest in educational experiences and

opportunities for all individuals in Minnesota. The educational programs do have a state-wide appeal to all ages and groups. The best available technology, facilities and management have been incorporated into the Zoo program. The Zoo is a year-round facility designed around the Minnesota climate and emphasizing both indoor climate controlled exhibits as well as outdoor exhibits that are at home in our State's climatic environment.

Dakota County and the City of Apple Valley were very helpful in the gift of the site in Apple Valley on which the new Zoo has been constructed. The 480 acres is part of a regional park system that includes more than 2,000 additional acres in parks, open space, trails and future recreational development programs.

The 1973 Minnesota Legislature provided $23,025,000 in general obligation bonds for the initial phases of construction of the Minnesota Zoo. An additional $2,350,000 of general obligation bonds were issued on a matching funds basis provided that an additional $2,350,000 from non-State sources of support would be secured. This has since been accomplished with the help of the Minnesota Zoological Garden Foundation and Society.

Construction began in 1974 with an initial budget of $26,036,000. As of June 30, 1979, the construction budget had grown to $31,135,000. Funds for all of these expenditures were secured. An additional $1,887,625 are presently available from the Minnesota Zoological Garden Foundation in the form of grants and commitments toward future capital improvements. Future construction will be based upon a Zoo Board identification of need and close association with the Foundation's Development Program to seek gifts for capital projects not covered by State appropriations.

Substantial volunteer assistance has been provided for many years to the Zoo by the Minnesota Zoological Society. Thanks are due to many people in our community for their leadership and strength given to the development of the Minnesota Zoo. Their foresight and commitment have helped bring about a truly exciting educational opportunity for Minnesota.



MINNESOTA ZOOLOGICAL GARDEN
Summary of Financial Information
Year Ended June 30, 1979
(unaudited)

Revenues:	
Admissions and Parking Fees	$1,762,481
Gift Store, Net of Expenses	139,276
Other	126,177
State of Minnesota General Fund Appropriations	1,920,905
Total Revenues and Appropriations	$3,948,839
Program Expenditures:	
Biological Program (animal and plant care)	$ 903,400
Operation and Maintenance of Facilities	1,757,540
Marketing, Advertising, and Promotion	486,102
Education and Information Services	334,807
Admissions, General & Administrative	453,413
Total Program Expenditures	$3,935,262
Excess of Revenues and Appropriations Over Expenditures	$ 13,577
Fund Balance End of Year	$ 13,577

Note: This information is subject to audit by the State of Minnesota Legislative Auditor in accordance with State regulations and procedures.

MINNESOTA ZOOLOGICAL GARDEN
Summary of Capital Funds
Aug. 1, 1973-June 30, 1979
(unaudited)

Source of Capital Funds Received or Committed:	
Bonding and Related Income	
Original State of Minnesota Bond Issue	$23,025,000
State of Minnesota Matching Fund Bonds	2,350,000
Less: Bond Issue Costs	(10,297)
Interest Earned on Bond Proceeds	3,720,656
	$29,085,359
Other Sources, Exclusive of Private Gifts & Grants	
Minnesota Zoo Ride, Inc. (for construction of Zoo Ride Station and for overhead costs of financing) (see note)	$ 700,000
Federal Department of Energy Grant	313,458
Food Concession - owner participation in construction costs	234,500
	$ 1,247,958
Private Gifts and Grants	
Gifts Made Directly to the Minnesota Zoological Garden	$ 831,423
Minnesota Zoological Garden Foundation (excluding $1,200,000 committed to MZG for fiscal year 1980)	687,625
	$ 1,519,048
Total Capital Funds Received or Committed	$31,852,365
Less: Capital Funds Used For Construction	(31,135,000)
Capital Fund Balance (uncommitted)	$ 717,365

Note (1) Minnesota Zoo Ride, Inc. is a separate corporation formed to facilitate the financing and construction of a monorail transportation system within the boundaries of the Minnesota Zoological Garden. An Installment Purchase Agreement between Minnesota Zoo Ride, Inc. and the Minnesota Zoological Board provides for the sale of the monorail system to the Zoo Board. By an assignment agreement, Minnesota Zoo Ride, Inc. assigned its rights under the Installment Purchase Agreement with the Zoo Board to an underwriter in exchange for $8,071,688. a Bank Trust Department was engaged to act as fiscal agent. As of June 30, 1979, $7,158,433 had been expended for construction and related costs.

Note (2) The above figures do not include the $1.2 million land donation made by Dakota County in 1973.



MINNESOTA ZOOLOGICAL GARDEN
Summary of Capital Funds
June 8, 1973-June 30, 1979
(unaudited)

Application of Capital Funds:	
Main Building Complex	$11,925,947
Site, Utilities & Improvements	3,724,652
Northern Trail	3,412,463
Architecture, Engineering and Management	3,371,354
Internal Services	2,266,913
Minnesota Exhibit	1,221,950
Animals and Equipment	1,024,793
Main Building Exhibits	1,019,519
Plantings	750,799
Signs, Graphics, Interior Furnishings	577,135
Zoo Ride Station	532,519
Solar Energy	442,583
Food Service	332,270
Special Construction	274,788
Supplemental Contracts, Other	257,315
Construction Expenditures	$31,135,000

Note: As of June 30, 1979, the Minnesota Zoological Garden Foundation has committed an additional $1,200,000 toward the Zoo's Short-Range Development Program which is not included in the above amounts.

Minnesota Zoological Garden Foundation

Connie DeLand, President

The Minnesota Zoological Garden Foundation, an independent, non-profit corporation, was established in 1975 as the principal fund-raising organization for the Minnesota Zoo, making it the only zoo in the country with a permanent, private organization raising money on its behalf.

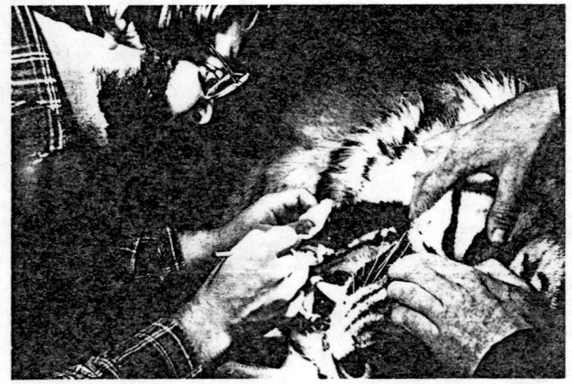
The Zoo Foundation raises money through contributions from the private sector for use by the Minnesota Zoological Board, the State agency that supervises Zoo operations.

The Minnesota Zoological Board retains primary authority for the identification of needs and design of future Zoo construction and expansion. After careful consideration and approval by the Zoo Board, capital needs are presented to the Zoo Foundation's Board of Directors for their consideration. Through inter-Board discussions of needs and a review of possible funding sources (individuals, corporations and foundations), decisions are made on the approaches that may best serve the development objectives of the Zoo and fund raising programs/efforts of the Foundation.

The Zoo Foundation's initial goal, to help raise $2.3 million, was accomplished in 1978. That success enabled the Zoo to collect an equal amount in matching funds from the State of Minnesota for application during the Zoo's initial construction phase.

Present programs coordinated by the Foundation continued to generate additional capital project funds. Future fund-raising activities are directed toward establishing a broad base of state-wide support including capital campaigns, development grants, special projects, and the many current, annual and deferred gift options by which individuals can help build the Minnesota Zoo.

The Zoo Foundation operates with a professional staff, assisted by Board members and many volunteers. The Foundation's goal is to help insure a permanent capital development program for the Minnesota Zoo.



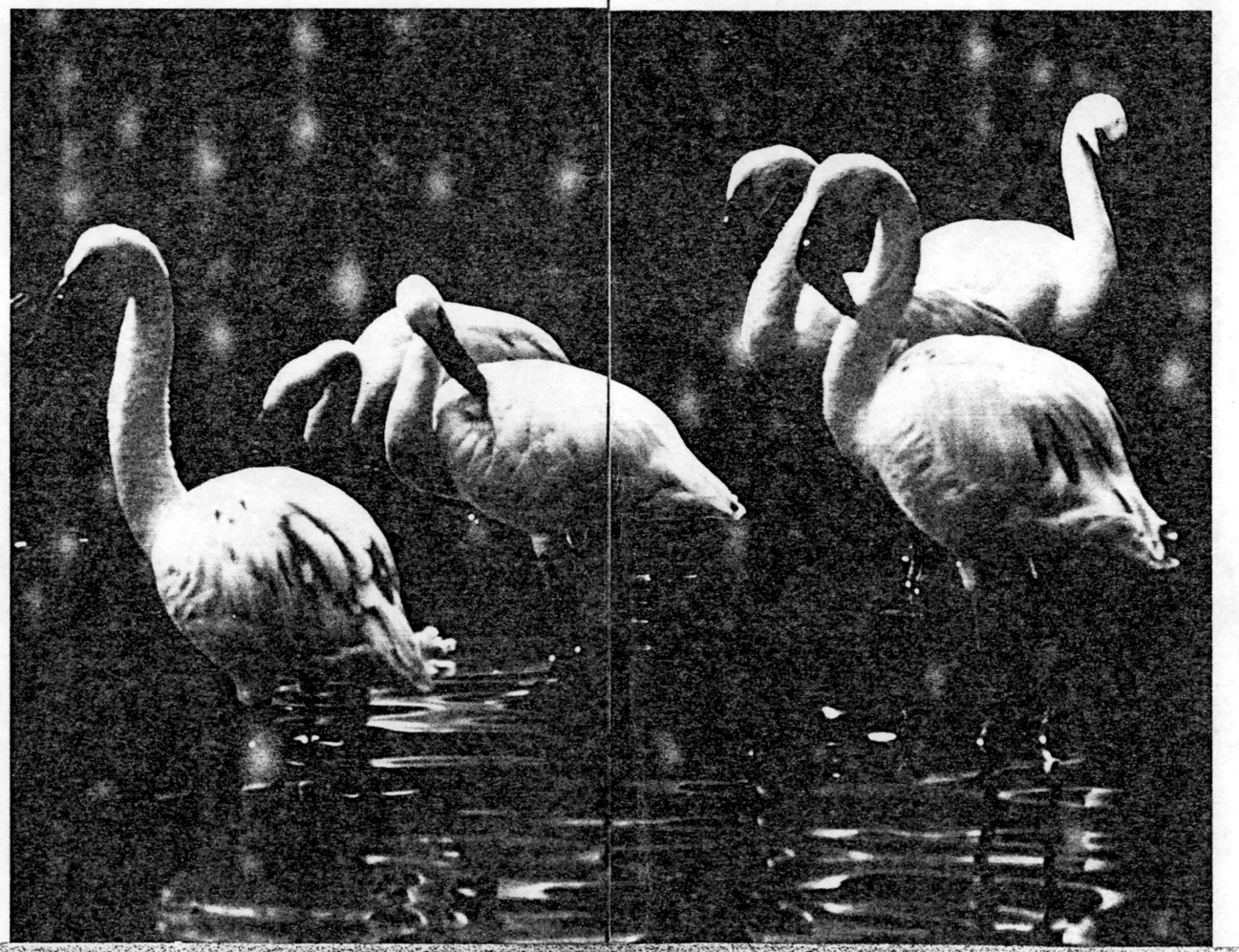
MINNESOTA ZOOLOGICAL GARDEN
OUNDATION
ummary of Financial Information
ear Ended June 30, 1979

eceipts:	
Contributions	$ 367,609
Special Events, Net	39,962
Interest Income	93,794
Other	10,129
Total Receipts	$ 511,494
isbursements:	
Fund Raising	$ 52,026
General and Administrative	30,581
Total Disbursements	$ 82,607
Excess of Receipts Over Disbursements	428,887
Funds Provided to Minnesota Zoological Garden	(158,374)
Amount Added to Fund Balance	$ 270,513
*und Balance End of Year (cash basis)**	$1,224,104

($1,200,000 dedicated to MZG)
(Development Program, F.Y. 1980)

ote (1) Anyone desiring a copy of the audited financial statements may procure one by writing to the Minnesota Zoological Garden Foundation, 1422 West Lake Street, Minneapolis, Minnesota. The audit was prepared by Peat, Marwick, Mitchell and Company.

ote (2) The Minnesota Zoological Garden Foundation is a tax-exempt organization under Section 501(c)3 of the Internal Revenue Code. The Foundation is the principal fund-raising organization for the Minnesota Zoo.



Minnesota Zoological Society

Robert Bonawitz, President

The Minnesota Zoological Society, an independent and non-profit membership organization, was formed in 1961 to enlighten Minnesota citizens about and promote support for a new zoo, incorporating representative animal habitats, in the Metropolitan Twin Cities area. Through its efforts and those of other community-based organizations, interest developed state-wide for the creation of the Minnesota Zoological Garden. The Society has always provided, and intends to continue to provide, enthusiastic, on-going support for the Minnesota Zoological Garden and its programs.

The Society cements a bond between people and the Minnesota Zoo, providing greater understanding of the world's natural systems and wildlife to more than 6,000 members and their families, and through them to the larger community beyond. Publications, programs, promotions and member services are the means used to inform members of the Zoo's programs and involve them with its recreational, educational and enrichment opportunities.

Volunteer services, Zoo guides, Speaker's Bureau activities, direct cash contributions, special events and community participation programs are some of the major Society contributions which help the

eneral public and the Society's members to obtain
ne maximum benefits from their Zoo.

The Minnesota Zoo, a most interesting and far-sighted
nstitution, has enormous potential to provide an
nhanced opportunity for the public to acquire a
eep understanding of, appreciation for and
ommitment to preservation of the natural world in
hich we live. Through the Society's support and
edication, this potential will be realized.

MINNESOTA ZOOLOGICAL SOCIETY
ummary of Financial Information
ear Ended May 31, 1979

evenues:	
Membership Dues	$155,223
Contributions	103,163
Investment Income	16,988
Other	14,393
Total Revenues (see note 2)	$289,767
xpenses:	
Membership Procurement	$ 79,330
Membership Activities (principally publications)	55,115
General and Administrative	57,587
Other	5,793
Total Expenses	$197,826
Excess of Revenues Over Expenses	91,941
Contributions to Minnesota Zoological Garden (see note 2)	(27,813)
Amount Added to Fund Balance	$ 64,128
und Balance End of Year (accrual basis) (see note 3)	$228,238

Note (1) Anyone desiring a copy of the audited financial statements may procure one by writing to the Minnesota Zoological Society, 555 Wabasha Street North, St. Paul, Minnesota 55102. The audit was prepared by McGladrey Hendrickson and Company.

Note (2) The Minnesota Zoological Society and the Minnesota Zoological Garden have a reciprocity agreement, subject to annual review, which provides for volunteer services. For fiscal year 1979, the value of all volunteer hours contributed to the MZG was $130,164. Of this amount, $96,259 was recognized as payment to the MZG for Society member admissions to the MZG in the same period. The cumulative year-to-year balance of $49,191, recorded as of May 31, 1979, under the agreement, is available to offset future Society obligations to the MZG, but is in no part a cash balance which could be remitted to the Society.

Note (3) Carry forward for operations and program distribution.



MINNESOTA ZOO - TABLE OF ORGANIZATION - 1979

State of Minnesota

Statutes Chapter 85A

Minnesota Zoological Society (21 member Board)	*Minnesota Zoological Board Appointed by Governor (12)*	*Minnesota Zoological Garden Foundation (35 member Board)*
• Executive Director	• General Director	• Executive Director
• Membership	• Visitor Programs	• Individual Gifts
• Volunteer Services	Education	• Corporate Gifts
• Marketing & Promotion	Marketing	• Foundation Grants
• Zoo Programs	Public Services	• Special Projects
	• Biological Programs	
	Animal Management	
	Animal Health	
	Horticulture	
	• Management Services	
	Finance	
	Personnel	
	• Facilities & Construction	
Membership Programs	Operations and Management of the Minnesota Zoological Garden	Fund Raising Capital Projects

BOARD OF DIRECTORS 1979-1980

MINNESOTA ZOOLOGICAL BOARD

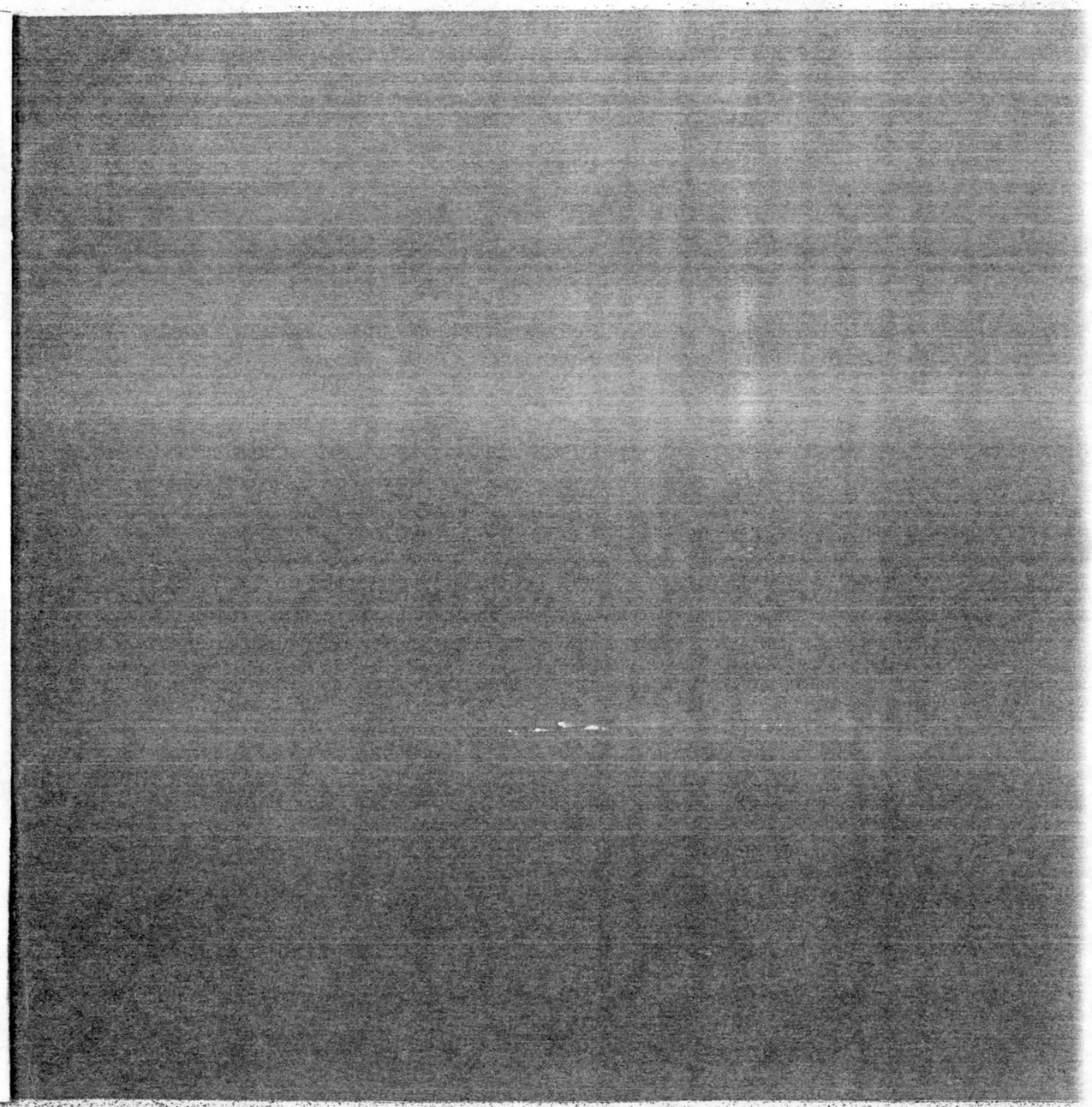
Firmin L. Alexander
Richard Arndt
Patricia Davies, Vice-Chairperson
Robert H. Engels
Robert Ferguson
James L. Hetland, Jr., Chairman
James W. Kennedy
Sandra Stokesbary
John E. Tilton
Adolf Tobler
Jerome Wagner
Paul Zollman, DVM

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Firmin L. Alexander
Anthony L. Andersen, Treasurer
W. Andrew Boss
Wallace C. Dayton
Connie DeLand, President
Louis I. Gelfand
Richard G. Gray, Sr.
Kathy Gretsch
Reuel Harmon
Margee Kinney, Vice-President
Kenneth M. Knopf
Malcolm McDonald, Vice-President
John C. McKay
Dean McNeal, Secretary
Chy Morrison
Stanley Nelson, Vice-President
David W. Onan, II
Joseph T. O'Neill
Gordon Rosenmeier
Mary Ann Scroggins
Sandra Stokesbary
John E. Tilton

MINNESOTA ZOOLOGICAL SOCIETY

Dennis P. Albrecht
Sandra Blomquist
Joseph G. Bohlen
Robert L. Bonawitz, President
Lloyd L. Brandt
Dale Chelberg, Secretary
W. Clough Cullen
Bruce E. Douglass, M.D.
Daniel F. Dolan
Karen Ferguson
Stephanie Fox
Paul I. Freeman
Gerard D. Hegstrom, Vice-President
Toni Hengesteg, Treasurer
L. David Mech, Ph.D.
Phillip R. Nelson
Terry Nelson
Marilyn Nordaune
Marialice Seal



MINNESOTA ZOO HISTORICAL FACTS

1955 Como Zoo Volunteer Committee set out to hire a zoo director and to raise money for the improvement of Como Zoo.

1961 The Minnesota Zoological Society incorporated to establish a year-round modern zoo for St. Paul.

1966 A metropolitan area zoo was proposed by the Citizens League after studies indicated that Como Zoo could not be expanded into a major zoo facility.

1967 Zoo bill failed in the Legislature. However, Metropolitan Council's Zoo Advisory Committee submitted a report and recommendations that were the basis for 1969 legislation.

1969 Legislation passed creating the 11-member Minnesota Zoological Board, appointed by the Governor. $500,000 was authorized to develop a masterplan for the Minnesota Zoological Garden (MZG). First Zoo Director, Phillip Ogilvie, hired.

1970 Site selection - 480 acres donated by Dakota County.

1971 Funding for the zoo bill failed by one vote in the legislature. Director Ogilvie resigns; assistant director Donald D. Bridgewater named Director.

1973 Revised master plan concompassing smaller area and eliminating monorail; bill passed the legislature and was signed by Governor Anderson allowing for $23,025,000 in bonds with $2,350,000 additional matching funds for the construction of the MZG. Zoo Board states that zoo will be self-supporting. Zoo chosen by AAZPA as site of ISIS (International Species Inventory System), a computer program monitoring captive animal populations worldwide.

1974 Bush Foundation gives the single largest gift to the zoo ($785,000) to build an education wing. Groundbreaking May 26.

1975 Minnesota Zoological Society changes its purpose to support of the Minnesota Zoological Garden. Minnesota Zoological Garden Foundation formed to act as major capital fund raising support organization.

1976 Completion of first buildings. Staff moves to site. Capital budget increased to $28,148,763.

1977 Move into main complex. Animal acquisition begins. Monorail construction begins as a privately financed ride. Budget increased to $29,250,000.

1978 (April) 10,500 registered walkers and 172 runners raised $200,000 through a "Walk with the Animals" event.

(May) Zoo opens with overcrowding, limited exhibit viewing, traffic problems, and incomplete Northern Trail.

(June) First free day draws largest crowd ever -- 31,517; zoo unable to accommodate.

(July) Zoo Director Bridgewater resigns under pressure/health. Project director, Gerard Hegstrom, named Acting Zoo Director.

(November) Zoo revenue below forecast; legislature asked for $1.3 million supplemental appropriation. Attendance below projections.

1979 (January) New director, Edward Kohn from National Zoo, Washington, D.C., hired.

(May) Legislative audit: financial management of the zoo attacked.

(September) Monorail opens.

1980 (April) Monorail default to investors.

(July) Legislative audit: admissions and parking procedures criticized.

(August) Monorail investors sue State of Minnesota. Also filed suit against underwriters and bond counsel in Federal District Court alleging SEC violations.

(November) TRIBUNE story: two associate directors resign because of director; management problems alleged.

(December) Minnesota Zoo #1 attraction (Minnesota Poll).

1981 (January) Society notified of Board's intent to renegotiate reciprocity contract because of disagreement over the proportion of funds raised by the Society actually going to the zoo.

(February) Six legislators (House of Representatives) propose selling the zoo to private corporation.

(July) Supreme Court rules state is not liable for monorail costs. Legislative audit: inadequate property/inventory control. Minnesota Orchestra concert at the Zoo.

(July-August) State employee strike closes zoo for 23 days.

(August) First cooperative marketing ventures begin (to date, Red Lobster, National Car Rental, Dayton's, Powers, Pillsbury, Western & Republic & Northwest Airlines, Naegele, Pepsi, radio stations, Proex, Durning's, Donaldson's, Cub Foods...)

(September) Zoo receives third education award from the American Association of Zoological Parks & Aquariums (AAZPA).

(November) Society contract terminated; Board severes ties with Society after months of attempting to resolve conflicts. Record-breaking winter family free day of 19,000 visitors on Thanksgiving Friday.

1982 (January) Zoo begins its own membership program, continuing education classes, volunteer recruitment, volunteer recognition, and adopt-an-animal program -- all former society programs.

(February) 20,757 skiers during 76-day cross-country ski program; ski shop operated as concession.

(March) Zoo security questioned by Pioneer Press story.

(April) Zoo management investigation by the department of administration requested by Governor Quie.

(July) Department of administration study team calls publicly for resignation of zoo director Kohn, who resigns under pressure. Zoo finance officer, Stephen Iserman, named acting zoo director.

(October) All Tuesdays deemed free between October and March to increase attendance in winter months. First annual Zoocare sponsor day.

(November) Zoo Foundation closes office; administrative functions for remaining funds turned over to The Saint Paul Foundation. First Annual Teddy Bear Picnic.

1983 (April) Discovery Center opened; KTCA's "Newton's Apple", featuring Nancy Gibson and zoo animals, goes national, 26 programs a year.

(May) Camel and llama rides open as concession.

(November) Research director hired to start up formal zoological research program at the zoo. Fallon McElligott Rice take on zoo advertising as a public service account. MZG wins Tourism's 1983 Marketing Award; and the Zoo wins Award of Excellence in goverment communicator's contest.

(December) National Car Rental presents second new Zoomobile van for off-site visits to county fairs, schools and events.

1984 (May) ZooLab, the popular hands-on visitor experience, remodeled to increase room capacity 20%. Legislature approves $225,000 matching grant for construction of new wolf and caribou exhibits. First capital funding from the state since opening.

(June) Visitor amenities such as benches, shade, satellite souvenir outlets and picnic grounds added to site.

(September) Zoomobile program reaches 74 of 87 Minnesota counties in the year.

(October) Fundraising study to define model for future zoo development completed for the Zoo Foundation.

(December) Breakfast with Santa at the Zoo. Governor Perpich starts discussion of a public/private partnership.

1985 (January) Legislature begins to review the zoo's relationship with the private sector. Changes method of funding zoo and lifts some of the restrictions of the state system so zoo can operate more efficiently. Eliminates direct review by legislative auditor.

(March) Monorail closing, scheduled March 15 by the investors, postponed to October because of Governor's intervention to allow the legislature

time to consider purchase by the state. Department of finance does study, determines the highest price that state can pay for monorail and have it be self-supporting. Legislature authorizes up to an expenditure of $750,000 for monorail purchase from te general contingency fund; authority expires December 31, 1985.

(May) Legislature mandates board study of how to foster more private sector involvement in the zoo. Changes method of zoo funding to a grant basis, allowing the zoo to retain operating revenues, and lifts some restrictions of the state system so zoo can operate more efficiently. Eliminates direct review by Legislative Auditor.

(June) Zoo successfully completes campaign to raise $225,000 matching grants from 14 private sector donors.

(July) Fiscal year attendance up for fourth year in a row, to 928,372. Zoo adopts policy for after-hours use of facility. Gift store revenue exceeds projections. Membership in Zoo Friends tops 9,000.

(December) The monorail is purchased for $1.5 million by the Zoo with funds appropriated by the legislature and a grant from the Zoo Foundation.

1986 (February) Zoo Study Committee report recommends that zoo operation be turned over to a private, non-profit organization; Legislature does not act on recommendation.

(March) Zoo Education department gains accreditation by North Central Association of Colleges and Schools, becoming the first zoo in the country to earn the distinction.

(April) Minnesota Zoo hosts international tiger symposium to develop global strategy for conservation of tigers, attended by 125 delegates from all countries with major tiger habitat (except the Soviet Union).

(May) S. Iserman resigns; K. Roberts appointed Acting Director. Cities 97 sponsors Summer Jazz Series at the Zoo with 8 weekend concerts planned. Donaldsons sponsors Second Annual Mother's Day at the Zoo, donating all profits to Zoo. Monorail resumes operation.

(June) Surgery for treatment of beluga whale's lip lesion attracts national attention.

(July) New 15 member Zoo Board appointed to foster public/private partnership.

(October) Zoo's first development director, Karen Jensen, hired.

(November) Kathryn Roberts appointed permanent General Director.

1987 (January) After hours events program begins to encourage evening events for scheduled groups.

(April) Beluga whales shipped to Sea World in San Diego. Free day to bid farewell to the whales had 32,661 in attendance, the largest daily attendance in the zoo's history.

(April) Wolf/Caribou exhibit opens.

(July) Zoo Board expands to 30 members as authorized by 1987 legislature.

BACKGROUND PAPER ON MINNESOTA ZOOLOGICAL GARDEN SUPPORT ORGANIZATIONS

1961 The Minnesota Zoological Society (Society) incorporated to establish a year-round modern zoo for St. Paul and to promote zoological research. Initial incorporators: Archibald G. Bush, Stanley E. Hubbard, Raymond M. Schneider, Thomas Moore, Sr., Roy W. Larsen, David Paper, Harry L. Holtz, Adolf Tobler, Fred Manley, Reuel Harmon, William H. Oppenheimer; in addition, the first volunteer board of the Society included Donald C. Dayton, J. G. Ordway, Oliver Skellet, B. H. Ridder, Sr. (In 1975, the Society amended its articles of incorporation to reflect the society's purpose of assisting and supporting the MZG).

1969 Zoo Board established by statute to prepare masterplan for metropolitan zoo.

1971 First Zoo bill (for a $32 million masterplan) fails in Legislature.

The Society, also known as "the Zoo People" campaigned heavily and was instrumental in showing grass roots support for a new Zoo prior to 1973 when the Zoo Board was appropriated funds for Zoo construction. Society volunteers enthusiastically made presentations to groups all over the state to generate legislative support for the Zoo bill.

1973 Zoo bill for reduced masterplan ($23 million bond appropriation plus $2.3 million match) passes.

1974 Society sponsors Aid-to-the-Zoo Horse Show, netting $25,000 for the Zoo to be used towards state match.

1975 Society changes its purpose to support of the Minnesota Zoological Garden.

Minnesota Zoological Garden Foundation (Foundation) formed by the Zoo Board (five of the six incorporators were Zoo Board members) to act as the major capital fund-raising support organization, to raise the $2.3 million to receive the state match. (Foundation bylaws required that 11 of the Foundation board members be appointed by the Zoo Board Chair.)

Society Second Annual Aid-to-the-Zoo Horse Show, netting $32,000 for the Zoo.

1976 Society Third Annual Aid-to-the-Zoo Horse Show brings cumulative total to $84,000 in three years.

1977 (April) MZG, Foundation, and Society co-sponsor, with the assistance of the statewide organization of elementary school principals (MESPA), a Whale Walk in which 10,000 walkers participated, with $145,000 pledged.

1978 (April) 8,200 walkers obtain $223,000 in pledges from 80,000 sponsors through a "Walk with the Animals" event, co-sponsored by the Society and Foundation.

Foundation's initial goal to help raise the $2.3 million to collect an equal amount in matching funds from the State of Minnesota for the Zoo's initial construction phase successfully concludes.

1979 Zoo Walk collected $111,000 of $140,000 pledged (with $61,000 in expenses) from 4,000 walkers. (Cumulative net total from 3 "walks" was $186,500.)

In 1979, the Legislative Auditor first questioned the potential for conflict of interest between the Zoo Board's relationships with the Foundation and Society, since the boards of both support organizations included members of the Zoo board. The audit report recommended that the statutory authorities of the Zoo Board be expanded to allow the Zoo Board to engage in activities presently performed by the Foundation and Society.

1980 Foundation approves Zoo Board's request for $1.5 million Short Range Development Plan.

In late 1980, two Zoo Board members were assigned the task of reviewing the Zoo Board's organization and the division of responsibilities between the Board and the General Director, as well as relationships between the Zoo Board, Foundation and Society. The task force recommended that a special committee, composed of members of each of the three separate organizations, consider whether one umbrella agency could cover both the Foundation and Society, and whether existing contracts should be renegotiated. As a result of this report, and subsequent discussion at the January 1981 Zoo Board meeting, the Society was notified of the Zoo Board's intent to renegotiate the reciprocity contract, which was to expire in May of that year.

The reciprocity agreement between the Zoo and the Society afforded admission to Society members at no cost in exchange for performance of volunteer services by the Society at the Zoo. The value of volunteer services was determined on an hourly rate negotiated annually under the agreement while gate admission was valued according to prevailing rates (at an estimated usage of 2.3 visits per year per member). The value of volunteer hours contributed to the Zoo was recognized as income to the extent of benefits received by the members. The value of accumulated volunteer service hours in excess of member gate admissions could be used to offset future liabilities arising from members' gate usage. (The Zoo Board had trouble with the volunteer hour credit because not all volunteers were even Society members.)

1981 (January) Society notified of Board's intent to renegotiate reciprocity contract because of disagreement over the proportion of funds raised by the Society actually going to Zoo.

Between January and November 1981, four extensions to the Society reciprocity agreement were authorized to allow additional negotiations; however, no agreement could be reached which was acceptable to both the Zoo Board and Society.

(February) Society agrees to start an animal sponsorship program at the request of the Zoo Director and with Zoo Board approval.

(April?) An Interboard Committee proposed that the Society and Foundation combine office functions at one location as a step in the process of possible future organizational consolidation -- an idea first proposed by the three boards in 1978.

(June) The Legislative Auditor again noted the ambiguity and inefficiency associated with working with three independent boards, with duplication of services and inadequate control over funds raised.

(October) The Zoo Director, at the direction of the Zoo Board, prepared an evaluation of the Zoo/Society operating relationship. The evalution also stated that Society programs of membership, continuing education, sponsorship and volunteer recruitment and recognition could be handled directly by the Zoo. The evaluation noted that Society members were unaware of the distinction between the Zoo Board and the Society. (The Zoo still has Society members coming through Admissions expecting to get free admission because they believe they are "Zoo members"). The Zoo Director also pointed out that the Foundation had, since its incorporation in 1975, "always operated exclusively in a support function to the Zoo... and never deemed it appropriate to require that the Zoo Board apply to it and negotiate with it for the use of funds it has raised for the zoo...Nor have its articles of incorporation ever contemplated independent purposes."

"The Society, on the other hand, when incorporated in 1961, included in its articles responsibility to establish and operate a zoo as well as '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, and to prepare, publish and disseminate information to the public concerning the science of zoology.' In 1975 the Society Board authorized a change in articles replacing entirely the original purposes statement with the following, '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.

"The point here is that the Society acts in part as though it remains governed by the original article of purposes. When mention is made by some of its Board members of the Society's interest in performing its own research and publishing its own findings independent of the zoo, it is not a support organization that is speaking but rather that of an independent organization with a mission of its own. Some of the recent misunderstandings on the appropriate process for fellowship funding, as well as the question of respective responsibilities for publication content and program coordination, may stem from a role perception that might not yet have made the full transition to the operating reality of the zoo today."

The main source of Society funding was from the membership program which provided free admission to the zoo along with various publications. The Society also contributed an average of $30,000 a year to the Zoo for continuing education programming, internships, and advertising, as well as for recruitment and recognition of Zoo volunteers (coordinated and managed since the Zoo opened by a Zoo staff person.)

Because volunteer services were substantially available to the zoo independent of contract with the Society, the Zoo Board felt there was no basis of fair return to the State for the value of goods (free entry for Society members) provided by the State, particularly since the Zoo managed directly all facets of the volunteer program except for initial recruitment and annual recognition.

The Zoo Board sought direct payment for Society members' admission to the Zoo as was practiced by other zoos, including the Portland, North Carolina and Cleveland Zoos.

(November) Society contract terminated. (See Attachment A for minutes of board meeting related to termination of the Society contract. Attachment B is the newsletter distributed by the Society immediately after the Zoo Board decision.)

(One issue in the termination decision stemmed from an agreement that the Society would be allowed to participate in the decision of hiring a Research Biologist for Zoo staff; the Zoo hired a former National Zoo research intern, without consulting the Society, and the Society chose not to provide the grant for the research program.)

1982 (January) Zoo begins its own membership program, continuing education classes, volunteer recruitment and recognition, and adopt-an-animal program, all former Society programs. Repeated appeals to obtain the Society's list of members to convert them to Zoo members were rejected.

(November) Foundation closes office due to financial difficulties. Administrative responsibility for remaining Foundation funds was turned over to The Saint Paul Foundation.

1984 A study by the Washington Park Zoo in Portland, Oregon, showed that the Minnesota Zoo was the only one of 27 zoos responding to a survey that did not have a zoological society connected with its facility. The study also reported on the size of various societies:

Less than 500 Society Members	2
500 to 1,000 members	5
1,000 to 5,000 members	8
5,000 to 8,000 members	3
8,000 to 10,000 members	0
10,000 to 12,000	4
12,000 and over	5

Peak Minnesota Zoological Society membership was 9,200 members. Minnesota Zoo members now number 13,000.)

1985 Foundation raises $750,000 to match the State's $750,000 to purchase the monorail from the investors who had decided to sell the system, removing it from the Zoo. Foundation assigns full ownership of the monorail to the Zoo.

1987 (February) Society requests Zoo Board to appoint members to work with Society on plan to help the Society find ways to assist the Zoo. Zoo Board Chair agrees to discuss the matter at a future meeting if additional information is received from the Society. The information requested was not received.

(September) The Society still has a current membership base of between 300 and 600 and has hired a consultant, Denise Oie, to prepare a plan of how the Society can assist the Zoo.

Current Board of Directors
Minnesota Zoological Society

Clayton Hatzenbuhler, (Apple Valley) President
Leanne Bergstrom (Eagan)
Sue Bunn (current Zoo staff)
Adela Elwell, Ph.D. (Bemidji)
Kathleen Lundgren (former Zoo Education Curator)
Dorothy Molstad (former Zoo Volunteer Coordinator and Promotions Director)
Jillaine Nerhaugen (St. Paul)
Dany Newbauer (former Zoo Naturalist)
Nancy Radenmacher (Garfield)
Bev Rongren (former Zoo Assistant Director - Visitor Programs)

Current Board of Directors
Minnesota Zoological Garden Foundation

Elected Members

First Term
Thomas M. Crosby, Sr.
Donald Dayton
Robert H. Engels
Reuel D. Harmon
Hazel H. Reinhardt, Vice President
Dr. U. S. Seal
Pat Davies
James L. Hetland
John Tilton

Second Term
Anthony L. Andersen
D. Stephen Farley
Margee Kinney
Wayne Peterson
Chy Morrison
Harold S. Webster

Appointed Members
Firmin Alexander
Connie DeLand
Richard G. Gray
Kathleen Gretsch
Malcolm W. McDonald, President
Joseph T. O'Neill
Gordon Rosenmeier

MZG/MZS History

The Legislative Auditor's report (published April 1979) on the Minnesota Zoological Garden for the years 1975, 1976 and 1977 included a finding that the zoo board's relationships with the Minnesota Zoological Garden Foundation (MZGF) and Minnesota Zoological Society (MZS) had a potential for conflict of interest.

The boards of both the MZGF and MZS included members of the zoo board, or members appointed by the zoo board chairman to represent the zoo board, according to the by-laws of each of those independent organizations. (See Attachment A for the full analysis and recommendation.)

In late 1980, two zoo board members were assigned the task of reviewing the zoo board's organization and the division of responsibilities between the board and the General Director, as well as relationships between the Zoo Board, MZGF, and MZS. The task force recommended that a special committee, composed of members of each of the three separate organizations, consider whether one umbrella agency could cover both the Foundation and Society (perhaps on the zoo site), and whether existing contracts should be renegotiated. As a result of this report, and subsequent discussion at the January 1981 zoo board meeting, the Society was notified of the zoo board's intent to renegotiate the reciprocity contract, which was to expire in May of that year. (See "Attachment B" for a report issued by the MZGF at this time, explaining that its operating funds would be depleted by July 1981.)

From January 1981 through October 1981, four extensions to the Society reciprocity agreement were authorized to allow additional negotiations; however, no agreement could be reached which was acceptable to both the zoo board and the society board, and the relationship became even more strained than in the past.

Also attached: MZG/MZS Operating Relationship, including a new Legislative Auditor report on relationships; pertinent sections of November & December 1981 board meetings; and letters sent to "capture" Society members for the zoo's own membership program, begun in January 1982.

The Legislative Auditor's Report, dated April 1979, for the Years ended June 30, 1975, 1976 and 1977 included a finding, quoted below:

" ZOO BOARD'S RELATIONSHIPS WITH NONPROFIT ORGANIZATIONS

Finding

The zoo board's relationships with the Minnesota Zoological Garden Foundation (MZGF) and the Minnesota Zoological Society (MZS) have the potential for conflict of interest.

Analysis

In April 1975 the zoo board approved a resolution to support the creation of a nonprofit foundation for the express purpose of raising money for the zoological garden to meet the matching fund provisions of Minn. Stat. Section 85A.05, Subd. 6. Subsequently, the MZGF was incorporated. Five of the six incorporators were or are members of the zoo board. We were told by zoo board personnel that zoo board members were incorporators because it was a federal tax requirement for nonprofit status for the foundation.

Two private foundations had approved grants to the zoo board. At the June 1975 meeting of the zoo board, a motion was approved that the zoo board take the necessary action to divert funds from the one foundation grant, pursuant to their approval already received, and to obtain approval from the other foundation to divert sufficient monies from their grant to fund initial operating expenses of the MZGF for one year. Subsequently, $6,642 was given by one foundation and $75,000 was given by the other foundation to the MZGF, thereby reducing the amount of grants paid to the zoo board.

The MZGF board is composed of 21 members. Currently, nine of those members are also serving on the zoo board. The foundation's bylaws require that the zoo board chairman appoint eleven members of the foundation board.

The MZS was incorporated in 1961 as a nonprofit corporation to support a zoo in the City of Saint Paul, Minnesota. The articles of incorporation were amended in June 1975 changing the society's purpose to assisting and supporting the Minnesota Zoological Garden. The society's board is composed of fourteen members of the society and seven members who may be members of the zoo board or selected by the zoo board to act in place of the zoo board members.

The zoo board has a reciprocal agreement with the society. The agreement provides for society members to have free admission to the zoological garden. In return, the society is to reimburse the zoo board for the costs of the free admissions based on the group discount rates by providing volunteer workers for the zoological garden at a rate of $3.25 per hour and cash payment.

Two brochures entitled "Wildness is Right Here in Minnesota" and "Where in the World..." have been prepared and distributed by the zoo board. Included in each brochure are promotional statements regarding the foundation and the society. No disclaimer is included in the staements that the foundation and the society are independent organizations. Also, the organizations did not pay the zoo board for inclusion of the promotionl statements in the brochures.

Invitations to a pre-opening reception on May 21, 1978 at the zoological garden stated

that the general director and members of the zoo board were inviting persons to the reception. However, payment for the reception at $12.50 per person was to be made payable to "MZG Foundation" and sent to the foundation's office with the response card.

Zoo board personnel told us they were advised that they could raise and receive money, but under the state constitution could not spend state funds for things such as the personnel necessary to raise those funds. We know of no prohibitions against fund-raising by zoo board employees in the state constitution. However, we believe the board should request a legal opinion from the Attorney General on this issue.

Although there may be no legal prohibitions against zoo board members serving on the boards of the foundation and society, we believe the interlocking relationships between the boards has the potential for conflicting interests and responsibilities for the zoo board members, and may be confusing for the public. The zoo board is a state agency and therefore the board's members and employees are subject to certain standards regarding their conduct and compensation. Board members and employees of the foundation and society are not subject to similar provisions. Also, the zoo board is expressly created to serve the interests of the public; the foundation and society, while having similar goals, are not legally charged with the same objective.

Recommendations

11. The authorities of the zoo board as stated in Minn. Stat. Chapter 85A should be expanded to provide authority for the zoo board to engage in the activities presently performed by the foundation and the society.

12. Promotional statements for the foundation and society should include a statement that the foundation and society are not subject to state control through the state board.

13. The foundation and society should be charged for the cost of their promotional statements in the zoo's brochures."

STATE ZOOLOGICAL BOARD

SECTION I

RELATIONSHIPS AMONG ZOOLOGICAL ORGANIZATIONS

One of the most confusing aspects of the zoological environment in Minnesota involves the question of purpose and responsibilities of the following zoological organizations:

Minnesota Zoological Garden and State Zoological Board
Minnesota Zoological Garden Foundation
Minnesota Zoological Society

Each of the organizations has played an important role in the development and continuing operation of the state Zoo in Minnesota.

Following are brief descriptions of the structure, funding, and purpose of each of the organizations and a discussion of various problems encountered in their inter-relationships. Another zoological organization, Minnesota Zoo Ride, Inc., which also has had a significant effect on activities at the Minnesota Zoo, is discussed in the second section of this report dealing with the monorail.

Minnesota Zoological Garden (Zoo) and State Zoological Board (Zoo Board).

The Minnesota Zoological Garden is under the supervision and control of the State Zoological Board, a state agency created in 1969. As a state agency, it is subject to the ultimate control of the State Legislature. The Zoo Board is composed of 12 members appointed by the Governor, one of whom is a non-voting member from Dakota County. The Zoo Board appoints a director, who is responsible for organization and operation of the Zoo. The approved complement of the Zoo is 164 positions.

The Zoo receives funding for daily operations through legislative appropriations from the state General Fund. The original capital development funding for the Zoo was provided from general obligation bonds of the state. Laws of 1973, Chapter 207, Section 3, Subd. 6, authorized the sale of bonds totaling $23,025,000 (plus an additional $2,350,000 if equally matched by other than state appropriations) for construction of the Zoo.

The Zoo charges visitor admission fees which are set by the Zoo Board within limits established by the Legislature. Visitor fees, as well as any concession or gift store revenues, are deposited as nondedicated receipts in the General Fund. Fees for the monorail and international species inventory system are deposited as dedicated revenue to the Special Revenue Fund.

A summary of all receipts deposited with the State Treasurer during fiscal years 1978, 1979 and 1980 is included as Exhibit A to this report. Further analyses of various receipt types are included in other report sections. A summary of expenditures, including encumbrances, for

The following comparison shows the percentage of General Fund operating expenditures which were funded from revenue collections deposited to the General Fund by the Zoo:

General Fund	Year Ended June 30 1978	1979	1980
Revenue	$ 678,250	$2,385,533	$2,204,224
Expenditures, Including Encumbrances	$3,437,383	$4,362,672	$5,254,336
Portion of Operating Expenditures Recovered From Revenue Collections	20%	55%	42%

Minnesota Zoological Society (Society).

The Society is a nonprofit organization whose stated purpose is to provide public support to the Zoo through financial assistance and program services. The Society was incorporated in 1961, is governed by a 21 member Board of Directors, and currently operates with six full-time and two part-time employees.

The main source of funding for the Society is from their membership program. Persons who purchase annual memberships in the Society receive various publications in return, as well as free admission to the Zoo for the year. The current membership fees and estimated number of members are as follows:

Membership Level	Annual Fee	Approximate Number of Current Members
Individual	$ 18.50	1,600
Family	28.50	6,300
Supporting - Family plus 4 guest passes	50.00	350
Donor - Family plus 6 guest passes	100.00	250
Total		8,500

During the year ended May 31, 1980, the Society collected approximately $190,000 from membership fees.

To provide for compensation to the Zoo for the free admissions and other benefits granted the Society, the Zoo Board and the Society have entered into a reciprocity agreement. In accordance with the agreement, the Society is to compensate the Zoo for all visitors who use Society memberships or guest passes to enter the Zoo. Compensation currently is based upon the Zoo's established group admission rates. The Society does not directly pay the Zoo for these admissions, but instead, the total dollar value is used to reduce the accumulated credit which the Society receives for the volunteer activities program (Zoo VAP). Under the agreement, the Society receives a credit equal to an agreed upon hourly rate of pay for each hour of work performed by volunteers. The Society receives credit for all volunteer hours worked whether or not the volunteer is a Society member. During the year ended June 30, 1980 over 28,000 volunteer hours were worked at the Zoo.

The reciprocity agreement between the Society and the Zoo was to expire on May 31, 1981; however, a 60-day extension was granted. Representatives of the Boards of the two agencies are currently renegotiating the agreement. One of the options under consideration is to eliminate the offset of Society admissions against volunteer hours worked. Different methods of compensating the Zoo for free Society admissions are under consideration.

The Society operates various programs to promote the Zoo and inform citizens of Zoo activities. For the year ended May 31, 1980, the Society expended funds on the following programs:

Program Area	Amount Expended
Membership Activities	$ 60,022
Membership Procurement	79,311
Volunteer Activities	5,363
General and Administrative Support	63,075
Direct Support to Zoo	18,975
Total	$226,746

Minnesota Zoological Garden Foundation (Foundation)

The Foundation is an independent, nonprofit corporation established to develop a program within the private sector for financial support of the Zoo. The Foundation has a board of directors consisting of 35 members, 11 appointed by the Zoo Board and 24 selected from the general public by the Foundation Board itself. The Foundation currently has three full-time staff members.

The Foundation was incorporated in 1975 and had as its initial objective, to solicit and collect the $2,350,000 in construction matching funds. By 1978, pledges totaling $2,350,000 were received from commitments made both to the Foundation and directly to the Zoo.

The Foundation does most of its soliciting and receives most donations from corporations in the Twin Cities area. In the four years ending June 30, 1980, the Foundation received contributions or commitments totaling $1,418,430.

The majority of the donations received are restricted for Zoo capital improvements, in some instances for specific projects. The Foundation also receives limited unrestricted contributions and other revenue, such as interest income, which are used to pay their operating expenses. For the year ended June 30, 1980, the Foundation expended the following amounts:

Program Area	Amount
Management and General	$ 41,955
Fund Raising	60,401
Contributions to Zoo:	
Capital Development	1,292,000
Educational Facility	130,000
Program Grants	14,873
Emergency Fund	4,959
Total	$1,544,188

There are certain advantages to having three organizations involved in activities of the Zoo. For example, it allows a great many people who have an interest in zoological activities and a desire to promote and improve the Minnesota Zoo to work in these areas without being direct employees of the state. Also, there is a theory heard often that private individuals and businesses do not like to donate money to the state but instead would be willing to provide funding to a private foundation to work on behalf of a specific program such as the Zoo. As a part of this, the Zoo is probably able to operate various different programs or projects which normally would not be funded by the state, especially in a time of inflation and budget cutbacks.

However, there are also disadvantages to the current arrangements. Having three separate organizations with three separate governing boards, each with their own ideas on how best to promote zoological activities, could create the opportunity for chaos in attempting to efficiently operate and effectively manage the Zoo. Zoo staff are in the somewhat untenable position of not only having to satisfy the Zoo Board and the Legislature, but also having to work effectively with the staff and boards of the Society and the Foundation in order to properly operate the Zoo.

There also is a possibility of duplication or overlap of services. For instance, both the Society and the Zoo operate media promotional and advertising campaigns on behalf of the Zoo. Also, all three of

the organizations publish various informational and promotional brochures or newsletters. Having all of these functions under one organization could provide savings through better planning and coordination of services.

Finally, the current organizational arrangements do not subject all activities and programs related to the Zoo to the applicable state procedures and controls which are designed to assure accountability and management stewardship.

Depending upon who you talk to, you will get various opinions as to whether it is best to continue the current organizational structure for zoological activities or to combine the Zoo, the Society, and the Foundation into one or two separate entities. We do not intend to take a position on that question in this report. However, in this section we will address some of the problems with procedures and controls which we feel exist under the present organization.

A special committee composed of three members each from the Zoo, Society, and Foundation Boards, is reviewing the current relationships among the groups to determine if any changes in organization or procedures should be made in the future. We feel this is a positive step and hope the committee will address some of the questions raised in this report.

Current financing procedures between the three zoological organizations provide inadequate control over the expenditure of funds and incomplete financial information for decision making.

The Zoo receives various gifts and grants for operating and capital development purposes. A majority of this funding comes from the Society and the Foundation. The Zoo has statutory authority to accept either cash or in-kind gifts and grants.

In December 1979 and July 1980 the Society approved grants to the Zoo totaling $106,400 for eight projects as described below:

Project	Original Budget	January 1, 1981 Revised Budget
Biotelemetry Computer Program	$ 25,000	$ 25,000
Animal Health Interns and Equipment	10,000	2,025
Silk-Screening	25,000	-0-
Zoo Lab Relocation and Equipment	5,000	4,999
Public Service Communication Equipment	8,400	8,396
Lectureships and Professional Development	15,000	15,000
Short-Term Seasonal Internships	10,000	4,698
Continuing Education	8,000	8,000
Balance to be Reprogrammed		38,282
Total	$106,400	$106,400

Although the Society provides funding for the Zoo, they do not normally make a cash payment of the grant amount. Instead, the Society itself operates the various programs or purchases the appropriate equipment or supplies provided for in the grant agreement. The completed project (whether services or equipment) is then given to the Zoo.

Since April 1979, the Foundation has provided funding for a short-range development program at the Zoo. The individual projects within the program are determined by the Zoo Board with approval by the Foundation Board. Reallocation of funds between projects or inclusion of additional projects is approved by both groups. The following summary identifies the type of projects included in the program:

Project	Original Budget	March 1, 1981 Revised Budget
Public Space		
Conference Center	$100,000	$260,000
Winter Entry Redesign	30,000	61,110
Discovery Center	20,000	21,755
Plaza Retail Development	21,500	20,000
Other	122,000	22,260
Total	$293,500	$385,125
Staff Space		
Zookeeper, Scuba, Office	$ 20,000	$ 35,955
Public Safety, Communication	10,000	-0-
Other	20,000	1,306
Total	$ 50,000	$ 37,261
Operational Modifications		
Storeroom	$120,000	$118,000
Haybarn	-0-	57,777
Small Animal Management Facilities	50,000	50,000
Plastics Production Shop	30,000	-0-
Other	65,000	3,500
Total	$265,000	$229,277
Exhibits		
Bison/Wapiti/Musk Ox	$325,000	$477,088
Pheasantry	150,000	-0-
Tiger Partition	20,000	8,045
Tiger Maternity	-0-	23,000
Artificial Trees/Rockwork	-0-	66,384
Other	18,000	77,640
Total	$513,000	$652,157

Project	Original Budget	March 1, 1981 Revised Budget
Graphics		
Master Graphics	$ 50,000	$ 96,000
Other	7,000	1,014
Total	$ 57,000	$ 97,014
Equipment		
Silkscreen Shop	$ 25,000	-0-
Electric Carts	-0-	9,831
Picnic Tables	-0-	8,088
Other	10,400	21,381
Total	$ 35,400	$ 39,300
Horticulture		
Other	$ 12,000	$ -0-
Animal Acquisition		
Bison	$ 4,000	$ 7,500
Clouded Leopard	10,000	18,500
Tapir	10,000	14,495
Musk Ox	-0-	20,000
Other	6,000	21,597
Total	$ 30,000	$ 82,092
Grand Total	$1,255,900	$1,522,226

The procedures for operation of the Foundation grant program are somewhat different than the Society. The majority of grant funds are received in cash from the Foundation. When money is needed for current obligations under the program, the Zoo submits a request for an advance of funds. From April 1979 through February 1981, $1,160,609 had been received by the Zoo in cash advances. These monies are deposited in the State Treasury in a Gift Fund appropriation account. Expenditures are made in accordance with appropriate state procedures and guidelines.

However, the total of all Foundation grant funds is not received through cash advances. Instead, when the Zoo does not want to process an expenditure through the state system, they send the invoice directly to the Foundation for payment. This procedure eliminates the established state controls over such areas as contracting and selection of vendors. The Foundation has not established any procedures to monitor these payments either. They do not require formal contracts with the vendors. Instead they pay whatever invoice the Zoo submits and deduct the amount from the next cash advance. The following amounts have been paid directly by the Foundation for the short-range development program from June 1979 through February 1981:

Goods/Service	Total Paid
Graphic Design and Signage	$ 97,172
Construction and Remodeling	28,760
Furnishings and Office Equipment	13,378
Netting, Trees and Plantings	9,932
Total	$149,242

In addition to the short-range development program, the Foundation has also established an "emergency fund" for the Zoo. The fund is to be used for the procurement of supplies and equipment deemed by the Zoo Board to be of an emergency nature or not able to be purchased because of budgetary constraints. From July 1978 through February 1981, $46,539 has been expended from the fund. Among the items purchased were a video camera costing $32,018 ($15,000 of which was paid from a contribution from the Society), public address system equipment, strollers, fencing, bleachers, typewriters, a currency verifier, resuscitators, and a microwave oven.

The payments from this fund are made directly by the Foundation also. They have not established any control procedures to monitor the fund except to require the Zoo to provide a justification of why the equipment is needed and the reasons it cannot be purchased through the operating budget and the state procurement system. All decisions regarding selection of vendors are made by the Zoo with the Foundation acting only as a paying agent.

Operating the various grant programs under the current procedures whereby the Society gives completed projects to the Zoo and the Foundation pays individual invoices upon request is advantageous to the Zoo. They do not have to become involved in the detailed administrative procedures necessary to complete a specific project. They also are given more flexibility in the selection of vendors and the determination of type of services to be provided.

However, operating in this way eliminates the purchasing, contractual, and accounting control features present when transactions are processed through the state system. It is the responsibility of the granting agencies to establish adequate procedures to assure accountability over the expenditure of funds. In addition, since there is no direct flow of cash between agencies, the gifts and grants are not recorded in the state's accounting or budget systems. As a result, the Legislature, which funds the Zoo's operating costs, is not given complete financial information on the total capital and operating expenses of the Zoo. This is particularly important with capital development costs, because although the state may not provide funding for the actual construction of new buildings or exhibits, the operating expenses which are paid from state appropriations may increase as a result of the construction.

RECOMMENDATIONS

1. The Zoo Board should develop a formal policy defining procedures for the acceptance of cash and in-kind gifts and grants. As a part of the policy, the Zoo Board should work with the Foundation and Society Boards to establish adequate control procedures over the expenditure of in-kind grant funds.

2. The Zoo Board should disallow the transmittal of invoices to the Foundation for payment where adequate procedures have not been established to assure proper accountability.

3. When preparing annual financial reports and biennial budget requests, the Zoo should include information on the type and amount of in-kind grants received.

The Zoo Board has not developed adequate procedures and controls over the use of funds raised by the Society through promotions made on behalf of the Zoo.

One of the primary purposes of the Society is to promote the Zoo to the general public. This is accomplished through various advertising campaigns as well as special promotional events. In some instances the promotional events are also intended to raise funds for Zoo activities. Prior to the Zoo's opening, the Society and Foundation sponsored horse shows and zoo walks to raise a portion of the matching funds required for Zoo construction.

In 1981 the Society, with the approval of the Zoo Board, began an animal sponsorship program. Under the program, persons are asked to donate a specified amount of money to sponsor the care of an animal for one year. The amounts varied, depending upon the type of animal and ranged from $10 for many smaller animals to $4,000 for the bottlenosed dolphin. In exchange for the donation, contributors will receive various information regarding their animal and the program and will have their name and the animal's name shown on a special display at the Zoo.

The Society developed various brochures and media advertising for the program and there was a kick-off promotion at the Zoo in March. The advertising did state that the program was sponsored by the Society rather than the Zoo, but did not identify that the Society is a separate organization not subject to state control.

All donations for the program go directly to the Society. At a March 1981 meeting of the Zoo Board, Society personnel stated that they hoped to collect approximately $100,000 during the first year of the program. (As of April 1981, $27,000 had been donated.) The Society has budgeted $40,000 for administrative costs of the program which will be paid from the donation proceeds prior to any distribution to the Zoo. (The administrative costs are basically fixed costs regardless of the amount of donations.)

The Zoo Board did not have any formal written agreement with the Society detailing how or when the Zoo would receive any funds from the program or what the money would be used for. The Zoo Board adopted some proposed financial guidelines for the program at its February 1981 meeting, but these were not formally accepted by the Society prior to implementation of the program. The guidelines did not address the issues of payment procedures, administrative costs, or allowable uses of the funds received. Society staff stated that it was their intention to make quarterly payments to the Zoo of the net revenue after deducting for administrative costs.

The promotional literature for the program is somewhat misleading in stating that individual contributors will be sponsoring the care of a specific animal for a year (a procedure under which it most likely would be impossible to function). Society staff said that the only restriction put on the funds given to the Zoo would be that they be used for general areas of animal care such as shelter, presentation, behavior enrichment, and exhibit development. These funds are to be over and above the amounts received from state appropriations for normal operating expenses.

Since the Society is an independent organization, the Zoo Board would not normally have the authority to tell them how to run their agency or programs. However, the Society regularly solicits funds on behalf of the Zoo. Outside parties may be confused by the structure of the various zoological organizations and could assume that donations to a program such as animal sponsorship are going directly to the Zoo to be used exclusively for animal care. The Board, therefore, has an obligation to ensure that all solicitations made on behalf of the Zoo are handled properly.

RECOMMENDATIONS

4. The Zoo Board should develop formal written procedures for the operation of any fund raising or solicitation program conducted on behalf of the Zoo by a non-state agency such as the Society.

5. The guidelines should be incorporated in a formal agreement between the Zoo Board and the Society, or other agency, which would include a definition of:

   -- the purpose of the fund-raising program and how it is to be conducted;

   -- the relative roles of the organizations involved and whether the Zoo will have to provide staffing, supplies or other services;

   -- the estimated amount of administrative costs and whether they will be paid from proceeds of the fund-raising program or by existing resources of the Zoo or Society; and

   -- the allowable uses of the revenue accruing to the Zoo from the program and how these uses relate to the normal operating budget of the Zoo.

6. Promotional material should include a statement that fund-raising activities are being conducted by the Society or other agency, which is not subject to state control.

Current procedures do not provide adequate control over admission of Society members to the Zoo.

As stated earlier, the Society members receive free admissions to the Zoo as a part of their annual membership fee. From its opening in May 1978 through December 1980, approximately 78,000 adults and 55,000 children were admitted to the Zoo based upon Society memberships. At the established group rates, these admissions are valued at over $220,000.

The justification for allowing free admission to Society members is that the Society provides valuable services for the Zoo in return. If this theory is accepted, it is important to verify that only Society members are granted free admission.

As Society members enter the Zoo, they are required to show only their membership card to admissions personnel at the entry gate. Since no additional form of identification is required, it would be possible for Society members to give others their membership cards to use to gain free Zoo admission.

Requiring a second form of identification is not an unusual procedure to assure proper usage of membership cards. Other area organizations have implemented this control feature.

RECOMMENDATION

7. Zoo admissions personnel should require a second form of identification when allowing visitors free access to the Zoo based upon a Society membership card.

Zoo employees have been given complimentary Society memberships in conflict with state rules and regulations.

For the last year, all permanent and seasonal employees of the Zoo have been given complimentary memberships in the Society by that organization. Depending upon the employee's marital status, they received either an individual ($18.50 value) or family ($28.50 value) membership. The complimentary memberships entitle the employees to publications of the Society as well as unlimited free access to the Zoo for all family members. The Society began giving the complimentary memberships following a determination by the Attorney General's staff that Zoo employees were not entitled to free admission as a part of their employment.

The rules of the Department of Employee Relations (formerly Department of Personnel) (2 MCAR §2.277) provide in part:

> "An employee shall not directly or indirectly receive or agree to receive any payment of expense, compensation, gift, reward, gratuity, favor, service or promise of future employment or other future benefit from any source except the state for any activity related to the duties of the employee unless otherwise provided by law."

In addition, Minn. Stat. Section 85A.03, Subd. 2, which relates to employment of staff at the Zoo, provides, in part:

> "All other such persons employed shall be in the classified service of the state civil service with the same rights and privileges as other state officers and employees."

The gift of complimentary Society membership to Zoo staff is a benefit related to the duties of the employees which is not granted to other state officers and employees.

RECOMMENDATION

8. The Zoo Board should not allow the Society to give free memberships to Zoo employees.

JACOBSON STROMME & HARWOOD

A PROFESSIONAL ASSOCIATION OF ATTORNEYS
INCLUDING THE FORMER MEMBERS OF LONDON, ANDERSON & HOEFT, LTD.

November 1, 1989
Reply to Minneapolis Office

Minnesota Zoological Gardens
13000 Zoo Boulevard
Apple Valley, MN 55124

Attn: Ms. Ginny Bender

Re: Minnesota Zoological Society
Our File No. 1088-002

Dear Ginny:

Bernie Klein asked me to send to you a copy of the enclosed resolutions to amend the articles of incorporation of the Minnesota Zoological Society. Bernie indicated that this resolution should be placed on the agenda for the November member of the Minnesota Zoo Board.

Sincerely,

JACOBSON STROMME & HARWOOD, P.A.

Mark Jacobson

Mark E. Jacobson
Attorney

MEJ/djc
Enclosure as stated.
1088-002Z

cc: Ms. Beverly Rongren
Dr. Adela S. Elwell

3800 MULTIFOODS TOWER • 33 SOUTH SIXTH STREET • MINNEAPOLIS, MINNESOTA 55402

1400 MERITOR TOWER • 444 CEDAR STREET • SAINT PAUL, MINNESOTA 55101

TELEPHONE 612-340-0234 • FAX 612-340-9487 • TELEX 298273PJS UR

RESOLUTION TO AMEND THE ARTICLES OF INCORPORATION OF THE MINNESOTA ZOOLOGICAL SOCIETY

Resolved, that the Articles of Incorporation of the Minnesota Zoological Society be amended as follows:

Section 1. Article VI of the Articles shall be deleted in its entirety, and the following Article VI shall be inserted in lieu thereof:

ARTICLE VI

> The property, affairs and business of this Corporation shall be managed and controlled by a Board of Directors of fifteen (15) members who shall be elected by the voting members of this Corporation. 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 this Corporation.

Section 2. Article VII of the Articles shall be deleted in its entirety, and the following Article VII shall be inserted in lieu thereof:

ARTICLE VII

> The voting voting members of this Corporation shall be all persons who satisfy the qualifications and manner of becoming members prescribed in the Bylaws of this Corporation.

Section 3. Article XI of the Articles shall be deleted in its entirety, and the following Article XI shall be inserted in lieu thereof:

ARTICLE XI

> These Articles of Incorporation may be amended or repealed, and new Articles may be made, by the affirmative vote of a majority of the members of the Corporation who are present and entitled to vote at any meeting of the members. Notice of such meeting stat-

ing the purpose, shall be given to each member entitled to vote on the proposed amendment and to each officer and director regardless of his or her voting rights.

Section 4. The following Article XII shall be added to the Articles.

ARTICLE XII

The Bylaws of this Corporation may be amended or replaced and new Bylaws may be made by the Board of Directors at any meeting of the Board, provided that such action is approved by a two-thirds vote of the Directors. Any such amendments shall be submitted to the members for ratification at the next regular or special meeting of the members or by mail ballot within four months according to procedures prescribed in the Bylaws, whichever shall occur earlier.

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.

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 IX.

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

or otherwise attempting to influence legislation.

ARTICLE III.

The corporation shall have perpetual existence.

ARTICLE IV.

The names and addresses of the incorporators are:

Name	Address
Archibald G. Bush	St. Paul, Minnesota
[illegible]	St. Paul, Minnesota
Raymond M. [illegible]dge	St. Paul, Minnesota
Thomas Moore, Jr.	Minneapolis, Minnesota
Roy W. Larsen	Minneapolis, Minnesota
David Payne	St. Paul, Minnesota
Harry L. Holtz	St. Paul, Minnesota
Adolf T. Tobler	St. Paul, Minnesota
Fred Manley	St. Paul, Minnesota

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V-30,256

Name	Address
Reuel D. Harmon	St. Paul, Minnesota
William H. Oppenheimer	St. Paul, Minnesota

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-99 257

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:

Name and address	Expiration of term
Donald C. Dayton Minneapolis, Minnesota	Upon election of successor in 1962
Thomas Moore Minneapolis, Minnesota	Upon election of successor in 1962
Ivy M. Larson Minneapolis, Minnesota	Upon election of successor in 1963
Fred W. Manley St. Paul, Minnesota	Upon election of successor in 1963

V-30, 258

Name and Address	Expiration of term
Reuel D. Harmon St. Paul, Minnesota	Upon election of successor in 1964
J. G. Ordway St. Paul, Minnesota	Upon election of successor in 1963
Adolf Tobler St. Paul, Minnesota	Upon election of successor in 1963
Barry L. Holtz St. Paul, Minnesota	Upon election of successor in 1963
Oliver Kellet St. Paul, Minnesota	Upon election of successor in 1963
E. H. Ridder, Sr. St. Paul, Minnesota	Upon election of successor in 1963
Archibald G. Rush St. Paul, Minnesota	Upon election of successor in 1964
Stanley E. Hubbard St. Paul, Minnesota	Upon election of successor in 1964
Raymond M. Schneider St. Paul, Minnesota	Upon election of successor in 1964
David Fanen St. Paul, Minnesota	Upon election of successor in 1964
W. H. Oppenheimer St. Paul, Minnesota	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 ~~First~~ Directors of this Corporation, have executed these Articles of Incorporation this 5th day of June, 1961.

Archibald M. Rush

Stanley C. Hebert

Raymond M. Schmidt

Thomas Moore Sr.

Edward Carlson

David Cafer

Harry L. Hoyt

Adolf G. Rothert

Fred Krainey

Ronald D. Hayes

Dale H. Cooper

-7-

V-20, 260

STATE OF MINNESOTA }
COUNTY OF RAMSEY } ss.

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

Notary Public, Ramsey County, Minnesota
My Commission Expires:

(Seal)

MARY WARD
Notary Public, Ramsey County, Minn.
My Commission Expires Jan. 21, 1963

STATE OF MINNESOTA
DEPARTMENT OF STATE

I hereby certify that the within instrument was filed for record in this office on the 6th day of June A.D. 19 61 at 2 o'clock P M. and was duly recorded in Book V 20 of Incorporations, on page 269

Joseph L. Donovan
Secretary of State

APPR'D & FILED
INDEXED
MIN. FILED
MIN. CHECKED

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 28 day of January, 1965.

W. H. Oppenheimer
Vice President

H. M. Schneider
Secretary

(Corporate Seal)

STATE OF MINNESOTA }
COUNTY OF RAMSEY } ss.

M-25121

On this 21 day of January, 1963, 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.

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. 19 63 at 2:00 o'clock P. M. and was duly recorded in Book M-96 of Incorporations on page 120

Joseph L. Donovan
Secretary of State

APPR'D & FILED
INDEXED
ENG. FILED
DEPOSITED

F-26, 157

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 1st day of August, 1965, at which meeting a majority of the members of the corporation were present:

Article 3, 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 County of Ramsey, 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 County of Ramsey, State of Minnesota, and/or with the City of Saint Paul, 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 1st day of August, 1965.

(Corporate Seal)

Reuel Harmon
President

R. M. Schneider
Secretary

F-86, 158

STATE OF MINNESOTA }
COUNTY OF RAMSEY } ss.

On this 17 day of August, 1965, 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, Minn.
My commission expires: [illegible]

(Seal)

DOROTHY LYNCH
Notary Public, Ramsey County, Minn.
My Commission Expires July 20, 1968

STATE OF MINNESOTA
DEPARTMENT OF STATE

I hereby certify that the within instrument was filed for record in this office on the 17 day of Aug A.D. 19 65 at 2 45 o'clock P. M. and was duly recorded in Book F-86 of Incorporations, on page 157.

Joseph L. Donovan
Secretary of State

FEES
INDEXED
IND. FILES
DEX. CHECKED

Q-27 303

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.

Reuel Harmon
President

R. M. Schneider
Secretary

(Corporate Seal)

STATE OF MINNESOTA)
COUNTY OF RAMSEY) ss.

247,304

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)

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 Sept A.D. 1966 at 4 o'clock P M. and was duly recorded in Book A-87 of Incorporations, on page 303

Secretary of State

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

APTICLE 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,

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).

ARTICLE IV

The Corporation shall have perpetual existence.

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.

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,

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

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 VIII

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

managed and controlled by

0-47,885

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.

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

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.

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 12th day of December, 1977.

Notary

My Commission Expires June 30, 1980

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

Subscribed and sworn to before me this 12th day of December, 1977.

Notary

My Commission Expires [illegible]

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. 1977, at 8 o'clock A. M., and was duly recorded in Book 0-47 of Incorporations, on page 882

Joan Anderson Growe
Secretary of State

BYLAWS OF THE
MINNESOTA ZOOLOGICAL SOCIETY

(As Amended June 10, 1975) (As Amended June 16, 1983)

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.

An annual meeting of the Society members 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.

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, or by a petition to the Secretary signed by twenty members of the Society.

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.

ection 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.

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.

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.

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.

Section 8. ORGANIZATION OF MEETINGS OF THE SOCIETY.

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

ARTICLE III

CLASS I MEMBERSHIPS

This section will be deleted.

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 descretion, delete or establish new classes of membership. The Board shall set the dues which must be paid for various classes of membership.

Section 1. QUALIFICATIONS, ELIGIBILITY AND NUMBERS OF MEMBERS.

Section 2. CLASSES OF MEMBERSHIP

The Society shall offer classes of membership which shall be determined and established from time to time by the Board of Directors. The Board shall establish the dues which shall be paid for various classes of membership.

Institutional memberships may be determined and established from time to time by the Board of Directors, provided that any Corporation or organization which qualifies for institutional membership shall be deemed to be a single member for purposes of voting and for other purposes.

In the event family or similar group memberships are established by the Board of Directors, each person who i a member of any such group that qualifies for membership shall be deemed to be a member of the Society with all rights and privileges of a member as set forth in these Bylaws and as determined from time to time b the Board of Directors.

Section 3. RIGHTS AND PRIVILIGES OF MEMBERS.

Each individual member who has attained the age of majority in the State of Minnesota, including individual members who are members by virtue of family or other groups memberships, and each institutional member, shall be entitled to one (1) vote on each issue which shall come before the members for decision.

Any member who is a natural person shall be entitled to participate in any and all activities of the Society and if he or she has attained the age of majority in the State of Minnesota, shall be entitled to hold any office in the Society.

No property rights shall attach to membership in the Society.

Any member may inspect all books and records of the Society for any proper purpose at any reasonable time.

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 4. 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 or her membership.

Section 5. TERMINATION OF MEMBERSHIP.

ARTICLE IV

BOARD OF DIRECTORS

Section 1.

The property, affairs, and business o the Society shall be managed by a Board of Directors comprised of fifteen members. The manner of election, term of office, powers, authority, and duties of the Directo shall be as hereafter set forth.

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

Section 2. 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 electic

A. NOMIATION OF DIRECTORS.

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 also be made 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 discretion, 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.

Section 3. 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 and mail a ballot in such form as the Board may prescribe, containing the names of all persons who have been nominated pursuant to Section 2 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 60 days immediately preceeding the annual meeting.

Each member shall vote for one (1) candidate for each vacancy to be filled and shall return his or her 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 and the Directors so elected shall serve for the term for which they are elected and until their successors are duly elected or qualified.

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.

Section 4. TERM OF OFFICE.

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

The terms of office of the Directors shall be staggered so that one-third of the total number of Directors shall be elected in each year, provided that the Directors elected in the year 1983 shall be elected for 1, 2, and 3 year terms in such manner as to permit staggered election of Directors in the year 1984, and thereafter.

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.

Section 5. RESIGNATION OF DIRECTORS.

Any member of the Board of Directors may resign at any time by giving written notice to the President or Secretary of the Society. Such resignation shall take effect at the date of the receipt of such notice o 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, within a 12 month period, is absent from three consecutive scheduled Board meetings or one-half of the total number of Board meetings his or her membership on the Board of Directors may be terminated by action of the Board.

E. VACANCIES ON THE BOARD OF DIRECTORS.

Section 6. 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.

Former Sections 2. and 3. will be removed.

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.

This section will be deleted.

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.

Section 7. 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.

Section 8. 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.

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

D. REGULAR MEETINGS OF BOARD OF DIRECTORS.

Section 9. 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.

Section 10. 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 or her at his or her residence or usual place of business, at least three (3) days, excluding Saturday, Sunday, and postal holidays, 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 given at the meeting or thereafter.

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.

Section 11. QUORUM AND ADJOURNMENT OF BOARD OF DIRECTORS.

A majority of the 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.

Section 12. 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 or her in writing or by telegram, or if he or she shall attend and participate in such meeting.

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 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.

Officers shall be elected by the Boarc of Directors at its annual meeting 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 or her successor shall have been duly elected and qualified in hi or her stead or until he or she shall resign and his or her resignation shall have become effective.

Section 4. SUBORDINATE OFFICERS.

The Board of Directors may appoint such other officers as it may deem necessary, eacl 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 therin. 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.

A vacancy in any office for any rea shall be filled for the unexpired portion of the term by appointment the Board of Directors at any regul or special meeting.

Section 7. PRESIDENT.

The President shall preside at all meetings of the Society and of the Board of Directors. He or she shall do and perform such duties as may be from time to time assigned him or her by the Board of Directors. He or she 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 8. VICE PRESIDENT.

The Vice President 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.

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

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.

This section will be deleted.

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 1. STANDING COMMITTEES GENERALLY.

The standing committees of the Board shall consist of an Executive Committee, an Audit Committee, one or more other standing committees as determined from time to time by the Board, and such special committees, subcommittees, 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.

There shall be an Executive Committee composed of the current officers of the Society plus the immediate past president of the Society which shall be charged with the management of the property, affairs and business of the Corporation; and shall act in intervals between meetings of the Board of Directors provided; however, that the Executive Committee 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 significant change in the relationship between the Society and its members.

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.

There shall be an Audit Committee of at least three members, at least one of whom shall be a member of the Boa of Directors. The Treasurer of the Society shall participate as request by the committee, but shall not be a member of the Committee. It shall have responsibility for auditing all activities of the Society. It shall report to the Board of Directors its findings or recommendations. 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 by 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.

~~This section will be deleted.~~

No change.

Section 5. Amended from the floor, See "A".
~~Section 4. OTHER STANDING COMMITTEES.~~

~~The Society may have such other standing committees, with such membership, authorities and duties, as may from time to time be prescribed by the Board of Directors or the Executive Committee, provided that at least one (1) member of each such standing committee shall at all times by a member of the Board of Directors. The President shall appoint one or more members of the Board of Directors to serve on each committee and shall appoint the chairperson who may or may not be a member of the Board of Directors. The chairperson of such standing committee shall appoint the other persons serving on each such standing committee subject to review, approval or removal by the President.~~

Section 5. SPECIAL COMMITTEES, SUBCOMMITTEES, AND TASK FORCES.

The President may appoint such special committees, subcommittees and task forces as the President deems appropriate.

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.

Section 1.

The Board of Directors shall hire such employees with such duties, authority, and relationships as deemed necessary.

The rest of this Article will be deleted.

ARTICLE IX

This article will be deleted.

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 Soceity 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

ARTICLE IX

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 bnd 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.

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

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

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.

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 two 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.

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, 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 X

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.

~~The Bylaws of the Society may be amended or repealed, and new Bylaws may be made by the Board of Directors at any meeting of the Board, provided that such action is approved by a two-thirds vote of the Directors.~~

(As amended from the floor, Annual Meeting, June 16, 1983)

ARTICLE XI

The Bylaws of the Society may be amended or repealed, and new Bylaws may be made by the Board of Directors at any meeting of the Board, provided that such action is approved by two-thirds vote of the Directors. Any such amendments shall be submitted to the members for ratificati at the next regular or special meeting of the members or by by mail ballot within fc months, whichever shall occur earlier.

Addendum "A".

ARTICLE VII

Section 5. OTHER STANDING COMMITTEES.

(As amended from the floor, Annual Meeting, June 16, 1983.)

The Society may have such other standing committees, with such membership, authorities and duties, as may from time to time be prescribed by the Board of Directors or the Executive Committee, provided that at least one (1) member of each such standing committee shall at all times be a member of the Board of Directors. The President shall appoint one or more members of the Board of Directors to serve on each committee and shall appoint a temporary chairperson who may or may not be a member of the Board of Directors. The chairperson of such standing committee shall appoint the other persons serving on each such standing committee subject to review, approval or removal by the President. Each standing committee shall elect the permanent chair.

ARTICLES OF INCORPORATION

MINNESOTA ZOOLOGICAL SOCIETY

(As amended June 10, 1975)

KNOW ALL PERSONS 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:

AMENDED AND RESTATED

ARTICLES OF INCORPORATION OF

MINNESOTA ZOOLOGICAL SOCIETY

(As amended June 16, 1983)

We, the undersigned, _____ and _____, President and Secretary, respectively, of Minnesota Zoological Society ("the CORPORATION"), a Corporation duly organized and now existing under and by virtue of the Minnesota Nonprofit Corporation Act, Minnesota Statutes, Chapter 317, do hereby certify that at a meeting of the members of the Corporation, duly held on June 16, 1983, the following resolutions were adopted by a majority of the members of the Corporation eligible to vote thereon and who were present in person or by proxy and that the following amended and restated Articles of Incorporation were adopted as the Articles of the Corporation and that notice of said meeting and of the proposed amended and restated Articles of Incorporation adopted at said meeting was given to all of the members entitled to vote on said amendment and to each officer and Director of the Corporation.

RESOLVED that the Articles of Incorporation of Minnesota Zoological Society be amended and restated to read as follows:

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.

This corporation shall be a participative membership organization incorporated exclusively for the following charitable, educational, recreational, and scientific purposes:

To foster and promote public interest and educations in zoos, zoology, and the related sciences;

To assist in the further development and enhancement of higher quality public and non-profit zoological parks and gardens in the state of Minnesota;

To exert every appropriate influence toward the protection and preservation of the flora and fauna of Minnesota and of the non-native animals within its zoological institutions;

To cooperate with other organizations having similar interests and goals, including the distribution of funds to such organizations that qualify as exempt organizations under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future U.S. Internal Revenue Law); and

To do all other acts and things incidental to the furtherance of the foregoing.

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, 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

evenue 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).

ARTICLE IV

The Corporation shall have perpetual existence.

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.

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, 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.

The property, affairs and business of the Corporation shall be managed and controlled by a Board of Directors of fifteen (15) members, who shall be elected. 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.

Minnesota Zoological Board must appoint

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

The voting members of this Corporation shall be all persons who satisfy the qualifications and manner of becoming members prescribed in the Bylaws.

ARTICLE VIII

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

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.

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 suc organizations as qualify under Article II

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.

These Articles of Incorporation may be amended or repealed, and new Articles may be made, by the affirmative vote of a majority of the members of the Corporation who are present and entitled to vote at any meeting of the members. Notice of such meeting stating the purpose, shall be given to each member entitled to vote on the proposed amendment and to each officer and director regardless of his or her voting rights.

ARTICLE XII

~~The Bylaws of the Corporation may be amended or repealed, and new Bylaws may be made by the Board of Directors at any meeting of the Board, provided that such action is approved by a two-thirds vote of the Directors.~~

(As amended from the floor, Annual Meeting, June 16, 1983)

The Bylaws of the Society may be amended or repealed, and new Bylaws may be made by the Board of Directors at any meeting of the Board, provided that such action is approved by two-thirds vote of the Directors. Any such amendments shall be submitted to the members for ratification at the next regular or special meeting of the members or by mail ballot within four months, whichever shall occur earlier.

COPY OR CERTIFICATE REQUEST FORM

CUSTOMER# 19

CORPORATION DIVISION - OFFICE OF THE SECRETARY OF STATE

If you would like this picked-up today, please note time:

_____ a.m.

DROP-OFF? _____

I. GENERAL INFORMATION

Date of Request: 10/16/89

Name of entity for which copy/certificate is requested:

ARTICLES OF INCORPORATION - MN ZOOLOGICAL SOCIETY

II. COPIES (check all that apply)

X Non-Certified Photocopies

_____ Certified Photocopies

_____ Pull Microfiche for Viewing

+ Original Articles

_____ Restated Articles

X All Amendments

_____ Specific documents (describe)

_____

_____

_____

III. CERTIFICATES (check one)

_____ Short Form Good Standing

_____ Change of Name Certificate

_____ Apostille (Please attach documents)

_____ Notary Certification (Please attach documents)
(Be sure all documents are dated and signed by notary)

_____ Other (describe) _____

_____

80 pages.

PLEASE WRITE LEGIBLY OR TYPE

State Agency or IRS ✓
(Please check if this applies)

Agency Name MN ZOO

Person or company to whom document should be returned:

Name MINNESOTA ZOO

Address 13000 ZOO BLVD

City APPLE VALLEY State MN ZIP Code 55124

Attention: MIKE VINYON

Phone Number (612) 431-9217

RI# _____

This space for Sec. of State use only.

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☐ A	☐ C	☐ CN	☐ CT	☐ ID	☐ NH	☐ R	☐ RI	☐ RO	☐ TR	☐ MN		
☐ AD	☐ CA	☐ CO	☐ D	☐ M	☐ OR	☐ RA	☐ RLP	☐ RQ	☐ VD			
☐ AM	☐ CL	☐ CS	☐ EL	☐ MH	☐ OT	☐ RD	☐ RN	☐ TMA	☐ WD			
☐ Service of Process	☐ Legal Newspaper	☐ Auctioneer	☐ Annual Report	☐ Active Status								
Other:										EXPEDITED SERVICE		
UCC Filing: ☐ FS ☐ NS ☐ OS ☐ CONT ☐ ASSIGN ☐ AMEND ☐ REL ☐ TERM												
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										TOTAL FEES		
										AMOUNT PAID		

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D-940

October 26, 1989

Don Mueting
Attorney General's Office
Government Services Section
Room 500 Capitol Office Building
525 Park Street
St. Paul, MN 55103

Dear Don:

Enclosed is the background information on the Minnesota Zoological Society (MZS) and its funds which we discussed a few weeks ago. Please forward the information to Sheila Fishbein for action. Our preferred final outcome is that the Zoo receives all funds raised since 1975 when the Society's original Articles of Incorporation were filed.

Briefly the case is that the Society, originally incorporated in 1961 to establish a year-round modern zoo for St. Paul and to promote zoological research, changed its purpose in 1975 to one that restricted itself to "assist and support (of) the Minnesota Zoological Garden in the accomplishment of its purposes whether through rendering financial assistance of performing services or otherwise..."

The documents enclosed are:

1. Copies of Articles of Incorporation filed with the Secretary of State (original articles of 1961 and amendment filed June 1975)

2. A chronological history of the Zoo with sections relating to the Society highlighted.

3. A memo to the Zoo Board Chair from Richard Slowes, Special Assistant Attorney General, dated November 1981 regarding implications of terminating the MZS reciprocity agreement.

4. A letter drafted by the Attorney General's Office which was mailed to the President of the MZS by the Board Chair on 2/4/82. (The actual letter was sent to State Archives; this draft is the only documentation on file at the Zoo.)

5. A memo to the Zoo Board from Attorney General's Office, dated 1983, regarding their participation in MZS and the need for their approval to make amendments.

6. Amended bylaws and articles of incorporation dated June 16, 1983 which clearly shows intent of the Society to operate under purposes not clearly for the benefit of the Minnesota Zoo. (Not formally filed with Sec. of State.)

7. Undated letter (but must be after mid-1988 since the President is the

current one) from MZS President (with highlights).

8. Minutes of August 18, 1989 Society meeting (meeting of July 17 included action by Class II members to amend the bylaws to remove that Class from membership.

9. Minutes of September 17 MZS annual meeting.

10. Letter of September 12, 1989 from Zoo Board Chair to MZS President.

If you need additional information to proceed with action, please give me a call at 431-9333.

Sincerely,

Kathryn R. Roberts
General Director

KR/gb

Attachments



MINNESOTA ZOOLOGICAL SOCIETY

Spring, 1971

ear Friend of the Zoo:

This is an easy letter to write . . .

Easy, because as a regular reader of the ublication that brings you our first newsletter, ou are already well-acquainted with the exciting oncept developed by the Minnesota State Zoologi- al Board, a concept the Minnesota Zoological ociety most enthusiastically endorses!

Broad citizen support, however, is vitally eeded to insure the services of this project. he Minnesota Zoological Society has dedicated tself to a sustaining effort to generate a tate-wide impetus designed to make a compre- ensive zoological facility a reality.

It seems particularly appropriate that we urn to you, those who are most aware of the ims and endeavors of the State Zoological Board, o seek your support of our efforts and your oice in determining the policies of the Society.

I urge you to join with us in an all-out ampaign to provide an essential facility to pre- erve and enhance our bountiful natural resources.

As a Minnesota Zoological Society member, ou will be among the first to tour and enjoy the ew zoological gardens when they are opened. I m certain you will enjoy a real sense of grati- ication when you see the tangible results of our efforts.

On the back of this newsletter you will find a brief statement about the Minnesota Zoological Society and a membership application blank to enable you to demonstrate that you share our lesire for a major-league zoo.

Please join us now. With your help, we an and will be instrumental in establishing a odern, year-round zoological garden to serve our state and region.

Sincerely yours,

Valentine O'Malley

Valentine O'Malley, M.D., President
Minnesota Zoological Society

EDITOR'S NOTE: As will be readily noted by its contents, this first newsletter issued by the revitalized Minnesota Zoological Society is devoted toward the accomplishment of two simultaneously primary objections: A concerted effort in behalf of the Minnesota State Zoological Board's plan to establish a zoological garden and the beginning of a sustaining drive for a large, active Society membership to work with the State Board to insure the best possible zoo for the citizens of Minnesota. The following resolution, unanimously approved by the Society's Board of Trustees, summarizes our basic position:

* * * * *

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.

THE MINNESOTA ZOOLOGICAL SOCIETY . . .

The Minnesota Zoological Society was established by a concerned group of private citizens who believe a modern zoological garden is vital to the cultural, recreational, educational and economic future of 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 a living museum of natural history and will be used as such through integration into school programs at all levels as an extension of the total educational program.

The role of zoos in conservation and the preservation of endangered species is rapidly increasing in scope and effect. Without good zoos to provide care, shelter and research facilities, many species will be moved one step closer to extinction.

By enlisting broad public support for the new and exciting concept developed by the Minnesota State Zoological Board, the Society plans to assist in providing a comprehensive zoological facility for the State of Minnesota. This zoological garden will include a vast representation of the animal kingdom, housed in areas approximating as closely as is possible their natural habitat.

Your support and assistance can insure the success of this challenging endeavor. Join us now and help translate hope for a major league zoo into a reality!

Please enroll my family in the —



MINNESOTA ZOOLOGICAL SOCIETY

I enclose $10.00 (ten dollars) for our family membership.

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP CODE _____

Make checks payable to: Minnesota Zoological Society

Mail to: Minnesota Zoological Society, John E. Barry, Treasurer
American National Bank and Trust Company
P. O. Box 3309 — St. Paul, Minnesota 55165



NEWS

VOL. 1 APRIL, 1971 NO. 1

Dear Member of the Minnesota Zoological Society:

The Society's spring membership drive has now been officially launched and is gaining momentum; because it will be reported fully elsewhere in this newsletter, I feel it would be appropriate to discuss immediate objectives, other than membership building.



VALENTINE O'MALLEY, M.D.

Obviously, as indicated by our name, the Minnesota Zoological Society is pledged to support and labor for the establishment of a state zoological garden. Our entire purpose is, and will be, directed toward aiding in the creation of the finest zoo possible. And no one can legitimately question the scope or quality of the Minnesota State Zoological Board's proposed master plan. Our efforts, therefore, must be unequivocably dedicated to eliminating the qualifier "proposed" and making the plan a reality.

Legislation is now in the critical position of being placed in committees for the purpose of being examined and subsequently challenged. As a society and as individuals, we must also hear and respond to these challenges.

I urge each of our members to write, call or talk personally with your own representatives or any legislators with whom you are acquainted.

Our elected officials are responsive to public opinion, particularly from groups and organizations joined together for a common purpose, as in the case with the Minnesota Zoological Society. By working together and making our voices heard, we can be of immeasurable assistance in bringing a zoological garden to our state.

In addition to your own senators and representatives, here are key members of the legislature to be urged to give support to the zoo bills sponsored by Senator Joseph O'Neill and Representative Howard Albertson:

Senator Donald Sinclair, Chairman of the Senate Finance Committee

Representative Richard W. Fitzsimons, Chairman of the House Appropriations Committee

Representative Thomas Newcomb, Chairman of the House Committee on Governmental Operations

Senator Wayne Popham, Chairman of the Senate Committee on Civil Administration.

I cannot over-emphasize the importance of your efforts. In a close election, one vote can be decisive, and legislators genuinely want to know the opinions of the people they represent before casting their one vote.

With your help we will be able to provide Minnesota and future Minnesotans with the finest zoo possible.

Sincerely yours,

Valentine O'Malley

Valentine O'Malley, M.D.

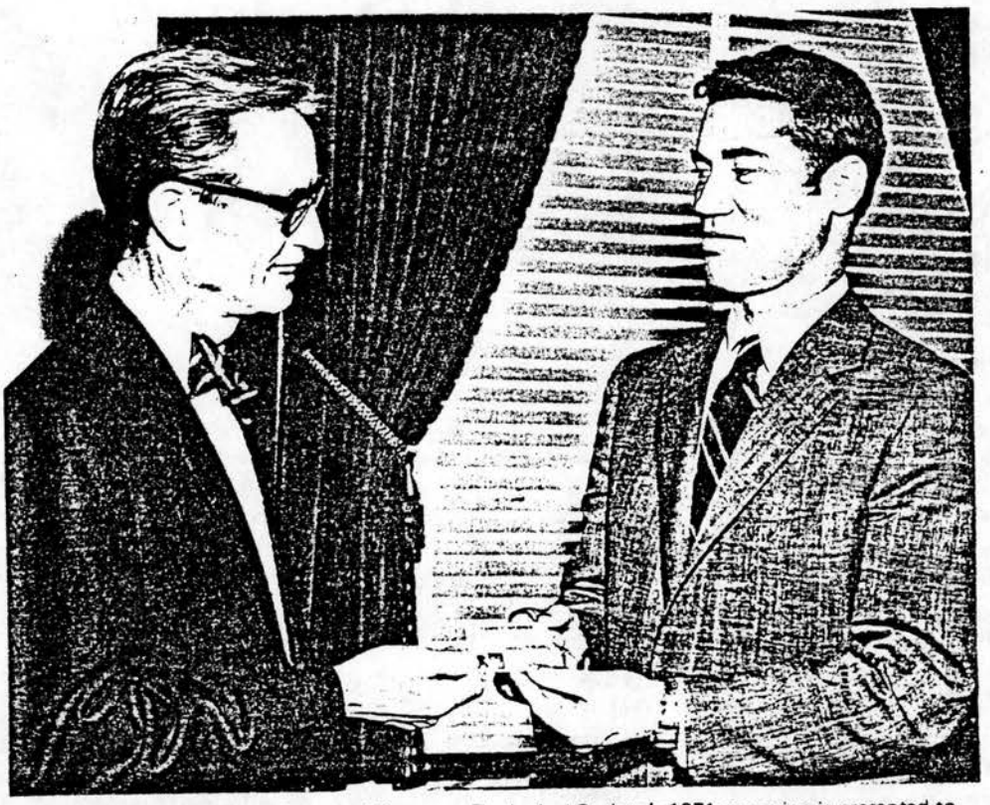
LEGISLATIVE PROPOSALS pertaining to the Minnesota Zoological Garden are listed below:

Senate File No. 1361; House File No. 1714. The major bill amends the current provisions of Minnesota Statutes 1969, Section 85A.02, Subdivision 5, and Section 85A.04, by adding a section providing for a building fund and authorizing the issuance of twenty-year State of Minnesota general obligations bonds. These bonds provide $19.1 million for construction; $3.5 million for inflationary costs during the construction period; $1.8 million for fees; $1 million as a contingency fund; $0.6 million for land acquisition; $5 million for a transportation system; and $1 million for capital equipment. In addition to the above $32 million, $5.5 million will be provided to pay up to 6½% interest on bonds sold during the anticipated period of construction and development.

Senate File No. 1364; House File No. 1697. The second bill is an act appropriating to the Zoological Board fund in addition to $140,907 for fiscal 71/72 and $144,207 for fiscal 72/73 recommended by Governor Anderson. The bill requests an additional $130,048 for fiscal 71/72 and an additional $820,142 for fiscal 72/73 for the purchase of equipment, animals and materials and for staff salaries. The bill further appropriates $800,000 to the Board to enable it to make grants to other zoos within the state.

Senate File No. 1363; House File No. 1715. The final bill authorizes Minnesota Zoological Garden to sell publications. The monies resulting from such sales will automatically be appropriated to the Board for its use in the preparation of future publications.

Membership Campaign is Launched . . .



FIRST MEMBERSHIP in the Minnesota Zoological Society's 1971 campaign is presented to Governor Wendell R. Anderson by Dr. Valentine O'Malley, Society president.

Valentine O'Malley, M.D., president of the Minnesota Zoological Society, officially launched the spring membership drive by presenting Governor Wendell R. Anderson with an honorary membership. This effort was supplemented by an invitation to all Society trustees to present honorary memberships to the mayors of their communities. (As shown elsewhere in this newsletter, trustees from Mankato, Minneapolis and St. Paul also participated in creating public awareness of the Society membership drive by involving mayors of their communities.)

Even though memberships are still arriving from our mailing to the original charter members, our growth efforts have been intensified. Letters have been sent from board members, prominent in their fields, to all veterinarians and physicians in the state, seeking family memberships.

Special letters, seeking $50.00 sustaining memberships from banks and savings and loan associations, have also been sent by two Society trustees, Mr. Walter Dorle and Mr. Louis Meyers, prominent members of the financial world.

The bulk of the clerical work thus far was accomplished Saturday, March 27, when the Como Docents provided a volunteer task force to stuff, seal and sort almost 7,000 pieces of mail. It's too early to assess final results, but the response to date has been most encouraging.

We are currently negotiating with various civic and conservation groups for permission to use their mailing lists. This is a time-consuming job of reaching the right person, followed by waiting for official approval, but here again we have received encouraging news.

If any of our members are willing to send letters about the Minnesota Zoological Society to any organizations to which you belong, it would be deeply appreciated. We will assist in preparing letters to meet your approval and will handle the mechanics of mailing if you will supply us with a list of addresses of persons whom you think might join the Society.

BULLETINS

Please mark Tuesday, June 22, on your calendar and reserve it for the first ANNUAL MEETING of the Society. Specific time, location and program details will appear in the next issue of ZOO NEWS. For an ideal combination of business and pleasure, plan to attend our first major get-together.

The Society is very pleased to announce the availability of the Minnesota Zoological Board's proposed master plan in book form.

A plan book which thoroughly explains the concept of the new zoo and is replete with the architect's original drawings, this attractive document is also the official summarization of the master plan submitted by the Board to the legislature.

A charge of $5.00 is necessary to cover printing, mailing and handling. The supply is limited and will be handled on a "first come" basis from those who write or call the office. (Minnesota Zoological Society, 258 Macalester Street, St. Paul, Minnesota 55105, or call 699-9777.

• • • • •

As the accompanying pictures attest, the Society membership campaign is swinging into high gear with public officials, Minnesota Zoological Society trustees and members all working to help build a larger and stronger organization.

More members are needed and we urge every reader of the newsletter to join our efforts to bring a major-league, zoological garden to Minnesota by returning the blank on the back with ten dollars for your family membership.

If you have already joined, pass it on to a friend and urge him to join you and the Society in a most challenging and worthy endeavor.

At this writing, 508 families have become members. We hope to double that number in our report to the membership which will appear in the May newsletter!



MINNESOTA ZOOLIGICAL SOCIETY
258 MACALESTER
ST. PAUL, MINNESOTA 55105
699-9777

OFFICERS
VALENTINE O'MALLEY, M.D.
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ADOLF TOBLER
Vice President
JOHN R. FINNEGAN
Secretary
JOHN E. BARRY
Treasurer
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D. D. WOZNIAK
St. Paul
FRANK W. ZOUBEK
Minneapolis

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I enclose $10.00 (ten dollars) for our family membership.

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP CODE _____

Make checks payable to: Minnesota Zoological Society

Mail to: Minnesota Zoological Society, John E. Barry, Treasurer
American National Bank and Trust Company
P. O. Box 3309 – St. Paul, Minnesota 55165

MZS BUSINESS NOTES

The past six months have seen a great deal of activity by the Society all directed toward a redefinition and clarification of purpose, scope and function as we attempt to coordinate a major membership drive with an effort to make the Minnesota Zoological Garden a reality.

At this point, following eight meetings of the Board of Trustees, numerous committee and planning sessions, considerable progress is apparent. The Society has been rejuvenated, our Board expanded to provide true statewide representation, new By-laws have been approved by the Board – pending ratification by the membership at the annual meeting on June 22 and thoroughly democratic election procedures have been established.

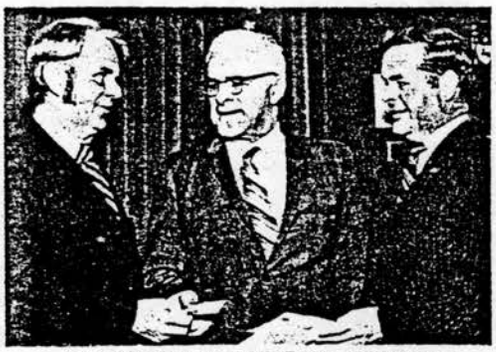
It is impossible, in this newsletter to submit a complete listing of the new By-laws, but we wish to direct your attention to the procedure that will govern our 1971 election.

A nominating committee, consisting of Dr. W. Clough Cullen, Mankato, chairman; Mr. Fred Cady, Minneapolis; Dr. Bruce Douglass, Rochester; Dr. Carl Goossen, Minneapolis and Mr. Archie Salyards, Duluth, has been appointed. The committee solicits your suggestions for candidates for the Board of Trustees, all of whom will be elected for terms of one, two or three years, with balloting conducted by mail during the month preceding the annual meeting on June 22. (Ballots will be mailed on May 22 and must be returned within two weeks for tabulation and preparation for installation at the annual meeting on June 22.)

Nomination may also be made by petition, signed by a minimum of 25 Society members. In future years, petitions will have to be filed 60 days prior to the annual meeting; but, because this is a year of reactivation and membership building, petitions will be accepted until May 7. Please send petitions to the office (258 Macalester Street – St. Paul 55105). Suggested nominees for the Board may also be sent to the office or directly to any member of the nominating committee.

The present officers, Board and nominating committee are, and will be responsive to your suggestions, so please make your wishes known. And, by all means, plan to vote and attend the annual meeting on June 22!

...rd Gathers Momentum



ZOOLOGICAL SOCIETY OFFICERS, vice president Adolf Tobler, center, and treasurer John E. Barry, right, present an honorary membership to St. Paul mayor, Charles McCarty.



MEMBERSHIP COMMITTEE CHAIRMAN, Mrs. Arne Schoeller, presents an honorary Society membership to Minneapolis mayor, Charles Stenvig.



MANKATO'S DEER PARK is visited by MZS trustee, Dr. W. Clough Cullen, right, and Mankato mayor, Vern Lundin as Dr. Cullen enrolled Mayor Lundin as an honorary member of the Society.

WE GET HELP

A special note of appreciation is in order to the volunteers who have helped us thus far with our mailings. These dedicated people, spearheaded by the Como Zoo Docents, who graciously donated their leisure time to the monotonous necessities of mass mailings cannot be sufficiently thanked. It is efforts such as these that will assure us success as we strive to build the finest zoo in the world.



YOUNG VOLUNTEERS, David Lease, 8, left, and his four-year-old brother, Steven, are joined by an energetic lion cub in processing mailings to potential Minnesota Zoological Society members during a recent "mailathon" by the Como Zoo Docents in behalf of the Society.

BUT WE NEED MORE, MUCH MORE, HELP!

A corps of dedicated, diligent volunteers is essential to the continued growth and effectiveness of the Society.

With your help – filing, typing, telephoning, processing mailings and recruiting new members – to name only a few tasks, we can operate more efficiently and economically as we strive to build a larger and stronger organization, dedicated to enhancing our environment and improving the quality of life in our state.

If you have any moderately free time – evenings, weekends or during the regular working day, please write or call the office: 258 Macalester Street – St. Paul 55105 – 612-699-9777.

Help the Society help present and future generations by giving of your time and talent. Both are needed and will be greatly appreciated!

ZOOLOGICAL SOCIETY'S GOVERNMENTAL RELATIONS COMMITTEE MEETS

The Governmental Relations Committee held an auspicious first meeting November 10th to determine a course of action for the biennium.

Reviewing the legislative history of the Minnesota Zoological Garden, it was concluded that the straw which broke the camel's back in the last vote was very possibly a lack of understanding of the concept. Despite the reams of public information distributed it is apparent that not everybody got word. It will be the function of the Committee to remedy this, with the aid of other committees of the Zoological Society. Legislators must have the backing of their constituencies, and both will be reached with sufficient information to make an educated decision. An informational packet is now being prepared.

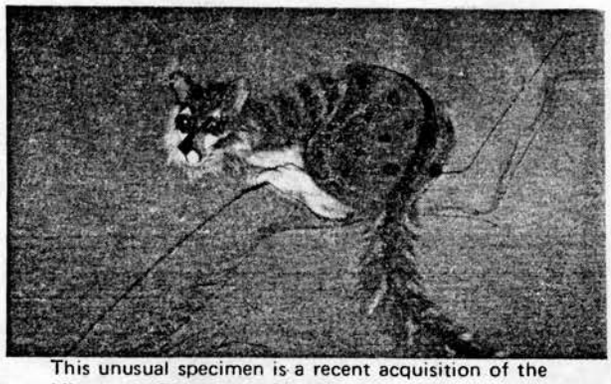
Among suggestions for the development of a renewed campaign to secure statewide support for the Zoo proposal were development of resolutions favoring the Zoo proposal by caucuses of both parties at all levels, pleas for bipartisan support, and special attention to administrators and faculties of schools. The speakers bureau would act on suggestions from the Governmental Relations Committee as to times and places to present information.

A sample resolution for introduction at precinct caucuses was suggested: "Whereas the people of Minnesota have demonstrated through the Minnesota Poll, and other means, the widespread public support a properly designed and funded state zoo would have, if authorized by the Minnesota Legislature; and whereas, the State Zoological Board has been authorized by the Minnesota Legislature to prepare a proposal, for the Minnesota Legislature, and is specifically preparing one for the 1973 legislative session; and whereas, a zoological garden for Minnesota would provide not only a much needed proper environmental use of one of Minnesota's greatest resource - its land - but also would give great recreational, educational and research facilities for all Minnesotans and their families; now therefore be it resolved, that_____Precinct of the_____Senatorial District urges the Minnesota Legislature to favorably consider in the 1973 Legislative Session the proposal for a Zoological Garden so that all Minnesotans can reap the benefits of this tremendous ecological, recreational, educational and research facility."

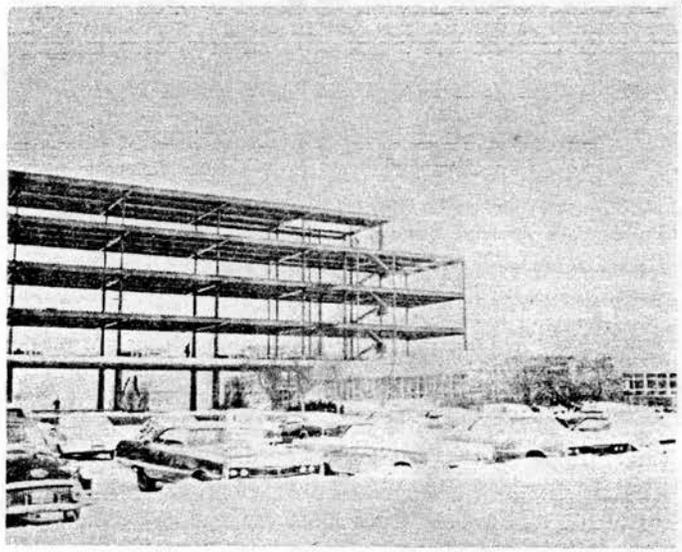
The Committee's next meeting will be in mid-February.

LEGISLATIVE ADVISORY COMMITTEE

We are very grateful for the interest shown and opinions expressed by the various legislators who have been meeting with members of the Zoological Board to suggest ways to improve our Zoo program. Their guidance makes it easier to plan for a zoo with maximum benefit to Minnesota, representing as they do a broad base of citizens whose outlook may differ from that of our staff. They have helped us to see the forest while we have shown them the trees. In any case, the meetings have been, and promise to be, fruitful. They are a key to the understanding that is necessary to create a State Zoological Garden.



This unusual specimen is a recent acquisition of the Minnesota Zoological Garden. Name it, and win our esteem for zoological knowledgeability.



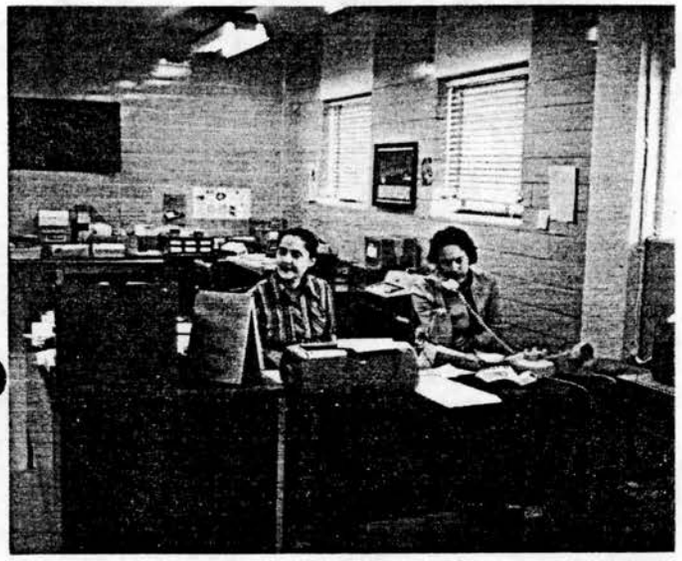
These are our new offices as they look in December. Our address will remain the same, but we will be on the third floor of the Veterans Service Building. The State Architect says we will be able to move in on June 1, 1972.

The Minnesota Zoological Board and its staff wishes all its friends a prosperous and happy new year.

MZG NEWSLETTER

January 1972 · Vol. 4 No. 1

MINNESOTA ZOOLOGICAL GARDEN



MINNESOTA ZOOLOGICAL SOCIETY PREPARES FOR 1972

Volunteers from the Society have been working like Trojans to accomplish the 1972 membership drive, compile their monthly newsletter and mail it, and plan the events that will keep the interest of all Society members. Their hard work is showing results, and it looks like 1972 will be a very good year.

The Society is the primary citizens support organization of the Minnesota Zoological Garden. Its members serve on the various advisory committees that are the eyes and ears of the Board. In addition, the Society holds lectures, films, picnics and other events, maintains a speakers bureau to speak to community groups, and helps in the dissemination of the Board's information.

The early returns from the membership drive look promising. There are a few problems in coordination and execution of activities, which will have to be solved soon, but the gallant volunteers will meet them.

There is a series of films being presented by the Society at 8:00 P.M. the first and third Friday of each month at the Auditorium of the St. Paul Arts and Science Museum.

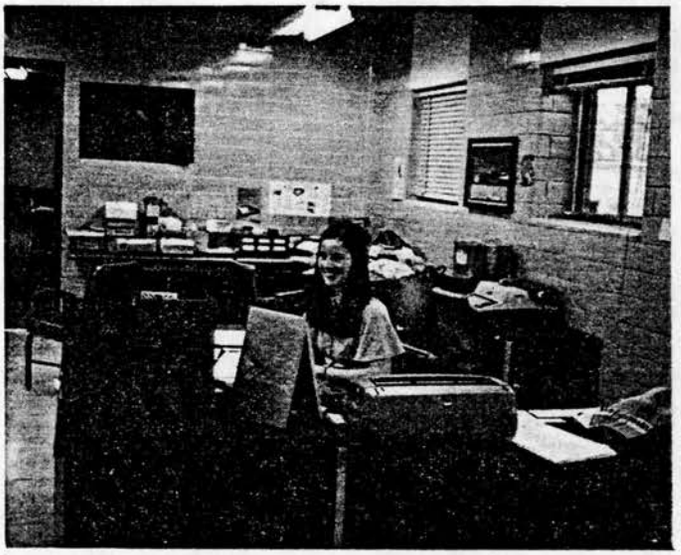
With the success of the fall picnic, the Society would like to have another in springtime. A lecture series is in the offing. A snow sculpture in the St. Paul Winter Carnival is a possibility, as are field trips and joint ventures with other organizations.

For information about the Minnesota Zoological Society, call:

(612) 224-8373 or write:

Box 3925, St. Paul, Minn. 55165

Use the attached envelope, if you wish.



1975



JOHN C. MCKAY, President of the newly created Minnesota Zoological Garden Foundation, became interested in the zoo through his deep concern for preservation of our precious natural resources of all kinds. Mr. McKay has been Director of the Minnesota Energy Agency and President of the Farmers Union Central Exchange (Cenex) before his recent retirement.

His career with Cenex, a St. Paul based cooperative listed in Fortune Magazine's "Top 500" American Businesses, spanned more than 26 years and dealt primarily with petroleum products, fertilizers and farm supplies to farmers in 10 northeast states. As Minnesota's chief energy planner, McKay collected energy data, made extensive energy forecasts and was responsible for preparing a state-wide energy conservation plan. McKay believes that the Energy Agency must make every Minnesotan energy conscious.

McKay's boyhood on a farm acquainted him with wild and domestic animals long ago. He has looked at animal life from all viewpoints; hunting, trapping, maintenance of domestic stock, and conservation of endangered wild species.

"Times have changed since I was a boy," declared McKay. "Hunting and trapping used to be a way of life, when animal life was abundant. To the degree that certain animal populations are overgrown today, these activities are still justified. However, my perspective has turned toward conserving those species which have lost habitat and whose populations are declining, and toward educating people in total commitment to care of the environment. MZG's programs and philosophies hold great promise of fulfilling those goals. Every person has a deep desire to help make this world a better place to live and to leave it just a little better than he found it. I know of no better way to accomplish this end than by making a contribution in time, money or effort to help make the Minnesota Zoological Garden an outstanding recreational, cultural and educational institution in our time and for generations to come. That's why I'm on board."

MZG Foundation incorporated

"The Minnesota Zoological Garden Foundation has been organized to make it convenient for all animal lovers and those with deep appreciation of our heritage and environment to make tax-free donations, memorials and bequests for the immediate and ongoing support of the Minnesota Zoological Garden. Your support and financial aid is most earnestly solicited. This is your opportunity to build and preserve a live and vital demonstration of our natural heritage."

In the above paragraph, John McKay, President of the MZG Foundation, sums up the rationale for developing this new non-profit organization in support of the zoo.

The twenty-six members of the Foundation Board represent a broad cross section of our community. These people, from industry, business, labor, the professions and the arts, have demonstrated a keen interest in the basic purposes and goals of MZG. Their interest and purpose in serving on the Board is to build an ongoing financial aid for the growth and development of the zoo.

Current officers of the Foundation are: John C. McKay, President; David W. Onan, II, Vice President; and G. Richard Palen, Secretary-Treasurer.

"It is our purpose, through the Foundation, to create an outstanding recreational, educational and conservational demonstration of man and his environment," continues McKay. "We are striving for a broad base of participation. Those who do participate will have a feeling of achievement in building something that is a vital, living and ongoing cultural achievement in our area."

McKay also reports that the foundation has received a letter of exemption from the Internal Revenue Service — an important step, since it authenticates tax-free status of all gifts, memorials and bequests.

The MZG Foundation is located at the Wentworth Office Center, 33 East Wentworth, West Saint Paul, Mn. 55118, tel. (612) 225-0356.

The Foundation is in a position to accept, and earnestly solicits, consideration to be a part of your giving program.

MINNESOTA ZOOLOGICAL GARDEN
NEWSLETTER
OFFICIAL PUBLICATION
of the
MINNESOTA STATE ZOOLOGICAL BOARD
Wentworth Office Center
33 E. Wentworth Avenue
West St. Paul, Mn. 55118
Beverly Rongren, Editor

MINNESOTA STATE ZOOLOGICAL BOARD

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Donald D. Bridgwater, Director	

(Ed. note:) Do you have friends who'd like to keep up with zoo progress by receiving the MZG newsletter? Have them send their name and address to me — or phone 227-9218.



minnesota aid to the zoo show

PLANNING FOR SECOND ANNUAL EVENT UNDERWAY

Join the fun and activities upcoming in planning a successful second A-Z horse show. Participation is the key — there's lots to be done — and YOU can help put the show over the top and the zoo on the map. Here are ways to become involved now:

- Join the Century Club
- Sponsor a Division
- or a Class
- Buy Tickets ($1 each) — plan to bring your family to the show
- Sell Tickets — to friends, neighbors, colleagues
- Volunteer your services through the Minnesota Zoological Society (222-1706)

REMEMBER — *proceeds from the show donated to the zoo will be matched by the State of Minnesota.*

Facts about the show:

WHO: Sponsored by the Minnesota Zoological Society, in conjunction with Hunter, Jumper and Saddle Horse exhibitors.

WHAT: Second annual Minnesota Aid-to-the-Zoo Charity Horse Show, a nationally recognized show for hunter, jumper and saddlebred horses, voted best horse show last year in the six state area and runner-up National Honor Show of the Year by the United Professional Horsemen's Association.

WHEN: October 8, 9, 10, 11 and 12. 8 a.m. - 10 p.m.

WHERE: State Fairground Hippodrome.

WHY: To help raise funds for development of the New Minnesota Zoological Garden being built in Apple Valley. Our project this year will be to provide funds for the Siberian tiger exhibit.

The zoo will be built using 23.035 million in state bonds, with an additional 2.35 million authorized by the legislature to match private gifts, grants and donations dollar-for-dollar. The zoo is designed to sustain itself financially through admission fees. Last year's show raised $25,000 for the new zoo, which was matched by the state making the total contribution to this project $50,000. Additionally, $7,500 was provided for the Minnesota Zoological Society.

The 1975 Horse Show Director is Mike Parish, 222-1706 or 335-6441.

HUGH B. "BRAD" HOUSE joined the MZG staff as Associate Director of Animal and Plant Sciences in October 1974, after serving as Curator of Mammals at New York's Bronx Zoo for the last seven out of ten years service with NYZS. During that time, he expertly maintained an extensive animal collection, emphasizing the development of breeding groups, and brings with him a wealth of animal management knowhow, as well as an extraordinary sensitivity to animals, their needs and moods.

During his professional career, Brad has been nearly everywhere in the world, including Europe, New Zealand, the Arctic, Antarctica, Mexico, South America, Africa, Pakistan, Burma and India, observing animals in their native habitats and acquiring first hand knowledge of habitats, normal social groupings and behavioral attributes.

In addition to that kind of life experience, well equipping him for his job with MZG, Brad has completed his Bachelor's and Master's degrees in zoology from the University of Wyoming, and has completed additional post-graduate work at the University of Kansas.

Raised in Kaycee, Wyoming, Brad has an abundance of memories of the "old timers" — cowboys, trappers and ranch people — and the many animals (wild and domestic) with whom he has shared experiences. Lucky for us, he's a willing story teller, and we're all profiting by assimilation of as much of his knowledge as possible.

Currently, he spends much of his time at the ZooTeam offices, studying plans and blueprints, working out details of animal habitats and holding facilities. He admits to missing his animal charges and is looking forward to the time when MZG animals begin to arrive on the grounds. He has settled in St. Paul temporarily, close to MZG's office, but anticipates buying some acreage near the zoosite in Apple Valley where he can have a horse, grow a marvelous garden, and be close enough to keep tabs on the residents of the zoo.

Brad sums up his decision to move to Minnesota as follows: "I have always liked Minnesota since a visit several years ago. On the same visit I became aware of the development of plans for a new state zoo. The concept was exciting and in succeeding years I kept aware of developments. When the new zoo became a reality through action of the state legislature, and I was eventually given the opportunity to join the staff, I could not turn it down."

We are indeed fortunate to have on board someone of Brad's great stature in the world of zoos — one of the most highly respected students of animal management in the field today.

IN THE NEXT ISSUE

Looking towards the future . . . communications system potential at MZG . . .

MZG NEWSLETTER

MINNESOTA ZOOLOGICAL GARDEN

May - June 75 Vol. 5 #5-6



VI CRAWFORD has worked with the Minnesota Zoological Garden since the Zoological Board was established in 1969 — its very first employee. Back in '69 and '70, office operations were conducted out of a "cardboard box", but then, as now, through crisis and expansion, Vi has kept things humming along, no matter what the difficulties.

She currently serves as Secretary to the Board and its committees, the General Director and the Associate Director of Animal and Plant Sciences — a hefty load to carry. She can also be counted upon to know every detail of what has transpired in the zoo project since its inception, an attribute invaluable to a rapidly growing organization. These details have been masterfully woven into minutes of the Board and its Committees, documents of great value to MZG, both historically and functionally.

A native Minnesotan, born in West Saint Paul, Vi has always been involved with project oriented activities, such as political campaigns and legislative programs. She served 12 Sessions, covering a period of 24 years, as Supervisor of Stenos in the State Senate before accepting employment with the Zoological Board.

Family life is a source of pride and pleasure for Vi. Both her children have remained in Minnesota — daughter Rowene is a Corrections Counselor for the State, and son Rollin is a lawyer, practicing in West Saint Paul, where he lives with wife Kathy and children Lara, 8, Nathan, 4, and Jeremy, 2, all of whom love to visit Grandma.

In addition to her close family ties, Vi Crawford knows an amazing number of people, particularly of West Saint Paul, and can call each of them "friend."

Of her decision to join MZG, Vi says, "For years a favorite pastime on Sunday afternoon was a visit to Como Zoo with the kids to watch the monkeys on monkey island . . . always an interesting experience. Little did I realize that some day I would be all "wrapped up" in exciting plans for a state zoologicial garden covering more than 400 acres, where I can see animals in natural settings, observe bears taking care of cubs in their dens, listen to the whales "talk", watch the Japanese macaques taking care of their kids — and right in my own backyard. I really believe in the zoo project as an important and meaningful addition to quality of life for Minnesotans today as well as for future generations."

Zoo People meet

At its 1975 annual meeting, the Minnesota Zoological Society approved revised articles of Incorporation that strengthened its ties with MZG by stating that the Society's main goal is to support the goals and objectives of the Minnesota Zoological Garden.

130 people attended the meeting, held June 10 at the Landscape Arboretum. New members of the Board were announced as follows:

Dr. Kendall Corbin*
Dr. Valentine O'Malley
Dick Abraham
Dave Dunn
Penny Durenberger
Ron Johnson
Dr. Keith Larson*
Liza Nagle
Larry Freeman*
*re-elected

Officers for the coming year:

Larry Freeman, President
Dr. Paul Zollman, First Vice President
Dr. Ken Corbin, Second Vice President
Denny Albrecht, Secretary
Liza Nagle, Treasurer

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 and dedicated to assisting and supporting the Minnesota Zoological Garden. Annual membership is $8/individual or $10/family and is open to all who are interested. For more information on membership and activities phone the Society office at 222-1706.

IN THIS ISSUE

Polar Bear, king of the frozen north . . .
Brad House talks about denning facilities at MZG . . .
And we talk about him . . .
Vi Crawford, super secretary . . .
New Zoo Views . . .
Horse Show plans . . .
MZS elects officers . . .
AAZPA regional meetings . . .

Public education seems to be an important aspect of the overall services provided by zoos. Exhibits depict animals in naturalistic environments with labels which identify and describe them. Of the education programs offered, the most common ones seem to be school lectures, zoomobile, summer camp, zoo-to-you, speakers' bureau, sidewalk zoologist and internships.

It was very clear from the survey that the purpose of public education is to increase interest, knowledge and concern for wildlife in the community. There is every reason to believe this service of the zoo will continue to develop and grow.

IV. ORGANIZATIONAL LOCATION OF ZOOS AND RELATIONSHIP WITH SOCIETIES

Table 8

Zoo Organization Relative to Local Government

Category	Nos.	%
Private Agency Completely Outside the Gov't.	5	19
Part of the Parks & Recreation Department	12	44
A Special Purpose District, Board or Authority	4	15
A Direct Line Agency Within a Unit of Local Government	4	15
Other	2	7

Almost half the responding zoos are under parks and recreation departments; 19% are under a private agency completely outside the government; 15% are under a special purpose district, board or authority; and 15% are a direct line agency within a unit of government.

Zoological societies. There was only one zoo out of 27 respondents that did not have a zoological society connected with its facility. This was the Minnesota Zoological Gardens. The number of members in the various zoological societies varied from a law of 42 members at Fort Worth Zoological Park (board of directors only) to a high of 23,000 members at the Phoenix Zoo.

Attachment A

Table 10

Ratio for Society Members to Metro Population

Zoo and Location	Members*	Population*	Ratio
Henry Doorly Zoo, Omaha, Nebraska	21,700	500,000	1:23
Riverbanks Zoological Gardens, Columbia, South Carolina	10,000	400,000	1:40
Arizona-Sonora Desert Museum Tucson, Arizona	14,000	571,000	1:40
Toledo Zoological Gardens, Ohio	10,000	490,000	1:49
Phoenix Zoo, Arizona	23,000	1,500,000	1:65
Topeka Zoological Park, Kansas	2,300	153,000	1:66
Cheyenne Mountain Zoo, Colorado Spr.	3,500	330,000	1:94
Milwaukee County Zoological Gardens, Wisconsin	12,000	1,500,000	1:125
North Carolina Zoological Park Asheboro, North Carolina	3,000	400,000	1:133
Columbus Zoological Gardens, Ohio	5,888	1,088,673	1:185
Hogle Zoological Garden, Salt Lake City, Utah	2,800	550,000	1:196
Atlanta Zoological Park, Georgia	7,000	1,500,000	1:214
Philadelphia Zoo, Pennsylvania	21,000	4,700,000	1:224
Fresno Zoo, California	700	180,000	1:127
St. Louis Zoological Park, Missouri	6,500	2,356,460	1:362
Dickerson Park Zoo, Springfield, Mo.	665	250,000	1:375
Minnesota Zoological Gardens, Minn.	4,547	2,200,000	1:484
Lincoln Park Zoo, Chicago, Ill.	11,000	6-7 million	1:590
Knoxville Zoological Park, Tenn.	1,000	600,000	1:600
Tulsa Zoological Park, Oklahoma	1,000	680,000	1:680
Washington Park Zoo, Portland, Or.	1,800	1,242,594	1:690
Seneca Park Zoo, Rochester, N.Y.	800	850,000	1:1062
Honolulu Zoo, Hawaii	600	800,000	1:1333
Memphis Zoo & Aquarium, Tennessee	500	912,887	1:1825
Detroit Zoological Park, Michigan	2,450	4,500,000	1:1836
St. Paul's Como Zoo, Minnesota	200	1,900,000	1:9500
Fort Worth Zoological Park, Texas	42**	1,017,430	---

* Per survey
** Board of Directors only

Table 11

Number of Zoo Society Members

All Zoos	Nos.	%
Less than 500	2	11
500 to 1,000	5	19
1,000 to 5,000	8	26
5,000 to 8,000	3	7
8,000 to 10,000	0	0
10,000 to 12,000	4	11
12,000 and over	5	11

Zoological membership compared to metropolitan population (see Table 10 on page 7). The table illustrates the ratio of society members to metropolitan population. As the table shows, some cities have very high citizen participation in their zoological societies (e.g., in Omaha, Nebraska, the equivalent of one out of every 23 residents is a member of the zoological society). Note the variation in the ratios. There seems to be no direct relationship between zoological society memberships and the size of the city in which the zoo is located. The survey did not deal with the motivating factors. One can say though that membership rise is most likely a function of the quality of the zoo facility, amount of membership dues and the number and types of benefits offered to zoological society members.

Membership type. Most of the zoos surveyed have a least two types of memberships which are relatively inexpensive: "Individual" and "Family". Many zoos also offer more expensive types of memberships and some offer special discount memberships for groups.

Ninety-six percent of the respondents felt that zoological societies were important to the success of a zoo. In fact, several felt that a zoological society was absolutely essential for the existence of a zoo.

Only one participant felt that a zoological society was not important to the success of a zoo. The argument was that they were seen as being frequently non-productive and led to bureaucratic delays.

Other Business

Chairman Snyder requested that the board pass a motion authorizing Richard Buske to act as Director during K. Roberts maternity leave.

> MOTION by P. Davies, seconded by B. Cohen, that the Minnesota Zoological Board appoint Richard Buske as Acting Director, with all responsibilities and benefits of Zoo Director, during Kathryn Roberts' absence through April 1, 1987. MOTION CARRIED.

Chairman Snyder also advised that he had received a letter from Central Telephone Company regarding the Zoo's choice of vendor for a new telephone system. He stated that he had requested that the discussion of the telephone system be struck from the agenda because it is inappropriate to discuss enhancement of services while talking about budget cuts. L. Snyder will reply to Centel that any decision regarding a major capital expenditure will be thoroughly reviewed by the board.

Chairman Snyder stated that he had been advised by Fallon McElligott that they have decided to discontinue their services as the Zoo's public service ad agency. He added that Fallon McElligott did excellent work for the Zoo during the past three years, and asked the Acting Director to communicate the Minnesota Zoo's appreciation for those services.

Minnesota Zoological Society Proposal

Chairman Snyder advised that the Minnesota Zoological Society had requested time to make a presentation to the Zoo Board. D. Buske introduced the Society representatives, Kathleen Lundgren and D. Newbauer.

K. Lundgren read a statement to the board, a copy of which is to be mailed to L. Snyder, along with a list of current Society board members. The Society proposed that both the Zoo and Society boards work together to investigate mutually beneficial projects and activities. K. Lundgren advised that historically the Society has provided significant support for the Minnesota Zoo, including participating in fundraisers, funding animal research projects, extensive educational offerings, and creating public awareness of the Zoo's programs.

K. Lundgren stated that the Society welcomes dialogue between the two organizations and requests that two members of each board be appointed to work together on a cooperative committee to consider joint projects in the future.

After a brief discussion and a number of questions regarding the Society's purpose, Chairman Snyder advised that the Zoo needs to enhance perception, improve its financial situation, and reach out to the philanthropic community. He asked that the Society provide him, as Zoo Board Chairman, with specific information about the Society's members, current activities and projects, and co-ventures with other organizations, as well as an indication of what the Society can do for the Zoo. L. Snyder noted that if the Society provided him the information prior to the next board meeting, he would ask the board to consider whether or not to develop the relationship with the Society. K. Lundgren, on behalf of the Society, agreed to provide the requested information.

There being no further business, the meeting adjourned at 6:05 p.m.

MINNESOTA ZOOLOGICAL SOCIETY
555 Wabasha St. No.
St. Paul, Minnesota 55102

Board of Directors

OFFICERS

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DON BLOCK, 20 Birch Bluff Road; Tonka, MN 55331. Home: 474-2449; Office: 553-4813.

JOSEPH G. BOHLEN; 5219 Minnetoga Terrace; Minnetonka, MN 55343. Home: 933-1850; Office: 376-1474.

BRUCE E. DOUGLASS, M.D., Department of Medicine; Mayo Clinic; Rochester, MN 55901. Home: (507) 289-1002; Office (507) 284-7573.

DAVID F. DUNN; 2312 Elton Hills Drive; Rochester, MN 55901. Home:

KAREN FERGUSON; 855 Cliff Road; Eagan, MN 55123. Home: 454-3909; Office: 457-9425.

STEPHANIE FOX; 14601 55th St. So.; Afton, MN 55001. Home: 436-5843; Office: 778-4992.

LARRY FREEMAN; 2581 Quebec Ave. So.; St. Louis Park, MN 55426. Home: 546-5886; Office: 298-3799.

CRAIG J. HALVORSEN; 616 Portland Place; Burnsville, MN 55337 Home: 432-1136; Office: 330-5384.

INGRID M. HOLLEY; 2715 Ottawa Avenue So.; St. Louis Park, MN 55416. Home: 920-1752.

New President

MARK ERLING JACOBSON; ~~1450 Lincoln Avenue~~ 15 Benhill Road; St. Paul, MN 55105. Home: 699-6858; Office: 340-0234.

PATRICIA LEEFELDT; 5101 W. 70th St.; #209; Edina, MN 55435. Home: 941-8291.

OVER

TERRY NELSON; 132 Strese Lane; Apple Valley, MN 55124.
Home: 432-2624; Office: 451-6822.

MARILYN NORDAUNE; 13701 Diamond Path West; Apple Valley, MN 55124.
Home: 423-3132.

MARIALICE SEAL; 9801 Pillsbury Avenue South; Bloomington, MN 55420.
Home: 888-7267.

VICKI L. UCHIDA; 7300 Wentworth Ave. So., Richfield, MN 55423.
Home: 869-6388; Office: 870-1500.

Executive Director

Karla A. Williams
555 Wabasha St. No.
St. Paul, MN 55102
Home: 633-2168; Office: 222-1706.

5/81

cc: Karen Jensen
Sharon Foster

Minnesota Zoological Society

April 23, 1989

Kathryn R. Roberts, General Director
Minnesota Zoological Garden
Bernadette J. Klein, Chair
Minnesota Zoological Board
Apple Valley, Minnesota 55124

Dear Kathryn and Bernie:

The Minnesota Zoological Society will be delighted to co-sponsor "Conservation Days" and to contribute $2,000 to the Minnesota Zoo to help defray expenses for the event. I shall be calling Sharon Foster to find out more about the event within the next week.

Please pardon the brevity of this note, but I must leave shortly to attend a funeral in Massachusetts. The Minnesota Zoological Society Board passed a resolution at its last meeting to support the "Conservation Days" event and I wanted to inform you of that fact.

Sincerely,

Laddie

Laddie Elwell
President

Box 3 Rosemount, Minnesota 55068
Telephone 612 431-3492

June 29, 1989

Minnesota Zoological Society
c/o Bev Rongren
6895 133rd St. W.
Apple Valley, MN 55124

Dear Bev:

Bernie asked that I mail you a list of the Zoo Board members who are to be the representatives on the Minnesota Zoological Society Board (elected 6/15/89).

They are:
Barry Bonoff
Eleanor (Ellie) Crosby
Edward (Ned) Dayton
Lynn Johnson
Peter Jordan
Donna Luther
Bernadette Klein.

Alternates are Mark Cherniack and Joseph (Joe) Sizer.

I will notify the above people of the next scheduled Society meeting:

Monday, July 17, 1989
6:00 p.m.

Third Floor Conference Room
Minnesota Zoological Garden

Sincerely,

Ginny Bender

TEN YEARS & GROWING

The Minnesota Zoo

April 3, 1989

Dr. Adela Elwell
Route 8, Box 479
Bemidji, MN 56601

Dear Laddie:

On June 24 and 25 the Minnesota Zoo is presenting the second annual CONSERVATION DAYS, two days dedicated to providing Zoo visitors with information, entertainment and education about our environment and the need for aggressive conservation activities.

Because of your past support of the Zoo and its activities we are requesting that the Minnesota Zoological Society become a co-sponsor of the event by contributing $2,000 to help defray the expenses of these two exciting days.

The theme this year is Habitat Preservation. Through regular Zoo activities, special presentations, displays by local and national conservation agencies, we will endeavor to show visitors what is being done, what could be done and -- most importantly -- what each individual can do to preserve the resources of our world.

Support is specifically needed to defray out of pocket costs for items such as entertainment, printing, and postage. (See attached budget.) Entertainment for the days will be provided by Heart of the Beast Theatre and local musician Andy Weaver. Additional plans include a poster to publicize the event, a brochure and hand-outs for the days, exhibits, and special components added to regular Zoo activities.

Your support of the event will allow us to improve on last year's successful event and to present a high quality event for our Zoo visitors.

Please feel free to contact Sharon Foster (431-9257) directly if you need additional information. I look forward to hearing from you and co-sponsoring this wonderful and worthwhile event which helps us meet our mission of bringing people closer to understanding and acting on their environmental responsibilities.

Sincerely,

Bernie

Bernadette J. Klein, Chair
Minnesota Zoological Board

Kathryn

Kathryn R. Roberts, General Director
Minnesota Zoological Garden

BJK/KRR:gb

Fact Sheet

Conservation Days June 24 & 25, 1989

The Minnesota Zoo has invited local, national and international wildlife and wildlands conservation organizations to participate in the Second Conservation Days. This year's theme of Habitat Preservation will be the focus of the information booths staffed by representatives of each organization. The booths will be located in the Tropics plaza from 10:00 a.m. to 4:00 p.m. each day. The Zoo's daily events (animal demos, World of Birds Shows and Skytrail) will also feature this theme.

This is an opportunity for organizations who share an interest in conservation to reach a large number of people and create an awareness of the need to conserve our environment.

There is a minimal booth fee of $35.00 per organization to cover the costs of maintenance and set up for the 2-day event. Exhibitors will be provided a skirted table, identification signage, and use of a break room.

These special exhibits will be available at no extra cost to the Zoo visitors on this special weekend in June. We expect to share this valuable information with 12,000 people as part of their Zoo experience.

Budget:

Entertainment $1,500.00
- Heart of the Beast Theater (2 performances each day)
- Andy Weaver (performing before each Bird Show)
- Costumed characters (Smokey the Bear, Woodsy Owl, Elmer Elm)

Printing and postage $ 500.00
- Letter to participants
- Brochures for distribution
- Daily schedule of events

M25



The Minnesota Zoo

April 7, 1989

Dr. Adela Elwell, Chair
Minnesota Zoological Society
Route 8, Box 479
Bemidji, MN 56601

Re: Discussion on March 11, 1989

Dear Laddie:

I was pleased to meet with you a few weeks ago to discuss the status of the society and means of resolution that will reflect good will and benefit all parties involved.

As understood I will appoint seven members to the society board and you will fill in your needed representation. As agreed, it should not require more than two meetings.

You and I agreed at the conclusion of our meeting that the following recommendations would be discussed and noted upon at the society meeting:

1) Turn the society and its assets over to the Zoo
2) Simply close down, or
3) Reorganize to free both organizations from each other with specific functions spelled out.

I will be home from Florida April 14th and will contact you to schedule a meeting, inasmuch as we both would like the situation to be resolved by June 30, 1989.

I am looking forward to working with you on this process.

Sincerely,

Bernie

Bernadette J. Klein, Chair
Minnesota Zoological Board

BJK/gb

Roberts
Draft 2-9-88

RESEARCH RESULTS FOR
MINNESOTA ZOOLOGICAL SOCIETY BOARD
JANUARY 1988

INTRODUCTION

On August 1, 1987 I began a project for the Minnesota Zoological Society Board to help them reach some decisions in regards to their relationship with the Minnesota Zoological Gardens.

The working relationship between the two organizations was ended approximately seven years ago. Since that time the MN Zoological Society has functioned on its own trying to support the MN Zoo and other conservation issues.

Over the past few years the Society membership has become smaller. Those remaining are individuals with a strong commitment to the MN Zoological Society and its working again with the MN Zoological Gardens. These Society members see the advantages a strong Society could bring to the MN Zoo.

The enclosed report is research done to determine what is needed for the Society and Zoo to work together. Also, this research provides information on how to restructure the Society to work with the zoo.

This information was compiled from surveys, interviews and meetings. The following groups were surveyed or interviewed and their results are included in this report:

- MN Zoological Society Board members
- MN Zoological Society members
- MN Zoo Staff members
- Other Zoological Societies
- Local Support organizations

Both the MN Zoological Society Board and the MN Zoological Gardens have been very open and helpful throughout this project. Many thanks to both groups.

Denise Oie
Consultant for MN Zoological Society Board

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I. POSITION PAPER OF MINNESOTA ZOOLOGICAL SOCIETY
DECEMBER 13TH, 1987

This paper deals with the survey responses of the Minnesota Zoological Society Board and members in regards to its relationship with the Minnesota Zoological Garden. The information contained is my understanding of their position from compiling the results of the Society surveys. Also taken into consideration is the feedback from the Minnesota Zoological Society Board members.

A. SUMMARY PAGE

B. DESCRIPTION OF PEOPLE INVOLVED

C. KEY ISSUES

D. ORGANIZATION, PURPOSE AND STRUCTURE OF A SOCIETY

E. ISSUES TO BE NEGOTIATED

F. CONCLUSIONS

A. SUMMARY PAGE

DESCRIPTION OF PEOPLE INVOLVED:

Two groups are referred to in this paper; the society board and members.

1. The weight of this paper is based on the Society Board survey and conversations.
2. The Society members survey was mailed to a sampling of fifty Society members. All are involved in a financial capacity only.

KEY ISSUES:

These issues need to be determined within Society Board meetings.

1. Open Communication and acceptance by the MN Zoo.
2. Future structure and working of the MN Society.
3. What will it take to revive the Society?
4. What will a Society membership provide?
5. How will the Society membership work with the MN Zoo?
6. The Society's purpose and three primary services.
7. Does the MN Zoo need us ?
8. What if Society decides to dissolve?

PURPOSE AND ORGANIZATION OF A SOCIETY:

This section consists of MN Society Board survey responses.

1. Purpose of the Society - To support the MN Zoo.
2. Primary areas of service - fund-raising, volunteering, educational activities, community support.
3. MN Society and MN Zoo staff interaction - open and taylored to the working situation.
4. MN Zoo staff and support for MN Society.
5. Membership - more benefits needed.
6. New Society Board and member profile needed.
7. Staff needed for an active Society.

ISSUES TO BE NEGOTIATED:

The following issues need to be negotiated and agreed upon by both the MN Zoo Board and staff and the MN Society in order for both groups to work together.

1. Society membership benefits.
2. MN Society Board and MN Zoo Board interface
3. MN Society staff and Board interaction with MN Zoo staff
4. Primary and secondary areas of service
5. Appropriating funding to the MN Zoo
6. MN Zoo support needed in rebuilding the MN Society
7. Use of MN Zoo facility office space and utilities

B. DESCRIPTION OF PEOPLE INVOLVED

Two groups of people make up the MN Zoological Society; the members and the Board of Directors. The weight of this paper is based on input from the Board of Directors.

1. MN Zoological Society Board of Directors

a. The Board of Directors have experience varying from two years to six years of service.

b. All of the Board members have remained on the board in hopes that the MN Zoo and MN Society can work together again. Also, to see a resolution of the situation.

c. Most of the Board members understand the advantages to a Zoo of having a supporting society.

d. Some of the MN Society Board members are serving with an expired term in order to see a resolution to the situation.

e. The board members are split with some wanting the society to serve just the MN Zoo and others wanting the society to also service other environmental organizations.

f. The board members have limited time and energy to devote to the Society because of other involvements and commitments. Also, there is a sense of weariness of dealing with this situation.

g. In order for the two groups to work together the MN Zoological Society Board must:

1. Commit time and energy to work with the MN Zoo to revive the Society (approx. 6 months to 1 year).
2. Determine a structure for the Society to work with the MN Zoo.
3. Address the issue of society staff for the start-up period and beyond.
4. Determine the profile of future board members and acquire 5-10 additional board members.
5. Determine a society member profile and member benefits.
6. Present a logical comprehensive proposal highlighting the benefits of an active society to the MN Zoo staff and Board.
7. Select 3-5 Society Board members to work jointly with the MN Zoo board during the start-up period.

2. MN Society Members

a. Those responding to the member survey have belonged to the Society for a long period of time. Most were members when the society worked to open the new zoo.

b. The current society members have a sense of supporting the MN Zoo by being a Society member. They also value the MN Zoo and want it to grow and succeed.

c. Most members see the purpose of the MN Society as to support the MN Zoo.

d. The three primary services members see the society providing for the zoo are; fund-raising, volunteers and education/special programs.

e. Over half of the members responding to the survey are not available to work in society projects. Some members were willing to be involved with special events.

f. Half of the survey respondents are also members of the MN Zoo.

g. There still remains some confusion on the difference between the two organizations.

h. Most of the current society members support the Society by their membership but would not be able to assist the Society in becoming active again.

i. In order for the two groups to work together again the MN Zoological Society members must:

1. provide financial and volunteer support to help activate the Society.
2. increase their numbers with members having an emphasis in fund-raising, special events and public relations and community involvement.

C. KEY ISSUES

1. Establishing open communication and acceptance with the MN Zoo staff and Board.
   a. Some open communication exists between the Society Board and the Zoo but more is needed for the two groups to work together again. This communication needs to be two-way.

   b. The MN Zoo needs to recognize the value of a supporting Society and be willing to work with the MN Zoological Society.

2. Future structure and working of the MN Society.
   a. A new structure for the society is needed for it to work with the MN Zoo again. The Board members realize the importance of obtaining a structure agreeable to the MN Zoo for the two groups to work together again.

   b. Decisions will have to be made with eh MN Zoo as to how the groups will work together again.

3. Can we revive the Society as an active organization and what will it take in Board energy, time and commitment?
   a. This Board needs to resolve the issues of what is needed to revive the Society and can the present board commit the time and energy to do this?

   b. Also, if new board members are to be added to the society board who will recruit them, what type of people should be recruited and when will this be done?

   c. Can current members contribute to helping the Society become active again?

4. What will a membership to the MN Society provide for its members?
   a. What benefits will it offer and what opportunities will it provide?

5. How will the Society membership interface with the MN Zoo membership?
   a. Will they be separate memberships or part of the same membership structure?

C. key issues, cont.

6. What is the Society's purpose and primary services it can offer to the MN Zoo?
   a. According to the bylaws, the legal purpose of the MN Zoological Society is " 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."

   b. Some Board members and members have expressed an interest in broadening this purpose.

   c. Because of this purpose the primary services the Society offers to the MN Zoo would have to be agreed upon by both organizations.

7. Does the MN Zoo really need us as much as we need them?
   a. The Society needs to identify for the MN Zoo why they need an active Society and how an active Society will benefit them.

   b. Is the support and involvement the MN Zoo has mentioned the kind of support the Society wants to provide?

8. If we chose to fold as an organization, what is the best way to do so and still provide some support to the MN Zoo if they desire to begin a Society?
   a. Would the current Society want to gracefully turn over its name, finances and research information to the MN Zoo if it folded as an organization?

D. PURPOSE AND ORGANIZATION OF A SOCIETY

1. Purpose
   a. The purpose in the bylaws is" 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."

2. Primary areas of service
   a. The following services were mentioned repeatedly as services the Society could provide for the MN Zoo:
      1. Fund-raising
      2. Volunteers
      3. Educational activities
      4. Community input, support and awareness

3. MN Zoo Society staff and MN Zoo staff interaction
   a. All Board members feel there should be some communication but the amount varies from in an advisory capacity only to more active participation in their planning sessions and meetings.

4. MN Zoo staff and Board support for the MN Zoo Society
   a. This would include acceptance of the Society, some type of break on admission for Society members and open communication between the groups.

5. Membership
   a. Ideally MN Zoo membership would be a key benefit for members. Also, special activities including; educational opportunities, travel, special programs and a publication.

   b. Opportunities to serve would include; board positions, committees, volunteering, special events and fund-raising.

   c. Required responsibilities would be financial only with other participation optional.

6. Board and Member profile
   a. The type of people who would join the MN Zoological Society would be:
      1. people who want to support the MN Zoo.
      2. people wanting to support animal, environmental and conservation issues.
      3. people interested in the educational aspect of zoology.

7. Staff
   a. All agree there needs to be some type of staff. Included in the suggestions were; a consultant, full-time fund-raiser, part-time administrator, secretary and a P.R. person, a manager/executive director.

E. ISSUES TO BE NEGOTIATED

1. Membership Benefits
   a. MN Zoo memberships should be a part of joining an active MN Zoo Society. Whether a MN Society membership is another level of MN Zoo membership, or the Society purchases memberships is an issue to be negotiated.

2. MN Society Board and MN Zoo Board interface
   a. To facilitate the communication between these two boards there may need to be a joint committee established. The purpose and scope of this joint committee would need to be determined and agreed upon by both groups.

   b. The MN Zoological Society needs the support and help of the MN Zoo Board to become an active organization.

3. MN Zoo Society staff and Board interaction with the MN Zoo staff.
   a. The working relationship of the MN Society staff and Board with the MN Zoo staff will have to be agreed upon and followed by both groups. Specific channels for communication, planning and decision-making need to be established when the relationship is renewed.

   b. The MN Zoological Society needs the support and help of at least the management team of the MN Zoo staff to become an active Society.

4. Primary and secondary areas of service
   a. Both boards and staffs need to agree to and value the areas of service the MN Society would provide to the MN Zoo. Boundaries would need to be determined for both groups and a commitment to openness from both staffs as the renewed relationship is implemented.

5. Appropriating funding to the MN Zoo
   a. Clear, detailed channels for appropriating funding need to be negotiated and accepted by both organizations. This also would include a system of accountability of MN Society funds given to the MN Zoo.
   b. Financial expectations of the relationship would be discussed yearly. This to include ways to recognize the MN Society for their financial contributions.

6. Support in building a new MN Society Board and staff
   a. The MN Zoo staff and MN Zoo Board could be helpful in locating potential MN Society Board members and staff. This would facilitate the two groups working together again.

7. Use of MN Zoo facility office space and utilities
   a. Start-up of the renewed relationship would be more visible, less expensive and have a better chance of survival if the Mn Society is located at the MN Zoo.

F. CONCLUSIONS

1. The MN Society Board members will need to determine the amount of time, energy and commitment they are willing to make to help the Society become active.

2. There must be at least three to four Board members who are willing to commit time and energy over the next six to twelve months to work with new staff and the MN Zoo staff and Board to revive the Society.

3. At least five to ten additional Society Board members will have to be added to serve during and after this start-up phase.

4. The Society will have to work closely with the MN Zoo to determine the services it can offer to the Mn Zoo and how this interaction will take place.

5. The Society is more in need of the Mn Zoo than the MN Zoo is of the Society.

6. Most of the MN Zoo staff is in favor of a Society if they can see how it will benefit them.

7. The profile of a Society member will need to be different than the current Society members and those people will need to be targeted by the Society Board and staff.

8. The Society purpose needs to remain consistent with the purpose stated in the bylaws. If the Society becomes active and builds its membership and Board I see this purpose expanding in the future.

II. POSITION PAPER OF MINNESOTA ZOOLOGICAL GARDEN
NOVEMBER 18TH, 1987

This paper deals with the thoughts, ideas and stance of the Minnesota Zoological Garden Board and Staff in regards to its relationship with the Minnesota Zoological Society. The information contained is my understanding of their position from conducting face to face interviews and from the Zoo's reports and plans.

A. SUMMARY PAGE

B. DESCRIPTION OF PEOPLE INVOLVED

C. KEY ISSUES

D. ORGANIZATION, PURPOSE AND STRUCTURE OF A SOCIETY

E. ISSUES TO BE NEGOTIATED

F. CONCLUSIONS

A. SUMMARY PAGE

DESCRIPTION OF PEOPLE INVOLVED:

The two main groups whose opinions and stance are included.

1. MN Zoo Board - There has been a limited amount of contact with the Zoo Board. Contact will increase when the MN Society reaches some decisions.
2. MN Zoo Staff - Surveys have been conducted with several of the MN Zoo staff. Overall there is an openness to look at a renewed relationship between the two groups.

KEY ISSUES:

These issues need to be addressed within the presentation of the MN Society to the MN Zoo staff or Board.

1. Membership Benefits to the Society.
2. Need for a Society.
3. Benefits of a Society.
4. Description of the two groups future relationship.
5. What will the MN Zoo give to the Society?
6. How is funding appropriated?
7. What will it cost the MN Zoo to work with the Society?
8. Can the current MN Society Board revive the MN Society?

PURPOSE AND ORGANIZATION OF A SOCIETY:

This section consists of MN Zoo staff survey responses.

1. Purpose of the Society - To support the MN Zoo.
2. Primary areas of service - Political and community awareness, special events, fund-raising and volunteers
3. Additional service areas -Volunteers, financial support, continuing education, fund-raising, travel programs
4. MN Zoo and MN Society interaction - To include open and frequent communication and exchange of ideas and plans.
5. MN Zoo staff and Board support for the MN Society

ISSUES TO BE NEGOTIATED:

The following issues would need to be negotiated and agreed upon by both the MN Zoo Board and staff and the MN Society for the two groups to work together.

1. Membership Benefits
2. MN Society Board and MN Zoo Board interface
3. MN Zoo Society interaction with the MN Zoo staff
4. Primary and secondary areas of service provided by MN Society
5. Appropriating funding to the MN Zoo
6. Support in building a new MN Society Board and staff
7. Use of MN Zoo facility office space and utilities

B. DESCRIPTION OF PEOPLE INVOLVED

Two general groups of people are involved in the outcome of the relationship of the MN Society and the MN Zoo, the Zoo Board of Directors and the Zoo Staff.

1. MN Zoo Board of Directors

a. As of July, 1987 the Zoo Board of Directors was expanded from fifteen members to thirty members. As long as the Zoo is a state agency half of these positions will be appointed by the governor.

b. This Board expansion was done to increase the fund-raising and economic development power of the Zoo Board.

c. There are only three to four current Board members who were part of the Board at the time of the MN Society-MN Zoo split. Some of these people harbor negative feelings towards the MN Society and will be a detriment to the two groups working together again.

d. The majority of the MN Zoo Board members are not familiar with the history between the two groups (only by the paper Ginny prepared to inform them). Also, most have no understanding of how other Zoo societies function and what they contribute.

e. The only other contact with the MN Zoological Society was in the meeting last February when the Society suggested a dialogue begin between the two groups.

f. I have had no contact with the MN Zoo Board to date, except with Bernie Klein, MN Zoo Board Chairperson.

g. Whatever decision is reached and communicated to the Zoo Board their vote as a Board is critical and their three votes counted in the MN Society's business is crucial.

h. In order for the two groups to work together again, the MN Zoo Board must:

1. be educated as to what a Society can do for the Zoo.
2. see the need for a Society.
3. be presented with a logical, comprehensive proposal highlighting the benefits of the restored relationship
4. agree to the new Society structure.
5. be a part of the start-up process(own the decision, recommend new board members, staffing).
6. set-up official channels of communication between the two groups (i.e. sub committee).
7. provide continued support to the Society in word and action.

B. Descrip. people cont.

2. MN Zoo Staff

I see the MN Zoo staff as divided into three groups; Management (Exec. Dir and her four directors), Biological Programs (trail curators and education curator), and Economic Development (economic development group, personnel, admissions, etc.).

a. Management Team

1. The management group is the most critical group to gain support. They (Kathryn)influence the Board, carry out the decisions made and can affect the attitude of the staff towards the Society. They would interact with the Society Board and staff on plans, projects and decisions.

2. The backgrounds of the management group varies greatly. Of the five of them, only two have a strong understanding of how other societies function and what they contribute to their zoos. As a group they are open to listen to what the MN Society presents, but cautious.

b. Biological Programs

1. The Biological Programs people are most familiar with Zoological Societies. Overall they are open to working with a Society as long is there is some benefit to their group and the MN Zoo. They would interface with the Society in the areas of financial requests and providing expertise for education and special events/programs.

c. Economic Development

1. The remainder of the zoo staff I interviewed I grouped in the area of Economic Development. This group includes the greatest diversity of backgrounds. They are also the most cautious and skeptical about a renewed relationship between the two groups. This group contains the people who run the programs that used to be MN Society programs. Some of them are unfamiliar with the role and activities of Zoo societies across the country.

2. Some people within this group would need to be educated as to the benefit the MN Society provides the MN Zoo and their area. Many of these people would interface with the MN Society staff person or Board (i.e. membership, p.r., fund-raising, special events, etc.). Part of their caution is from wondering how a Zoo-Society relationship would effect their jobs.

B. description of people, cont.

d. In order for the two groups to work together again the MN Zoo Staff must:

1. be educated as to what this Society can do for the Zoo and for their area.

2. see their own need for a Society.

3. be presented with a logical, comprehensive proposal highlighting the benefits and specifics of working with the Society.

4. be open to negotiate and compromise from both sides.

5. see the support of the management team and the MN Zoo Board to renew the relationship between the MN Society and the MN Zoo.

6. negotiate and agree to the new MN Society structure.

7. be a part of the start-up process as much as possible.

8. set-up channels of communication between the MN Society Board and staff person.

9. see frequent signs that the MN Society is active and building and supportive of the Mn Zoo.

10. provide support for the society in word and action.

11. begin to see and feel the benefits of the MN Society, in some way, as soon as possible.

C. KEY ISSUES

1. Membership
   a. Membership is a key issue in regards to MN Society members obtaining access to the Zoo with a Society membership.

   b. Also, as far as who runs the membership program. Many of the staff feel it is feasible for the Society, in the future, to handle the membership program again. Others are strongly opposed to this idea. Overall the management team favors the MN Zoo retaining the membership program. I feel the MN Zoo Board would want to retain the membership program.

2. Need for a Society.
   a. This was questioned by some of the staff interviewed. However, most of the MN Zoo staff recognized that the MN Zoo could use the financial, community and political support of an active MN Society.

   b. Even though this issue was not raised by most of the staff, I feel this issue needs to be addressed with ALL MN Zoo staff and Board members. The MN Zoo has continued to grow without the MN Society over the past six years and that fact raises the question 'why do we need you?'.

3. Benefits of a Society.
   a. Since the break from the Society and with the MN Zoo's changes over the past six years, the Mn Zoo staff and Board do not know the benefits of an active MN Society. The MN Zoo's situation and some of their needs have changed. Everyone agrees the relationship cannot go back to the way it was before the split. The MN Society needs to define and show the benefits, to the MN Zoo staff and Board, of the two groups working together.

4. How will the relationship work?
   a. The MN Society needs to present a model of how the two groups will work together. In a situation such as this, most staff people are concerned with how the change will affect their area. Thinking through and planning this interaction ahead of time would help gain staff acceptance and support for the renewed relationship. Also it would diffuse some of the start-up problems.

   b. Part of the problem causing the split between the MN Society and the MN Zoo seemed to be communication between the MN Society staff and Board and the Mn Zoo Board. A clear, well defined model for interaction between the two groups would need to be presented to and approved by the current MN Zoo Board.

C. key issues, cont

5. What will the MN Zoo give to the Society?
   a. Some of the Mn Zoo staff have asked this question in light of the two groups working together. This will depend on the relationship that is negotiated between the two groups. The MN Society needs to show a benefit to the MN Zoo for whatever areas the Zoo relinquishes.

   b. The Mn Zoo Board and staff may not wish to give the MN Society any of their current activities or areas of service.

6. How will the MN Society appropriate funding?
   a. This was an important issue during the split of the two organizations. For the two groups to work together again this issue will need to be negotiated until both sides agree. A clear, formalized method of appropriating funding needs to be in place for the two groups to work together.

   b. Most MN Zoo staff see the money contributed by the MN Society given to the Mn Zoo Board and Executive Director to spend as needed. Some staff see the MN Society giving the money for a specific exhibit or purpose that has been determined by the MN Zoo Board or staff. The MN Society could receive a list of exhibits or projects that need funding and chose to apply the funding to one or more items on that list.

7. What will it cost the Zoo to work with the MN Society?
   a. Most Boards are concerned with the dollar commitments to any new venture. Since the MN Society has cost them nothing for the past six plus years, the MN Society needs to determine the cost to the MN Zoo to renew the relationship. From reviewing the history of the split I anticipate that this will be an issue for the MN Zoo Board. What will it cost them to work with the MN Society versus anticipated return on that investment.

8. Can the current MN Society Board revive the MN Zoological Society?
   a. Many of the MN Zoo staff are doubtful that the current Mn Society Board can revive the organization. Only one or two of the staff are opposed to the MN Society becoming active again. Most see some merit in the two groups working together, but are taking a wait and see attitude.

   b. The MN Society needs the support and help of the MN Zoo staff and Board to become an active MN Society.

D. PURPOSE AND ORGANIZATION OF A SOCIETY

1. Purpose
   a. The major purpose stated by all MN Zoo staff interviewed is to support the Minnesota Zoo. Each individual held a different opinion as to how that is accomplished. They varied from including public support, fund-raising, political support, special volunteers, staff support to supporting the decisions of the MN Zoo however possible.
   b. The majority of the MN Zoo staff felt the MN Society should support ONLY the Mn Zoo and no other zoos or organizations.

2. Primary areas of service
   a. The following were mentioned repeatedly as primary services the Mn Society could provide for the MN Zoo:
      1. Political support (writing letters, lobbying, etc.)
      2. Increasing community awareness of MN Zoo.
      3. Hosting Special events with the MN Zoo.
      4. Fund-raising (low to medium dollar, not capital money)
      5. Volunteers (different type of volunteer than exists)

3. Additional areas of service
   a. The following areas of service are listed in order of frequency mentioned in the survey responses:
      1. More active, different type of volunteer.
      2. Fund-raising
      3. Financially support staff travel.
      4. Help provide continuing education.
      5. Provide money for; non-budget items, intern fund, bringing lectures in, and staff research.
      6. Provide travel programs.
      7. Serve as a focus for acquiring outside speakers.

4. MN Zoo Society staff and MN Zoo staff interaction
   a. Most staff would want open and frequent communication between the two groups. To the public both groups should be projecting the same message, the support of the MN Zoo.
   b. Some MN Zoo staff felt there should be MN Society staff sitting in on MN Zoo staff meetings and vice versa. Possibly the MN Society staff could be located at the MN Zoo.

5. MN Zoo staff and Board support for the MN Zoo Society
   a. The following ideas are listed in order of frequency mentioned in the survey responses:
      1. Recognizing the Society as a viable organization and acknowledging their role and support.
      2. Maintain open communications and be willing to work together.
      3. Form a set of goals that both groups agree and support.
      4. Support MN Society programs the Zoo cannot provide.
      5. Support the MN Society through the MN Zoo publications.

E. ISSUES TO BE NEGOTIATED

1. Membership Benefits
   a. MN Zoo memberships should be a part of joining an active MN Zoo Society. Whether a MN Society membership is another level of MN Zoo membership, or the Society purchases memberships is an issue to be negotiated.
   b. Considering the MN Society's current status, the MN Zoo membership program is best served by the MN Zoo staff. I see the MN Zoo staff and Board remaining firm on this issue.

2. MN Society Board and MN Zoo Board interface
   a. To facilitate the communication between these two boards there may need to be a joint committee established. The purpose and scope of this joint committee would need to be determined and agreed upon by both groups.

3. MN Zoo Society staff and Board interaction with the MN Zoo staff.
   a. The working relationship of the MN Society staff and Board with the MN Zoo staff will have to be agreed upon and followed by both groups. Specific channels for communication, planning and decision-making need to be established when the relationship is renewed.

4. Primary and secondary areas of service
   a. Both boards and staffs need to agree to and value the areas of service the MN Society would provide to the MN Zoo. Boundaries would need to be determined for both groups and a commitment to openness from both staffs as the renewed relationship is implemented.

5. Appropriating funding to the MN Zoo
   a. Clear, detailed channels for appropriating funding need to be negotiated and accepted by both organizations. This also would include a system of accountability of MN Society funds given to the MN Zoo.
   b. Financial expectations of the relationship would be discussed yearly. This to include ways to recognize the MN Society for their financial contributions.

6. Support in building a new MN Society Board and staff
   a. The MN Zoo staff and MN Zoo Board could be helpful in locating potential MN Society Board members and staff. This would facilitate the two groups working together again.

7. Use of MN Zoo facility office space and utilities
   a. Start-up of the renewed relationship would be more visible, less expensive and have a better chance of survival if the Mn Society is located at the MN Zoo. Interaction and communication between the two groups would be enhanced by this arrangement.

F. CONCLUSIONS

1. The MN Zoo staff management team is open to look at the MN Society as a viable support organization. The remainder of the staff have differing opinions.

2. The MN Society needs to show the MN Zoo Board and Staff that it needs a support organization like the MN Society.

3. The MN Society needs to educate the MN Zoo Board as to what Zoological Societies do.

4. The MN Society will need to demonstrate to the MN Zoo Board and Staff the benefits of being associated with an active MN Society.

5. All presentations to the MN Zoo Board and staff will need to be clear, complete and show the dollar value whenever possible.

6. A draft of a proposal would need to be negotiated with designated committees from both the MN Zoo Board and Staff.

7. The MN Society will need to show how it will handle the transition time from now until a new MN Society board and staff are in place.

8. The key negotiating issues are membership benefits for MN Society members, appropriation of funding and the communication structure between the two organizations.

9. MN Society Board members need to evaluate the amount of time they are willing to commit to this project and the MN Society Board.

10. If the Society decides to renew its relationship with the MN Zoo, three to four people from the Society Board will need to be available to negotiate and work out the relationship with the MN Zoo staff and Board committee.

III.

A. MINNESOTA ZOOLOGICAL SOCIETY MEMBER SUMMARY DECEMBER, 1987

A survey was mailed to a sampling of the MN Zoological Society members to determine their stance on the Society's role with the MN Zoo and their potential for future involvement. The results are as follows:

Mailed or handed out	Returned completed	Returned* uncompleted	Not accounted for
50	20	8	22

Current Society Member Profile:

1. The MN Zoological Society membership is between 200-300 members.
2. Most of the members have a strong sense of loyalty to the organization that helped open the MN Zoo.
3. Most of the members have a belief in the importance of our environment, nature and animals to our lives and world.
4. The members belong because they want to support the MN Zoo in a way other than MN Zoo admittance membership.
5. Their support of the society is financial (through membership) and verbally.
6. Half of the survey respondents are members of the MN Zoo also.
7. The majority of the survey respondents are unable to be involved in service projects with the Society (special events, fund-raising, board work, committee work).
8. No benefits are given to the current members.

* This number accounts for those survey handed out at the MN Society special event and not returned. Also this number includes those returned by the post office unable to deliver.

III.

B. MN ZOOLOGICAL SOCIETY MEMBER SURVEY SUMMARY

Question 1. What has prompted you to remian a member of the MN Zoological Society?

-Loyalty to the Society for its work in opening the MN Zoo.
-Desire to contribute to improving the MN Zoo.
-Interest in the environment, nature and wildlife.

Question 2. What should a membership to the MN Zoological Society provide in member benefits and opportunities?

-Zoo admission or reduced Zoo admission.
-Opportunities for travel, education and service.
-Special events amd programs.

Question 3. In a sentence, what is the purpose of the MN Zoological Society?

-To support the MN Zoo.
-To educate and promote conservation and wildlife issues.

Question 4. If the MN Zoological Society were to work with the MN Zoo, what are the three primary services the society could offer to the MN Zoo?

-Volunteers
-Fund-raising
-Public relations
-Education

Question 5. What MN Zoological Society service projects are you willing to be involved with in the future?

-None (majority of responses)
-Fund-raising
-Special events

Question 6. Are you currently a member of the MN Zoo?

-yes (10 survey respondents) -no (10 survey respondents)

III.

C. MN SOCIETY MEMBER SURVEY RESPONSES
DECEMBER, 1987

1. What has prompted you to remain a member of the MN Zoological Society?

A. I felt more loyalty to the society than the zoo.
B. Hope for getting back with MN Zoo.
C. The Society really promoted the Zoo in the first place.
D. My desire to retain a first class Zoo for our kids.
E. Society was instrumental in getting Zoo started.
F. I feel the Society had supported the Zoo and I was angry at how it was treated.
G. I believe in its mission and the long time members who worked so hard for this Zoo.
H. I don't know. My husband has continued the membership
I. Knowing the Society helped the Zoo get started and the importance of having a wider group to support the MN Zoo.
J. There is a need for this for MN citizens.
K. My feeling that a zoo is a good thing for a metro area.
L. Dedication to our world around us (plants, animals).
M. I think a zoo is needed.
N. A hope the Zoo will be better organized and less political.
O. We are neither active members nor knowledgeable about the organization. However we always have had an interest in animals and wildlife.
P. Habit
Q. Love of the animals and the idea that they are kept in their natural environment in the zoo.
R. We wish to support the zoo.
S. I don't know!
T. Young people need exposure to what the Society offers.

2. What should a membership to the MN Zoological Society provide in member benefits and opportunities?

A. MN Zoo admission would be nice but not necessary.
B. Entrance to Zoo, learning and travel opportunities.
C. Discount on Zoo tickets, meetings and the annual dinner.
D. Information on all MN Zoos,an arena for like people to exchange ideas on Zoo options.
E. Programs such as this and opportunities to volunteer.
F. Access to the Zoo at reduced cost.
G. NA
H. Special events at the MN Zoo and other zoos.
I. NA
J. Educational opportunities for our younger people.
K. NA
L. Work with MN Zoo. They both have much to offer. Admission benefits to zoos, classes for learning.
M. NA
N. A chance to give time, money, or other help for the Zoo.
O. The feeling of supporting a very worthwhile organization. We feel very strongly that there is no need for discounts,

free passes, etc.
P. I never expected any benefits other than a break for admittance of families to the MN Zoo.
Q. A newsletter and 2 free passes to the zoo per year.
R. Information about upcoming events and decisions, items of zoological interest to MN.
S. None necessary other than a fine zoo for the people.
T. Nothing

3. In a sentence, what is the purpose of the MN Zoological Society?

A. NA
B. Education, Conservation, Service
C. To promote the Zoo and the preservation of animals.
D. To further the education of the public as to the Zoo's place in a complete society.
E. Promote interest in and well being of the Zoo.
F. To support our Zoo.
G. To support the MN Zoo and educate the public on zoological matters.
H. I don't know.
I. NA
J. To educate our people in Natural History.
K. Provide a chance for people to actually see rare animals.
L. Do not honestly know. To help in maintenance of Como Zoo and the MN Zoo (financially).
M. NA
N. To provide a volunteer support group for the Zoo.
O. To support and contribute to the making of a first class area Zoo.
P. I thought it was to serve the local zoo in whatever capacity was needed.
Q. Support the zoo (not just money)
R. To encourage and support the MN Zoo and its related activities. To develop interest in zoological activities.
S. Support of the MN Zoo.
T. To provide exposure to young people to the MN Zoo.

4. If the MN Zoological Society were to work with the MN Zoo, what are the three primary services the society could offer to the MN Zoo?

A. NA
B. Funding, training, social activity
C. Financial help, Volunteers
D. Appreciation of the "over-all" importance of the Zoo mission, education for our kids, a resource of ideas.
E. Volunteers, involvement of more people.
F. Broaden membership base, a broader service of involvement, some additional monies.
G. Volunteer help, fund raising help, out reach to young and old throughout state, also source of extra emergency funds.
H. Support the MN Zoo, provide zoological expertise to the zoo from other sources and to its members.
I. NA

J. Financial help, public relations
K. NA
L. Fund raisers, money, education
M. NA
N. Volunteer workers, funding and special projects
O. Volunteers in many services; at zoo school (docents), special programs, educational programs, trips doing leg work, research on simple studies.
P. I never knew it wasn't working with the zoo??
Q. NA
R. Volunteer services, Publicity, advice on activities.
S. Why should there be two?
T. NA

5. What MN Zoological Society service projects are you willing to be involved with in the future? (i.e. Special events, fund-raising, Society Board, committees)

A. Any of these if they fit my schedule.
B. Fund raising, special events
C. Not much physically, as I am 75 years old.
D. None at the present time.
E. Special Events
F. After retirement help on committees or special events.
G. Special events, fund raising, committees
H. Special events, Society Board, if my time permitted.
I. Health situation prevents activity. I was a volunteer for a year until health forced me to quit.
J. I am interested but too old to take an active part.
K. NA
L. NA
M. Mr. Richard O'Connell died on 8/21/87 and I would be unable to help.
N. NA
O. Special events on the North side of town. We both have limited time but would be interested in giving some of it to the Zoo cause.
P. Distance from the cities and health issues prevent active participation.
Q. Depends
R. NA
S. none
T. Sorry , we live in Arizona most of the year.

6. Are you currently a member of the MN Zoo?

A. Yes B. No C. Yes D. Yes, since 1966
E. Yes F. Yes G. N/A H. Yes I. Yes
J. No K. N/A L. Yes M. Yes N. No
O. Why are there separate organizations? It is very confusing whose responsibilities are where. We feel the political issues have tended to detract and confuse many of us.
P. I guess not - What is the MN Zoo then?
Q. No R. No S. Yes T. No

III. D. MEMBER SURVEY FORM

MN ZOOLOGICAL SOCIETY MEMBER SURVEY, NOV 87

1. What has prompted you to remain a member of the MN ZOOLOGICAL SOCIETY?

2. What should a membership to the MN ZOOLOGICAL SOCIETY provide in member benefits and opportunities?

3. In a sentence, what is the purpose of the MN ZOOLOGICAL SOCIETY?

4. If the MN ZOOLOGICAL SOCIETY were to work with the MN ZOO, what are the three primary services the society could offer to the MN ZOO?

5. What MN ZOOLOGICAL SOCIETY service projects are you willing to be involved with in the future? (i.e. special events, fund-raising, Society Board, committees)

6. Are you currently a member of the MN ZOO?

NAME PHONE

IV.

A. ZOOLOGICAL SOCIETY SURVEY SUMMARY REPORT
DECEMBER, 1987

A survey was mailed to a sampling of supporting zoological Societies to learn of their organizational structure, what they provide to their members and how they service the zoo they support. The societies surveyed were those suggested by MN Zoological Society Board members and Mn Zoo Staff members. Each of these societies function in a supporting role to the zoo they service, not in a governing role. The supporting role is closest to the position the MN Zoological Society needs to take to work with the MN Zoo. The results are as follows:

Mailed	Returned	Not returned
16	11	5

only supporting zoos.

The enclosed summary includes the returned surveys of the following societies:

Society Name/Contact Person	Zoo supported
A. Friends of the Washington Park Zoo Carol Ann Bailey	Washington Park Zoo Portland, OR
B. Friends of the Zoo Dawn McDonough	Kansas City Zoo Kansas City, MO
C. Oklahoma Zoological Society Sandra Bobzien	Oklahoma Zoo Oklahoma City, OK
D. Detroit Zoological Society Barbara Radabaugh	Detroit Zoological Parks Detroit, MI
E. Friends of the Zoo Atlanta Cheryl Carey	Zoo Atlanta Atlanta, GA
F. Zoological Society of Mil. City Lillian Boese	Milwaukee County Zoo Milwaukee, WI
G. Dallas Zoological Society Paula Schlinger	Dallas Zoological Gardens Dallas, TX
H. NC Zoological Society Linda Argersinger	NC Zoological Park Asheboro, NC
I. Zoological Society Florida Joe Ferrar	Miami Metro Zoo Miami, FL
J. San Francisco Zoological Soc. Ellen Newman	San Francisco Zoo San Franisco, CA
K. Appalachian Zoological Society Ted Beattie	Knoxville Zoological Park Knoxville, TN

IV.

B. ZOOLOGICAL SOCIETY SURVEY SUMMARY

Question 2. How many members do you currently have and what are your membership levels?

members

A. 9,000 B. 11,600 C. 3,250 D.12,000 E.29,300 F. 20,000
G. 7,454 H. 10,500 I.30,000 J.27,000

Comments:

-Membership levels are included in the survey results.
-All responding societies are responsible for the membership program of the zoo they support.
-Revenue from membership is a key source of income for all societies.

Question 3. List your membership benefits?

A. Free admission, concerts
B. Free admission, magazine, newsletter, special events, programs, reciprocal admission (80 zoos)
C. Free admission, magazine, newsletter, special events, discount on classes, reciprocal admission (80 zoos)
D. Free admission, newsletter, special events, discount on classes, reciprocal admission (80 zoos)
E. Free admission, magazine, special events, 10% store discount, reciprocal admission (80 zoos)
F. Free admission, magazine, special events, 10% store discount, 20% orchestra at zoo, reciprocal admission (80 zoos)
G. NA
H. Free admission, newsletter, special events, store discount, travel opportunities, reciprocal admission (80 zoos), some receive guest passes, wildlife print, classes
I. Free admission, newsletter, special events, reciprocal admission (80+ zoos)
J. Free admission, reciprocal admission (90 zoos), magazine, special events, travel, discount on classes and gift shop

Comments:

-Common benefits are; free admission, publications, reciprocal admission and invitations to some special events.

Question 4. That is the primary purpose of your organization?

A. Support the Zoo.
B. FOTZ is a non-profit, membership organization dedicated to the improvement and development of the Kansas City Zoo.
C. To support the Oklahoma City Zoo.
D. To raise funds and support the Zoo.
E. To raise funds for the Zoo Atlanta.
F. To lend financial support to the Zoo.
G. Financial and volunteer support for the Dallas Zoo.
H. To give financial support to the NC Zoo.
I. Raise money for the Miami Metro Zoo.
J. To support the San Francisco Zoo

Comments:
-The primary purpose of most of the responding societies is to raise financial support for the zoo.

Question 5. List the services you provide for the zoo?

A. NA
B. Educational programs, new animals, special events, additional facilities, help with wildlife conservation.
C. Publish newsletter and magazine for zoo, fund-raising for projects.
D. New exhibits and renovation, equipment purchase, graphics and signage, zoo staff travel, liaison between zoo and community.
E. Fund-raising, volunteer support, P.R., ADOPT, education programs.
F. Fund-raising to support; education programs, special events, conservation projects, media events, animal acquisitions, capitol funds and some operating expenses.
G. Fund-raising, operate gift shop, purchase animals, zoo staff cont. ed. and research.
H. fund-raising, travel, member activities, operate gift shops.
I. Fund-raising for animal exhibits, programs, no operational expenses.
J. Fund-raising, membership, education, PR, manage children's and insect zoo, retail operations (food service, gift shop)

Comments:
-Fund-raising is the key service provided by all societies.
-Volunteers are another service all societies provide in one form or another.

Question 6. Please explain your organizational structure?

A. NA
B. Board of Directors (36 members) , executive committee, board committees for society areas. Paid staff reports to board.
C. Board of Directors, executive committee.
D. Board of Directors, Paid staff (E.D., Dir. of Dev/PR, office manager,bookkeeper, data processing, clerk.
E. Board of Trustees (34)
F. NA
G. Paid staff (E.D., gift shop manager, membership coor., sec,.business manager). E.D. serves as member of senior staff under Zoo director.
H. Board of Directors, paid staff.
I. Board of Trustees (150-200 people), Board of Directors (30 people), Exec. committee, standing committees.
J. Society responsible for programs listed above only.

Question 7. How many staff people do you have and what are their general responsibilities?

A. 1
B. 4, E.D., marketing dir., membership, office mgr.
C. 3, E.D., assoc. dir., fin. sec.
D. 6, E.D., dir PR/dev, office mgr.,bookkeeper,Data processing
E. 8, E.D., membership,exec. assis., vol. coor.,member services mgr, membership assis. sec., bookkeeper
F. 11
G. 3, Bus. mgr, membership coor., membership sec.
H. 9, E.D., assoc. dir., dev. mgr., admin. assis., membership sec., recp.,etc.
I. 22
J. 33

Question 8. How do your staff people interact with the zoo staff people?

A. Closely
B. Staff interact with key zoo staff by phone, one on one or in a meeting.
C. Zoo director and Soc. Dir. meet. Society members on zoo committees help with communication.
D. E.D> and Dir of Dev. work closely with zoo staff.
E. Joint committee of members from both Boards and staffs' interact by meetings.
F. Committee meetings, memos, phone, one on one.
G. Closely and very well.
H. Through a chain of command, Society E.D. to Park Dir. Staff liaisons assigned for special projects.
I. Staff deal directly with zoo staff needed.
J. Talk with them, joint planning sessions.

Question 9. Do you support more than one zoo, organization or cause?

A. No B. No C. No D. 85-90% budget to Detroit Zoo
E. No F. Yes G. No H. No I. Yes, audabon, AAZPA
J. No

Question 10. What avenues do you as a society use for fund-raising?

A. NA
B. Membership, corporate, fund-raising, special event
C. Grants, membership direct mail, newspaper, radio, TV, special events.
D. Memberships, corporate
E. Membership, adopt, capitol fund-raising, donations
F. Telemarketing, zoo publication, membership, adopt, advertising
G. Membership direct mail, capitol campaign, gift shop revenue
H. Fund-raising, membership, gift shop, investments.
I. Corporations, fund-raising, special events, membership, ADOPT, wills and insurance.
J. Direct mail, special events, corporate programs, grants

Question 11. Do other organizations raise money for the zoo you support?

A. NA B. Zoo Docents C. Corp. help when asked.
D. Local Businesses with Society as liaison.
E. No F. No G. Occasionally
H. Yes, working through Society.
I. Yes, with permission and control of Society.
J. No

Question 12. What % of your budget is appropriated to the zoo and how is this determined?

A.NA
B. 11-30%, given to the Zoo by society.
C. No definite %
D. 66%, determined by zoo's needs.
E. Amount determined by Society board at end of year.
F. 72%
G. Based on formal requests that zoo submits to society.
H. 100% of society net appropriated to the zoo.
I. Society gives to cover member visits at full price and more.
J. All of budget supports in one way or another.

Question 13. How and when is the Society's money given to the zoo?

A. NA
B. Pays for a service directly, gives a check earmarked for project or sends a check for ADOPT.
C. Distributed as needed and requested.
D. Throughout the year, pay as invoiced, agreed upon and board approved.
E. Each december and throughout the year as needed.
F. Budgeted.
G. As needed, pay for things directly.
H. When requested by Park and approved by Society Board.
I. Throughout the year as Zoo submits a request.
J. NA

Question 14. Other than financial support how does your membership support the zoo?

A. NA
B. Volunteering, docents
C. Committee work, volunteering
D. Attendance, participation, Docents
E. Visits to the zoo
F. Monetary support
G. Political advocacy, volunteers
H. Moral support, political support, volunteers
I. Volunteers, docents, political and community support
J. Political support

Question 15. Who has responsibility for the Zoo management?

A. NA B. Zoo Director/ Parks and Rec. Dept.
C. E.D. and Oklahoma City Zoological trust
D. E.D. and the city E. Director and Zoo Board
F. Zoo Dir. G. Zoo Director
H. Zoo Director I. The Zoo
J. City of San Francisco, Parks and Recreation Div.

Question 16. How does your society board and staff interact with the zoo management group?

A. NA
B. Carefully, has been strained, Zoo looking at non-profit status
C. Actively
D. Very well, as a team.
E. ongoing, frequently
F. Give assistance when needed.
G. Closely, Soc. E.D. is Dir of Dev. under zoo dir.
H. Through the chain of command.
I. Only with the Zoo E.D. and staff as needed.
J. Joint committee (3 society board members,3 park commissioners)

Question 17. How does your society provide feedback to the zoo in regards to exhibits, operations and programs?

A. NA
B. Carefully, one on one
C. Through committees and luncheons
D. Open communication, share a planning process.
E. Only raise the money.
F. Open communication and meetings of department heads.
G. Society E.D. provides feedback and Society board.
H. Society staff involved in planning, other feedback given when requested.
I. Not our job.
J. Through the zoo committee.

Question 18. Was your zoo-society relationship ever different than it is now?

A. NA
B. Yes, more active and in more of a leadership role.
C. No, but has grown stronger.
D. Yes, see survey.
E. No
F. Yes, society has increased financial support.
G. Yes, broadened membership
H. No
I. Yes, 5 years ago Society decided to raise money and gain Zoo's respect.
J. Press release available with history of situation.

IV.

C. ZOOLOGICAL SOCIETY SURVEY RESULTS

1. What zoo does your organization support?

A. Washington park zoo - Portland, OR
B. Kansas City Zoo, Swope Park, Kansas City, Missouri.
C. Oklahoma City Zoo, Oklahoma City, Oklahoma
D. Detroit Zoological Parks: Detroit Zoo, Belle Isle Zoo, Belle Isle Aquarium. Largest support to the Detroit Zoo.
E. Zoo Atlanta
F. The Milwaukee County Zoological Gardens
G. Dallas Zoo
H. North Carolina Zoological Park
I. Miami Metro Zoo, MZPA Conservation Program. County run.
J. San Francisco Zoo, San Francisco CA
K. Knoxville Zoological Park, Inc.

2. How many members do you currently have and what are your membership levels?

A. 9,000 residences
B. 11,600 members
$20 Ind.,$30 Family, $50 Sustaining, $100 Associate,$500+ Corporate $1000 Life Benefactor
C. 3,250 members
ONE TIME ONLY MEMBERSHIPS INCLUDE:
$5000 Snow Leopard, $2500 Gorilla, $1500 Life
ANNUAL MEMBERSHIPS INCLUDE:
$500 Eagle, $250 Corp.Sponsor, $150 Impala, $100 Contrib, $35 Family $35 Grandparents, $20 One Adult, $5 Junior
D. 12,000 members
$25 Zebra, $35 Family, $60 Polar Bear, $100 Snow Leopard $150 Rhino, $500 Patron, $1000 Benefactor
E. 29,300 members
$20 Student, $20 Sr.Citizens, $25 Individual, $35 Family, $60 Contributing Friends, $150 Patron, $250 Keeper's Club, $500 Curator's Club, $1000 Director's Club
F. 20,000 members
$25 Individual, $35 Plus 1, $35 Family, $50 Antelope, $100 Grizzly, $500 Patron, $1000 Corporate
G. 7454 total membership
Individual, Family, Sustaining, Patron, Associate, Okapi Circle, Company Member, Company Patron, Company Circle, Complimentary
H. 10,500 Memberships (approx. 25,000 members)
$20 Individual, $35 Family, $50 Family Plus, $100 Zookeeper, $250 Curator Club, $1000 Life Membership, $1000/year for 5 years President's Associate
I. 30,000 members
Individual, Dual Family, Contributing, Supporting, Extended Family, Sr. Citizens.
J. 27,000 members
$15 Zoogooder, $20 Zoo Ambassador (Sr.Cit.), $25 Zoo Naturalist (Ind.), $35 Zookeeper (family), $50 Zoo Curator
$100 Zoologist, $500 Primate, $1000 Zoo Guardian

3. List your membership benefits?

A. Free zoo admission and concerts

B. Free admission to KC Zoo, free admission to over 80 zoos, Free subscription to Zoomin' Magazine, Monthly newsletter, Invitation FOTZ picnic, Advance tours of new exhibits, Programs (featuring animal films, travelogues, celebrity speakers), discounts on family programs and zoo school, Corporate receive wall plaque and passes to zoo.

C. Free admission to the Oklahoma City Zoo, free admission to over 80 zoos. Subscriptions to ZOOSOUNDS, and the OZS Newsletter. Discounts on Zoo Safari classes. Society events invitations, Advance notice of travel and other activities sponsored by the Society and Zoo.

D. Free admission to all 3 zoos, free admission to over 80 zoos, quarterly newsletter Habitat, members only express entrance, free parking, free railroad ride, invitations to special events, discounts on classes and lectures, free family day picnic.

E. Free admission to over 80 zoos, subscription to ZOOM magazine, invitations to MBRS ONLY events, 10% discount at gift shop.

F. Free admission, free admission to over 80 zoos and aquariums, 10% discount at zoo gift shops, "Night In June" picnic for our members and their families, Beauty and the Feast annual program with famous guest speakers, Safari Invitation is an international safari for members, Alive is a subscription to our educational quarterly publication, 20% discount tickets for Zoo's Summer Series (Mil. Symphony Orchestra).

G. NA

H. Free zoo admission, zoo newsletters every other month, invitations to special events, discounts in the Society's Leopard Spot gift shop, annual invitation to Friends' "Society Safari", free admission to over 80 zoos, exciting travel opportunities, use of the Society's "Members Only" picnic deck. In addition:
FAMILY PLUS members receive 4 guest passes. ZOOKEEPERS receive 6 guest passes. CURATOR CLUB members receive 10 guest passes, a subscription to "Animal Kingdom" magazine and invitations to summer Zoo lecture series. LIFE MEMBERS receive 6 guest passes annually, permanent Friends benefits, limited edition wildlife print and a special event. PRESIDENT'S ASSOCIATES receive 6 guest passes annually, permanent Friends benefits, limited edition wildlife print and an exclusive Zoo Social.

I. Free admission, free admission to over 80 zoos, bimonthly newsletter, $100+ invited to special events (3/year), $50+ receive International Wildlife Magazine, discounts given for 9 other local attractions.

J. Free admission to zoo, children's zoo and insect zoo, free admission to 90 other zoos, animal kingdom magazine, calendar, special events, travel, education programs, discount on classes and gift shop.

4. What is the primary function of your organization?

A. Support

B. FOTZ is a non-profit, membership organization dedicated to the improvement and development of the Kansas City Zoo.

C. To support the Oklahoma City Zoo. The Society actively supports education, research and wildlife protection and conservation.

D. To raise funds for capital improvements including new exhibits and exhibit renovations. To provide educational graphics and signs, conduct lectures and classes and work closely with zoo staff to coordinate efforts and needs.
E. The sole fund raising entity for 200 Atlanta revitalization placing animals in natural habitat exhibits.
F. A non-profit organization lending financial support to the Zoo.
G. Financial and volunteer support for the Dallas Zoo.
H. To give financial support to the North Carolina Zoo.
I. Raise money for Miami Metro Zoo.
J. To support the San Francisco Zoo.

5. List the services you provide for the zoo?

A. NA
B. Besides providing educational services, new animals, additional facilities, and special events, FOTZ assists the zoo staff in wildlife conservation. E.G. FOTZ may contribute $500 or $5,000 for animal acquisition assistance, underwrite the cost of new zoo map, or pay for a sound system for the zoo trains. FOTZ has renovated existing structures, built the Animal Nursery ($250,000), and is planning the new entry/education complex (estimated at $4 million).
C. Publication of a quarterly magazine written by Zoo Staff, Newsletter, promoting activities in the Zoo. Raising funds for projects in the Zoo. Information source for callers, holding Board of Directors'Luncheons once a month, handling all paper work for the Board and funding projects.
D. Exhibit building and renovations, purchase of equipment, educational graphics and signs, zoo staff travel fund (to keep staff updated educationally), updating or strategic plan, support for gardens and landscape division, all society membership services and benefits, liaison between zoo and community groups.
E. Funds, volunteer support, public relations, adopt an animal, education program, and more funds.
F. We raise money to support conservation projects, educational programs and the ed. dept., special events, marketing dept., media events, zoo staff salaries, graphics dept., Zoo Pride, animal acquisitions, plus we pledge a donation to the Capital Campaign. We also raise 12.5 for that campaign.
G. Do all fund raising, operate Zoo's gift shop, purchase animals, fund keeper continuing education, research and conservation projects.
H. Fund raising, membership, travel program, member special events and other member support activities. The Society also operates one of two major gift shops at the Zoo.
I. No operational dollar funding (no maintenance, salaries). We fund travel, expeditions/collections, capitol projects, animal acquisition and transportation and some marketing money.
J. Fund-raising, membership, education, public relations/marketing, manage children's and insect zoos, retail operations of food service and gift shop.

6. Please explain you organizational structure?

A. NA

B. FOTZ is governed by a 36 member Board of Directors drawn from the greater Kansas City area. The non-paid board members provide the major decision-making and direction for the organization and staff. The executive committee is made up of President, 4 Vice Presidents, a Treasurer and Secretary. Although the executive committee has not always held regularly scheduled meetings, that is the intent of the new board. The full board meets once each month. The board is divided into committees for specific projects/programs, such as Fund Raising, Education, Marketing... The FOTZ paid staff serves in a support capacity and reports directly to the board, and maintain almost daily contact with executive committee members. The staff is involved in coordinating the efforts of the special committees.

C. Board of Directors, Executive Committee. Several members serve on the committees within the Zoo. Help direct Zoo activities, expenses, animal purchases and finances.

D. We are a small staff governed by a volunteer Board of Directors. President, V.P., Treasurer, Executive Director make up Exec. committee. Staff are the Executive Director, Dir.of Dev/P.R., Office Manager, Bookkeeper, Data Processing Specialist and Clerk.

E. Governed by a Board of Trustees (34)

F. NA

G. Staff are Executive Director, Gift Shop Manager, Membership Coordinator, Secretary and Business Manager. Exec. Dir. then serves as member of Senior Staff of Zoo under the Zoo Director.

H. Governed by a volunteer Board of Directors. The Executive Director directs all Society activities and supervises Society staff.

I. Board of Trustees (150-200 people requires $1000/yr contribution.) Board of Directors (30 member requires $5000/yr contribution. Executive Committee (ED, Pres, pres-elect, sec., treas., zoo director attends, no vote) President-elect is chairman of development campaign. Standing committees.

J. The city of San Francisco owns and runs the zoo. The society is responsible for the programs listed above.

7. How many staff people do you have and what are their general responsibilities?

A. 1

B. 4 current staff (1 position open, will replace half or full time.)
Executive Director: Office Management, Newsletter, Secretary to the Board, Photographer, Liaison with Zoo staff.
Marketing Director: Yearly Marketing plan including Membership Campaign, fund-raising, public relations, press releases, public speaking, Coordinate volunteer efforts, expertise with direct mail, television production, radio PSAs, etc. Work with newsletter and quarterly magazine in developing special events, selling ads. Hire, train, coordinate summer staff to sell memberships and volunteers to assist with projects such as exit surveys at the zoo.
Office Manager: Maintain membership records and computer files, order office supplies, support functions of directors in office (coordinate small bulk-mail projects, follow through on billing), and manage payroll/employee-benefits function.

Secretary: Field calls, open and record membership mail, handle membership cards, filing, and support for all office projects.
Managing Editor/Ad Sales: ZOOmin' Magazine. Sell ad space, develop special promotions with marketing director, write articles and edit articles for the magazine. Open position, we will probably hire someone part time to sell ads and evaluate the position as it relates to strength/weaknesses on staff and needs of organization.

C. 3 staff. Executive Director: Oversees all activities, office staff, and projects. Associate Director: Editor of Newsletter, Zoosounds; office duties including computer/membership updates. Financial Secretary: keeps all financial records, helps with membership, updates computer, handles correspondence, and records meetings.

D. 6 Staff ED & CEO for Society: capital campaign, advise board and committees, lessen with zoo, budget development and administration, responsible for all aspects of DZS work.
Dir. of Dev./P.R.: special events, class and lecture series, annual membership program, annual fund-raising, newsletter, corporate and foundation membership programs, public relations and annual report.
Office Manager: administrative assistant. Bookkeeper: Bookkeeping
Data Processing Specialist: report and process membership and gifts, acknowledgement letters, process renewal notices, prepare reports, mailing labels and is data processing expert.

E. Executive Director, Membership Director, Executive Assistant, Volunteer Coordinator, Member Services Manager, Membership Assistant, Secretary/Receptionist, Bookkeeper.

F. 11 Society employees.

G. Business Manager: accounts payable, receivable, financial analysis and planning, budgeting and risk management.
Membership Coordinator: oversee membership recruitment and benefits
Membership Secretary: administer computer records.

H. The Society employs nine permanent staff.
Executive Director Associate Director: Membership and Gift Shop Development Manager: Deferred giving, assist with fund raising Administrative Assistant: assistant to Director Membership Secretary: membership processing Receptionist/Bookkeeper Departmental Assistant: Assists Development Manager & Associate Director Gift Shop Manager: Purchasing, day to day supervision of staff and activities. Assistant Gift Shop Manager.

I. 22 staff people. (10 in gift shop). Positions include: membership, education, development, finance, volunteers and support staff.

J. 33 staff working in the following departments; finance/administration, development, education, public affairs/marketing, retail operations

8. How do your staff people interact with the zoo staff people?

A. Closely???

B. FOTZ staff interact primarily with a few key zoo staff: Director, Public Relations Curator, Education Dept., concessions manager, and some animal curators. Specifically, contact is related to specific events or programs we are involved in with the zoo, marketing of zoo programs, and researching, publishing, taking photos of zoo animals, people or events for our magazine or newsletter. Interaction takes place on the phone, at the zoo one/on/one, or in committee meetings.

C. Mr. Wylie, Zoo Director, meets with our Executive Committee once a month. Attends Zoo Society Luncheons to give report. Zoo Department heads attend luncheon also. Frequently help with Zoo on-grounds projects. Society members on committees are constantly in touch.
D. There is a very cooperative approach E.D. and Director of Dev.& P.R. work very closely with staff in a team effort.
E. Both organizations are non profit. Both have a Board of Trustees with a joint committee that serves both organizations. We interact as a team and have regular meetings with key staff from each organization.
F. Via committee meetings, interoffice memos, phone and personal contact.
G. Closely and very well.
H. Through a chain of command. Requests, etc. are filtered up to Society Executive Director who communicates these to Park Director. Society & Park liaisons are assigned for special projects.
I. Deal directly with the person they need to at the Zoo. Open communication between the staff.
J. We talk with them, have joint planning sessions and task forces to accomplish joint goals.

9. Do you support more than one zoo, organization or cause? If yes what % of your budget goes to this support?

A. No, only Washington Park Zoo. Percent varies.
B. We exist for the sole purpose of enhancing the KC zoo.
C. No
D. We support a 125 acre Detroit Zoo, the smaller Belle Isle Zoo and the Belle Isle Aquarium, 85-90% of budget stays with Detroit Zoo.
E. No
F. We support the Zoo, but have made donations to the Conservation Endowment Fund and other conservation efforts. 1.3% of our budget is contributed.
G. No
H. No
I. Yes, AAZPA and Audabon Society.
J. No

10. What avenues do you as a society use for fund-raising and financial support?

A. NA
B. Membership dues and contributions, direct mail annual fund raising, corporate contributions, special events. We will launch a major fund-raiser for a building project next year. The plan and process have yet to be determined.
C. Grants, Direct Mail Campaign, Newspaper, Radio, Television, one-on-one requests, special events, auctions, galas.
D. Memberships 3 programs: individual and family, corporate and foundation, annual fund are our 3 main sources of income.
E. Membership, Adopt an Animal, major capital fund-raising drives, city and state contribution, donation from individuals and businesses.
F. Direct marketing campaigns, telemarketing, ALIVE (our quarterly publication), paid advertising and animal adoption promotions.
G. Direct mail, Capital Campaign, an Associates (major donor) program. Revenue generation from gift shop.

H. Fund raising, membership, gift shop operation and investments.
I. Corporation fund-raising, special events (>$5000 profit only), membership, adopt program, wills and insurance.
J. Direct mail, special events, corporate programs and grants from foundations and corporations.

11. Do other organizations raise money for the zoo you support? If yes, how do you interact with these organizations?

A. NA
B. The Zoo Docents, is a volunteer group that leads tours and is the zoo's primary education outreach arm. The Docents may raise money, but primarily to support the education programs they do with the zoo. FOTZ and Docents have a strong working relationship and support each other's programs. Active Docents are honorary members of FOTZ.
C. Help whenever asked for organizations such as Dairy Queen.
D. In the last year a number of businesses and corporations have conducted cause related promotions to raise capital funds for a new exhibit. The society is liaison and overseer of these promotions.
E. No. All monies raised for Zoo Atlanta is done through FOZA.
F. No
G. Infrequently - interaction is on a case-by-case basis.
H. Yes. Organizations will normally work through the Zoological Society. These are usually schools, civic clubs, etc.
I. Yes, but Society has control over approval of these events. Other groups have to get permission from Society to hold events.
J. No

12. What % of your budget is appropriated to the zoo and how is this determined?

A. NA
B. The percent of budget appropriated to the zoo varies each year, depending on what projects are in development and what funds are available. In the last several years (which time frame correlates with a quadrupling of our membership), approximately 11% to 30% of our income has been appropriated to the zoo. FOTZ has donated over one half million to the zoo since 1980. FOTZ is currently saving toward its greatest undertaking yet, the design and building of the entry/education complex, projected to cost $4 million.
The growth of FOTZ in the last 4 years has forced the board to examine its accounting and budgeting process. We are in process of developing a budget and bringing the accounting system in-house.
C. No definite %
D. In 1986 66% of our budget was spent on the 3 facilities. This is determined by the needs for each particular year. This is fairly standard we set budget lines annually.
E. percentage unknown. Determined by board at the end of each year.
F. 72% (This comes from our budget disbursements)
G. It varies each year and is based on formal requests that the Zoo submits in areas of research, animal acquisitions, conservation, keeper training and a few others.
H. 100% Society net is appropriated to the Zoo. Determined zoo needs.
I. No set %. We make sure what we give covers expenses for our members visits at full value and exceeds the gate intake.
J. All of our budget supports the zoo in one way or another.

13. How and when is the society's money given to the zoo?

A. NA

B. FOTZ money is given to the zoo in several ways: FOTZ pays for a building or service directly. FOTZ sends a check to zoo earmarked for specific project. FOTZ sends a check from special "Adopt a Wild Child" funds to zoo's AAWC fund. Zoo may bill FOTZ for a special event during which zoo services were used.

C. Raised $3.5 M to help build Aquaticus. Future Aquaticus pledges and funds when available. Donation of $15,000/year to Aquaticus Fund; $7500/year for 3 years to AAZPA.

D. Throughout the course of the year. We directly pay as invoiced as agreed upon and approved by the Board.

E. Each December. Throughout the year as needed.

F. See Question 12.

G. As needed. We pay for things directly.

H. The Park will make budget requests to the Society board. The Board will approve or disapprove. If approved, the money is given to the Zoo when it is called for, or on the approved date.

I. Throughout the year. The zoo requests the money of the Society. At budget time the Society tells the Zoo how much we are budgeting and for what areas. Our policy not to fund operational expenses.

J. NA

14. Other than financial support, how does you membership support the zoo? What % of your membership join for more than the member benefits?

A. NA

B. FOTZ membership supports the zoo through volunteering for special events (Halloween Terror Train, taking surveys...) All Docents are members of FOTZ. Docents put in 1,000s of hours every year to tour groups and provide information at the zoo. Although we do not have a statistically valid number, we estimate that 20-30% of our members join for other than benefit reasons. (We are doing a survey that currently shows from self-select respondents that they rate "free admission" as the most important benefit to FOTZ membership.)

C. Serving on committees, volunteering for special events.

D. Through attendance and participation in activities, the Adopt-a-Garden program and a zoo Docents.

E. Repeat visits to the zoo by member increase zoo revenue through gift and food items purchased.

F. Basically monetary support.

G. I can't tell the % right now. We're about to undertake some market research to learn more. Political advocacy, volunteer participation in a variety of projects.

H. Members are a base of moral support, vocal to legislators and the public. They also serve as volunteers for fund raising and special events. A recent survey showed that approximately 75% of members joined for the "good feeling" of helping the Zoo - this was their primary stated reason for initially joining. Member benefits were a close second reason for joining.

I. 180 volunteer docent support. Political and community support is by Board of Directors and Board of Trustees.

J. Political support

15. Who has the responsibility for the zoo management?

A. NA
B. The Zoo Director reports to the Parks and Recreation Department which is part of the City of Kansas City, MO.
C. Mr. Steve Wylie working with the Oklahoma City Zoological Trust.
D. The Director and his administrative staff as a department within the city's budget.
E. The Zoo Atlanta Director, Dr. Terry Maple and Zoo Atlanta Board.
F. The Zoo's Director, Dr. Gilbert Boese.
G. The Zoo Director, who reports to the Director of the City of Dallas Parks and REcreation Department Director. The department is overseen by the Park Board - appointed representatives of the community.
H. The Zoo Director, who is under the supervision of the department of Natural Resources and Community Development, for the state of N.C.
I. The Zoo.
J. The city of San Francisco under the leadership of the recreation and parks department.

16. How does your society board and staff interact with the zoo management group?

A. NA
B. Carefully! At times, the relationship with society board and staff, and zoo management is strained. Although not an official FOTZ position, members of the board have pushed for a feasibility study on the benefits of private vs. public management of the KC Zoo. Zoo Staff and Parks and Rec. Board members have taken this as a threat and have not agreed to such a study. This dialogue has been going on for about two years with some FOTZ board members trying to force the issue to a decision and offering to pay for the study. The media has played-upon the rift in relationships with some favoritism shown to FOTZ members.
With the new zoo Director, Ralph Waterhouse, on board, there is movement toward better relations and communication. The issue has not been resolved.
The zoo will probably be on a bond issue election in March, 88. The zoo's $68 million Master Plan will probably not be realized without a tax levy if it remains under city control.
C. Actively
D. Very well, as a well organized team.
E. Ongoing, Frequently.
F. Assistance in special events. The Society board members serve as trustees on Zoo related trust funds.
G. Very Closely. Executive Director of the Society functions in effect as the Zoo's Director of Development and a Department Head under the Zoo Director.
H. Basically, the same as question #8.
I. The Board only through the Zoo E. D.. The staff as needed to get their work done. No involvement by anyone in Zoo management.
J. Joint zoo committee comprised of three members of the Zoological Society board and three recreation and parks commissioners. The joint committee determines policy for the zoo.

17. How does your society provide feedback to the zoo in regards to exhibits, operations and programs?

A. NA
B. Carefully! FOTZ works with zoo staff to study signage, exhibits, etc., and recommend any changes. Sometimes it would appear that the zoo only want our dollars and not our input. FOTZ has a great deal of expertise on the Board, for assisting with projects. We are working on ways to work together harmoniously. For example, as FOTZ designs and funds the new building at the zoo, zoo staff and Parks and Rec staff will be on the design staff.
C. Through the committees and luncheons.
D. We are part of the strategic planning process and our relationship is interdependent. We have very open lines of communication.
E. The zoo operate the Zoo & FOZA raise the money for them to do so.
F. We keep communications lines open. We also offer committees where the department heads may share ideas and comments on a weekly basis.
G. Executive Director participates in weekly department heads meetings. Society Board advises closely with Zoo Director.
H. Some Society staff are involved in attending workshops for the planning of new Zoo areas. They are involved because of a particular area of expertise of Society interest. Other feedback is provided when requested, when it concerns the Society, or when it is passed along to the Zoo Director from the Society Executive Director.
I. Not our job. The Society should not tell the Zoo how to run the Zoo.
J. Through the joint zoo committee and staff level planning session.

18. Was your zoo-society relationship ever different than it is now? If yes, please explain how and why it changed.

A. NA
B. FOTZ was formed in 1959 by community leaders to provide funds for additional animals and buildings. The Board functioned as a financial support group not hiring an executive director until 1981. At that point the membership started to expand from 1,000 to 12,000 today. In the last couple years the Board has become more involved with the zoo and taken some leadership steps that have stimulated change. (E.G. FOTZ initiated publication of quarterly magazine, ZOOmin'. The zoo was invited but rejected participation.) In years past, FOTZ gave the zoo money when asked. Today, FOTZ donates time and money but asks questions and wants a say in how the money is used. FOTZ is more involved in marketing the zoo than in the past.
C. No, but has grown stronger.
D. Yes, in the last four years the society has increased its activities and interest in the zoo through the hiring of a society E.D. and initiation of an individual, corporate, foundation, and annual fund programs to raise more money and become a driving force in the plans and life of the zoo. This change is a result of a new zoo director and increased support and encouragement from the city of Detroit. Four years ago was the first time the zoo and the society jointly began working as a cohesive unit through a strategic plan.
E. No
F. Increased financial support to the Zoo (staff salaries/more staff).
G. Yes, Zoological Society functioned very independently-was like a private club with a Board but no members. It changed to build a

broader base of public support.

H. Has been the same, in that the Society is in a supportive capacity.

I. Yes, up till five years ago the Society had no money to do anything. Five yrs ago the Society Board made a decision to gain respect of the Zoo by raising money. The Board gained political input, generated money from the public sector and helped the community begin to take ownership of the Zoo.

J. See the zoo press release (available from D. Oie upon request).

19. If you could change your current zoo-society structure, how would you change it?

A. NA

B. Staff members should now assume more decision-making and provide information for the Board. The organization has grown so quickly, that there are very few efficient systems for doing what needs to be done. As membership and staff grow and systems are put in place, I see the operation running more smoothly and being less affected by changes in leadership styles and philosophies of Board members.

C. More; activities on Zoo grounds, involvement of more people,members.

D. Have the society operate the zoos rather than the city. This is a optimum dream but not our reality.

E. NA F. NA

G. I wouldn't right now. H. It works well, no changes.

I. Pleased with it now. Would like to involve the Park department and the county commissioners.

J. NA

Other comments:

A. NA B. Stay tuned and send a copy of survey results.

C. NA

D. This is a very comprehensive survey. I would appreciate a copy. I have also enclosed our 1986 annual report.

E. NA

F. Please send your results. G. Love to see your results.

H. NA I. NA J. NA

K. The Appalachian Zoological Society was unable to answer the questionnaire because it is in the process of merging with the Knoxville Zoological Park Inc.. The Knoxville Zoological Park Inc. was a city run zoo until 1978 when it went non-profit and acquired a Board of Directors consisting of influential people in the Knoxville area.

The Appalachian Zoological Society was formed in the early 1970's to help raise funds for the Zoo. The Society ran the membership program until 1978 when the Knoxville Zoological Park Inc. became the non-profit group owning and running the zoo on city property.

At that time there was a feeling within the zoo that the society was not giving enough of the membership money to the zoo. So, in 1978 the new non-profit KZ Park Inc. began handling the membership and fund-raising. Several years later the Society turned over the education and special events to KZ Park Inc. also.

At the present time the Appalachian Zoological Society is being merged into the Knoxville Zoological Park Inc. so that there will be only one non-profit organization running and supporting the Knoxville Zoo.

IV. D. Other society survey form

ZOOLOGICAL SOCIETY SURVEY, 1987
Name:_____ Society Name_____
Position:_____

1. What zoo does your organization support?

2. How many members do you currently have and what are your membership levels?

3. List your membership benefits?

4. What is the primary function of your organization?

5. List the services you provide for the zoo?

6. Please explain your organizational structure?

7. How many staff people do you have and what are their general responsibilities?

8. How do your staff people interact with the zoo staff people?

9. Do you support more than one zoo, organization or cause? If yes what % of your budget goes to this support?

10. What avenues do you as a society use for fund-raising and financial support?

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V.

A. SUPPORTING ORGANIZATION SUMMARY

A sampling of local support groups were interviewed to learn of their organizational structure, services they provide and how they interact with the group they support. The support groups surveyed were those suggested by the MN Zoo staff and the MN Zoological Society Board members. The local groups interviewed were:

Support Group	yrs.	Organization Serviced
a. College of St. Catherine	63	College of St. Catherine
b. Friends of THE SPCO	10	St.Paul Chamber Orchestra
c. Friends of the Institute	66	Mpls. Institute of Arts
d. WAMSO	33	Mpls. Orchestra
e. Assoc.of Children's Theatre	-	Children's Theatre
f. Friends of Mpls. Public Lib.	40	Mpls. Public Library
g. Como Zoological Society	13	Como Zoo

V.

B. SUPPORT ORGANIZATION SURVEY RESULTS
DECEMBER, 1987

1. What is the name of your group? What organization do you support? How long has your group been in existence?
   a. College of St. Catherine Alumnae Association, College of St.Catherine, 63 years
   b. Friends of THE St. Paul Chamber orchestra, St. Paul Chamber Orchestra, 10 years as the friends
   c. Friends of the Institute, Mpls. Institute of Arts, 66yrs
   d. WAMSO, Minnesota Orchestra, 33yrs
   e. Association of Children's Theatre, Children's Theatre
   f. Friends of Mpls. Public Library, Mpls. Public Library, 40 years
   g. Como Zoological Society, Como Zoo, 13 years

2. What is the purpose of your group?
   a. To serve alumnae and to serve the college in the name of the alumnae.
   b. To further the efforts of audience development and fund-raising for the St. Paul Chamber Orchestra.
   c. To broaden the influence of the Mpls Institute to the community by supporting its activities and forwarding its interests in ways supported and approved by the trustees of the Mpls Society of Fine Arts.
   d. To support the Orchestra however possible (financially, volunteers, education, etc.)
   e. To support the Children's Theatre.
   f. To serve the Library however possible.
   g. To support Como Zoo whatever way is needed.

3. What are the services you provide to the organization you support?
   a. Educational programs, special events, raising financial aid (for current students), raising small grants (for faculty) and limited fund-raising.
   b. Educational programs(pre-concert commentary), open rehearsals, member newsletter, on-stage receptions, 1 benefit per year, special events, volunteer support
   c. Volunteers, Operate the gift store, fund-raising, monthly newsletter, monthly lecture series, speakers bureau, Endowment fund(for plants and flora maintenance), active docent program.
   d. Education(programs and young artist competition), volunteers, fund-raising, special events
   e. Operate the gift shop, volunteers (ushers,tours, etc.)
   f. Fund-raising, 400 volunteers, run the planetarium, homebound program, programs at library (ed. and entertaining)
   g. Fund-raising, volunteers, community support, special events.

Supporting organization survey, cont.

4. What is the working structure of your group?

a. Board with executive committee(elected by members)also; two faculty and three paid staff on Board. Six paid positions; E.D. and five office staff.

b. Board with executive committee. (35 member board). President of Friends of board is on the St. Paul Chamber Board, and some of the Friends Board are on the SPCO Board also. One paid position a consultant liaison who works with both boards to assure communication between boards.

c. Board with an executive committee. (33 board members) Each board member chairs or co-chairs a committee. Paid staff are the gift shop employees (5-10) and the administrative assistant who runs the office.

d. Board with an executive committee (35 member board). Each board member chairs a committee. President and past president on MN Orchestra Board. Also, several members are on both boards (WAMSO and MO Boards). One paid staff an executive secretary.

e. Board with an executive committee (10-12 board members). Each board member chairs a committee. President of ACT is ex-officio member of CT Board. One or more CT staff people sit in on ACT board meetings.

f. Board with an executive committee (24 member board). 15 committees each chaired by a Board member. Paid staff of E.D., volunteer coordinator, administrative assistant, planetarium staff (4).

g. Board with an executive committee (21 member board).

5. In what ways does your group interact with the organization you support?

a. Office provided by college, association budget approved by the college, work closely with all college departments (admissions, P.R., etc.)

b. By the paid liaison person and the board members on both boards.

c. Work together on annual fund-raiser, office at art institute, administrative assistant serves as liaison between the two groups. Friends president is member of Society of Fine Arts trustee board.

d.

e. Do fund-raising benefit together, volunteers provide some interaction, attend board meetings.

f. Some staff are friends members, work with staff on programs and special events. Office at the library.

g. Work with staff on projects. Zoo director is ex-officio member of board.

6. Does your group handle any membership? If yes, please explain.
   a. Anyone who goes to the college is an automatic member.
   b. We have our own membership solicited through publication, membership drive, at special events and programs, whenever possible. Three levels; family, individual, contributing. Member benefits are 10% store discount, newsletter and invitation to special events and programs.
   c. Yes, two levels of membership; household and individual. When someone joins the Friends of the Institute we ask them to join Society of Fine Arts also. Member benefits are; monthly newsletter, education courses, invitations to special events and programs.
   d.
   e. Three membership levels; single, family and contributing. Member benefits are; newsletter, 10% store discount, membership luncheon and invitation to special events.
   f. Eight membership levels; ind., family,student, sr. cit, patron, sponsor, sustaining, life. Member benefits are 50% on planetarium, 10% bookstore discount, newsletter, invitation to special events and programs.
   g. Three membership levels. Member benefits are 20% store, newsletter, animal kingdom.

7. How do you appropriate funds to the organization you support?
   a. All funds over the operating expenses go to the college. The college along with the alumnae board makes the decision of how the money is spent.
   b. SPCO provides the Friends of a dollar amount they would like them to raise this year. Friends of uses this amount as their goal and gives SPCO all money over and above operating expenses.
   c. Gift shop profits go directly to the Mpls Institute. All other funds raised go to a Museum fund. The museum board president requests funds for a particular project from the Friends of board.
   d.
   e. Provide $10,000 for the operating expenses. Other money appropriated to Children's Theatre is based on input from the E.D., however ACT makes the decision on how the money is given and used.
   f. Dir. of Library requests money from the Friends of board. The request is granted or denied.
   g. Money goes into an account to be used for the Como Zoo. Zoo director requests money from the society board for a specific project.

8. How does the organization you support recognize your group's contributions?
   a. In publications, constantly recognize alumnae giving.
   b. Send thank you notes throughout the year. Section in annual report mentions contribution of Friends of the SPCO.

c. Annual volunteer recognition event put on by Friends of with museum staff attending to voice recognition. Financial contributions mentioned in the annual report.
d.
e. We always present the money to the board president at the board meetings.
f. Newsletter, Dir of Library attends Friends annual meeting, mentioned in the annual report.
g. Plaques by exhibits and animal acquisitions, public recognition by the city of St. Paul, mention in the annual report.

V. C. Survey Form

Support Organization Survey, October 1987

1. What is the name of your group? What organization do you support? How long has your group been in existence?

2. What is the purpose of your group?

3. What are the services you provide to the organization you support?

4. What is the working structure of your group?

5. In what areas (ways) does your group interact with the organization you support?

6. Does your group handle any membership? If yes please explain.

7. How do you appropriate funds to the organization you support? What % of your budget goes to the organization you support?

8. How does the organization you support recognize your group's contributions?

Other Comments:

Thank you for your response.

MN Zoo. Society, D. Oie 10/87

CONCLUSION

A proposal is forthcoming which includes ideas and information from this report. The proposal suggests possible structures for the Minnesota Zoological Society and ways the Minnesota Zoological Society and the Minnesota Zoo could work together again.

Record of Meeting

NAME: Executive Committee

DATE: May 9, 1988

PRESENT: B. Klein, Chair; M. Cherniack, N. Dayton, S. Loeding
Others Present: P. Davies, K. Lundgren, D. Oie.

The Executive Committee met at 9:30 a.m. on May 9, 1988 in the third floor conference room at the Minnesota Zoo.

Minnesota Zoological Society Proposal

Denise Oie, consultant, and Kathleen Lundgren, acting president of the Minnesota Zoological Society, presented their request to the committee: to begin negotiating a renewed relationship and to appoint Zoo Board members or representatives to the Society board.

A list of possible areas in which the Society could assist the Zoo was distributed (see attached). D. Oie advised that the Society has nine board members and a membership of approximately 200 members (half of which are also Zoo members).

Noting that the Society bylaws require Zoo Board members in order to make any changes in the bylaws, the Society also asked that either Zoo Board members or designees be appointed to the Society board.

The board will be asked to authorize staff to begin negotiating a future relationship with the Society at its May meeting.

Review of Bylaws

The committee again discussed changes to the bylaws.

The meeting recessed until May 10, 1988 at 2 p.m. at 445 E. Lake St., Suite 308. Changes tentatively agreed upon are included in the attached "clean" copy requested by committee members.

The next meeting to continue review of the bylaws will be at 1:30 p.m. on May 19, 1988, preceding the board meeting.

1. Purpose of the MN Zoological Society: "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." (MN Zoological Society Bylaws)

2. Primary Services:

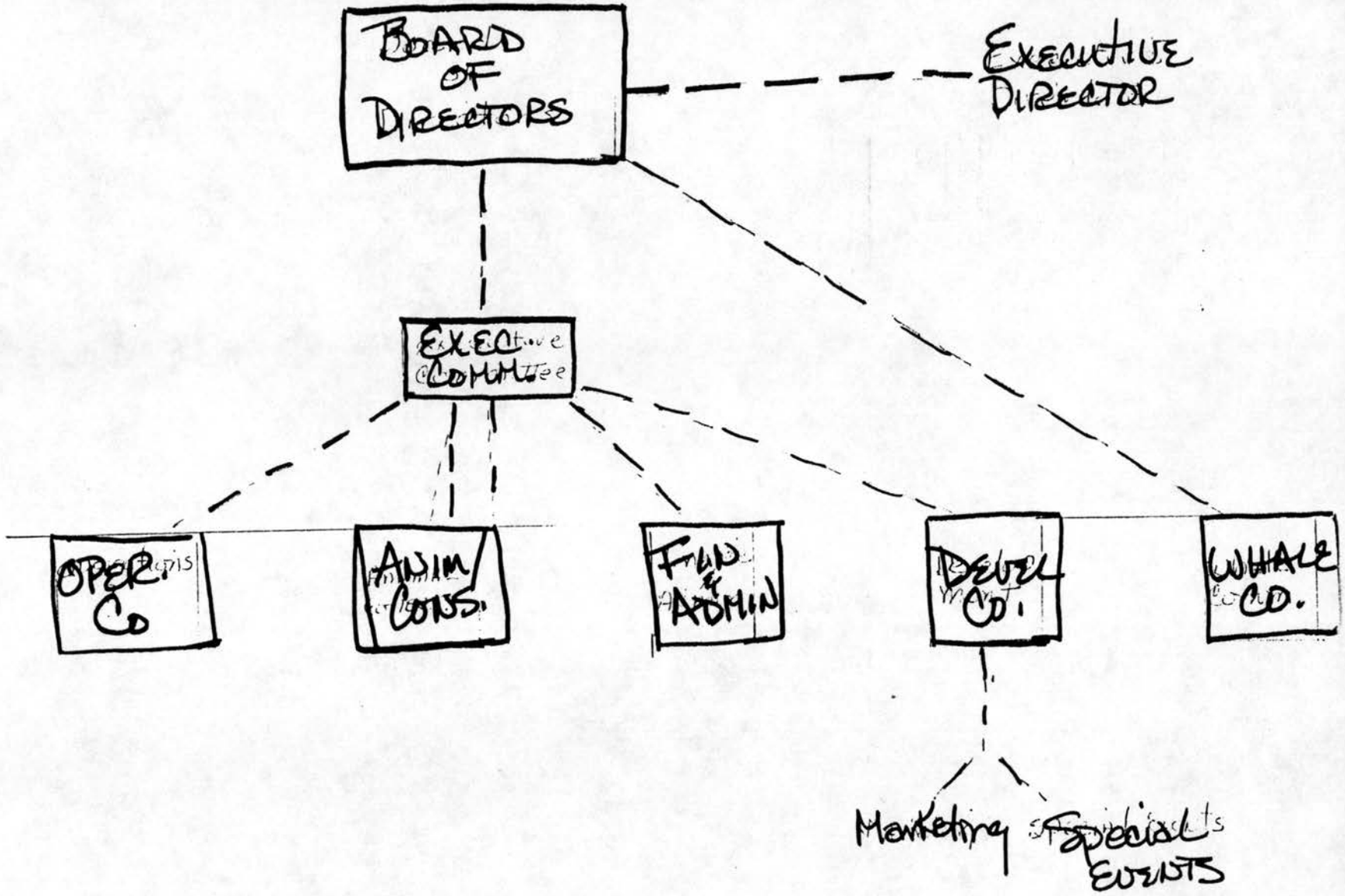
a. Community Support and Awareness
   1. Supporting the Zoo through letters to legislature, editors, media, local communities and schools.
   2. Work with Zoo staff on zoo-community projects.
   3. Provide additional speakers for Zoo speakers bureau and help to locate community groups for the Speakers Bureau to address.

b. Volunteers
   1. Adopt a Garden (garden clubs, gardeners)
   2. Volunteers in the Biological Research areas.
   3. Volunteers in the Economic Development Area.
   4. Volunteers for the Society special events, programs and fund-raising.

c. Special events
   1. Programs and events for Society members.
   2. Work with Zoo staff in planning and holding special events.

d. Fund-raising
   1. Small dollar fund-raising to meet specific Zoo staff needs, zoo small equipment needs and zoo staff travel and education.
   2. Medium dollar fund-raising to support animal acquisition and travel, new exhibits, renovating current exhibits and special programming.
   3. Fund-raising for marketing, P.R. that helps to increase community awareness and support of the MN Zoo.

e. Education
   1. Work with the Zoo staff in enhancing the continuing education programs.
   2. Work with Zoo staff to promote special programs and lecture series for Society members and the general public.



New projects
Exhibits
amphitheatre
Design stages

Bering straits

Capital campaign

Bernie - 5-6 Bd members for interview wants to devl. a relationship

Mn. Zoo Staff Survey
September 1987

The Society

PERSONAL

1. What is your position and length of service at the MN Zoo? Please describe areas of responsibility.

2. What has been your involvement with the MN Zoological Society while at the Mn Zoo?

3. What is your understanding of the status between the MN Zoological Society and the MN Zoo?

MN ZOOLOGICAL SOCIETY SUPPORT

4. In a sentence, what do you see as the purpose of the MN Zoological Society? Their purpose is to...

5. What do you see as the three primary services the MN Zoological Society could offer to the zoo?

6. What additional services could the MN Zoological Society provide in your area of the MN Zoo?

7. How can the zoo staff and board provide support for MZS?

8. What should a MN Zoological Society membership offer in relationship to the MN Zoo membership?

9. If the Mn Zoo becomes a private organization, what should be its relationship with the MN Zoological Society?

10. If the MN Zoological Society were to acquire staff, how do you envision this staff interacting with MN Zoo staff in regards to:

a. communication
b. planning
c. education
d. P.R./publicity

11. How would an active MN Zoological Society compare or contrast with the Zoological Foundation?

12. How should the MN Zoological Society appropriate funds to the MN Zoo? Please describe two possible ways.

13. Which other zoo-society relationships are you familiar with and consider effective? (Please list names of zoos, societies and contact persons for a future survey).

14. What other societies or support organizations, outside of the zoological groups, do you feel are effective and should be surveyed? (Please list organization and contact person name).

2. I've had no involvement with the Minnesota Zoological Society.
3. No status.
4. To support the Minnesota Zoo.
5. Provide political and community support of the zoo. Do special event and other fund-raising. To promote the zoo and it's staff however they can.
6. Be a focus for acquiring outside speakers. Promote and help the zoo staff in doing outside programs. Serve as a more active volunteer base.
7. The zoo may have to give up something to the society, maybe volunteers or running of the magazine. The society needs to have some power and the two groups need to keep their communication open.
8. That would need to be determined when the two groups started working together.
9. We would still need the community support, special event and fund-raising support of the society.
10. Communication would have to be open in all of these areas.
11. I have not had much contact with the foundation.
12. Money would be given from the society to the zoo, with the appropriation being determined by the zoo Executive Director. The zoo board should be in final control of the money.
13. I worked at the Oklahoma City Zoo which had a large active society. This society provided monthly lunch meetings with a program and then time for the group to take care of business. The society ran the membership, produced the magazine, were responsible for special event and capital expenditure fund-raising, and sponsored a student conservation program. The society board governed the zoo.(This person provided me the AAZPA book for names and phone numbers of other societies around the country. Suggested several societies to contact.)
14. I know of none locally.

Survey Respondent 2

2. I was a member of the society in the past, before the split. I haven't had much to do with them since then. I feel it was a mistake for the two groups to separate.
3. No status now.
4. Minnesota Zoo Society has to be 100% concurrent with the mission of the zoo. The society's sole purpose should be to support the Minnesota Zoo.
5. Political support is most important. Also fund raising and maybe some work with volunteers.
6. We could use support for staff travel. Also a volunteer program of special volunteers to work with biological programs.
7. The biggest support would be to provide lectures, field trips, behind the scenes tours for the society.
8. A society membership should provide what a zoo membership offers. Possibly the two memberships should be one in the same.
9. Over time the two groups should take on the same structure as other zoo-society relationships. They should become one in the same.
10. There should be open communication between the two groups.
11. I don't know about the foundation, but I believe they are inactive.
12. The best way would be for the society to take their operating expenses from the money raised. The remainder of the money raised would go to the zoo to be used as they like, while honoring the society's conditions. Another way is for the zoo to give the society a list of 10 projects and have them chose what their funding would support.
13. The Des Moines, Iowa zoo has a small but supportive foundation.
14. I know of none locally.

Survey Respondent 3

2. I know of the society and have had limited involvement with them. I taught a class for them.
3. I don't know the status now.
4. To support the Minnesota Zoo.
5. To hold or assist with major fund raising events. To be another voice of support. To be a private support group not linked to the state.
6. A big name lecture series for continuing education. Establish money for lectures. Assist current staff with funds. Continuing Education and big lectures could be run by the society. Also, doing large events and offering continuing education classes, workshops and seminars. They could do funding, community awareness and travel programs.
7. The society would work towards goals and objectives agreed upon by both organizations. Start with measurable goals for one year and work together on them.
8. Almost have to be the same membership program.
9. The society could have a stronger role while the zoo is state run. Let the society become more visable in the fund-raising aspect of the zoo. They can still help increase public awareness of the zoo and help with displays also.

10. I have a concern in this area for too many cooks! Continuing education is a component of the education department and needs support more than the others. The P.R./publicity is done under the direction of the zoo staff. The staff people could work together on planning for fund-raising for new exhibits.
11. The society is not as big bucks as the foundation.
12. The society could work more closely with the finance department. The society funds can go into a program or exhibit. Fund raising money goes to the zoo right away. There should be more active use of funds, don't wait for money to be requested by the zoo.
13. The NY Zoological society, San Diego society, Philipelphia society, Chicago Zoological society.
14. The Dept. of Natural Resources friends of group and the FONZ, friends of the National Zoo.

Survey Respondent 4

2. Prior to 1978 I had some involvement with the zoo. Since then I really haven't paid much attention to the society.
3. No status or dialog between the two groups.
4. To support the Minnesota Zoo through volunteers, fund raising and helping increase public awareness.
5. Fund raising including large and small dollar items for the zoo. Public Relations including obtaining people to promote community support of the zoo. Thirdly, volunteers to give of their talents, expertise and time to help the zoo (ie., carpenters, architects).
6. Help with low cost projects in our areas and specific volunteer projects.
7. Offer support in terms of dialog, sharing each others needs and wants. The zoo can support programs, etc. that the society can provide that the zoo cannot provide.
8. I don't know why we need two memberships. The society could do it all.
9. It depends on the board. We should deal with the society as a support group.
10. There should be direct and frequent communication with the designated contacts on the zoo staff. Probably not much contact from my level of staff with the society, except on special projects.
11. I'm not sure I haven't heard much of them. The foundation was to raise money for the zoo.
12. They could be directly involved financially in building an exhibit. They would also need to set their operating expenses aside. Also, it would help if the society could organize community support of labor and time for some projects, rather than money.
13. The St. Louis Zoo, a county zoo, has a supportive society Friends of the St. Louis Zoo. Also, the Milwaukee Zoological Society that supports the Milwaukee Zoo.
14. I know of none locally.

Survey Respondent 5

2. I've been involved in society functions, events and volunteer training. Never active in the society organization.
3. The zoo feels it's doing well without the society. There is no tie between the two groups. The society is no support function to the zoo.
4. To lend public support to the zoo. The public support is more important than the money support right now.
5. Public Support including letters to the editor, legislative help lobbying and letters to representatives. Financial support for programs and volunteer support providing a core of volunteers for the biological programs area.
6. The society could provide a fund to pay interns a stipend when they work at the zoo. Additional volunteers. Also, help pay staff travel expenses and funds to lead society tours.
7. The zoo will need to understand that the society will have it's own identity and be somewhat independent. They need to be able to take on conservation issues on their own. Zoo staff could provide more openness and willingness to support society functions. There could be more presence and mingling with society members. Initially recognizing who the society is and that it is a viable organization.
8. I would see the two becoming one membership. Then the membership would include free admission, discounts in as many areas as possible, joint packages with other groups, and some form of newsletter or magazine with mission statement of the zoo included. Also the magazine, Animal Kingdom would be a good magazine to include for exposure to animals and issues outside the zoo. We would have to look at what would be the cost benefit to the zoo if membership positions and salaries went to the society versus the money brought in by membership.
9. There is an advantage to the society and it's board being separate from the zoo board. Two fund raising boards and two support groups.

10. There has to be open communication between the two groups and they have to understand each other. The society needs to talk with the zoo when fund-raising. Society functions, especially education should be closely monitored to work towards the same goal. In P.R. the society could do much for the zoo..
11. The foundation was always a fund-raising arm. The expanded zoo board will serve more in terms of what the foundation would do. I could see the

foundation serving in terms of an endowment.
12. There should be a clear set of guidelines on the sort of resources or funds the society can make available and specific guidelines on what the zoo needs and how the society can spend the money. Set the priorities and guidelines ahead of raising the money.
13. NY Zoological Society, Cinncinati Zoological Society, Brookfield Zoological Society and the San Diego Zoological Society
14. The Landscape Arboretum, the Science Museum, Como Zoo and the MN Horticultural Society all have good support groups.

Survey Respondent 6

2. After the break up I served on the society board for one year.
3. There is no relationship between the two organizations.
4. The Society is the vehicle that promotes the study of zoology and a general appreciation of zoology at a local, national and international level. Things of interest to the Society are more national and global in nature. Their primary role is not the zoo, but their zoo support is an important aspect. The zoo has a strong recreational component and the society would have more of an intellectual component. The society should support the zoo because of their common areas of interest.
5. Be a support group to people whose interests and involvement in zoo programs runs deeper than a zoo membership. The zoological society provides support and confrontation of zoo's priorites, programs and policies. They provide independent feedback and constructive feedback. The society would chose to support programs and supply resources for a wider spectrum of interests; travel, conservation and education.
6. The society could help in bringing people here to study, research or share techniques and resources with those of other cities and countries.
7. By putting thought into what the relationship should be between the two groups. Both groups to commit to listen and contribute to have a mutually productive relationship.
8. The zoo would want to provide the society with attractive benefits to attract a strong base for the society members. The society will then have to trade something for the benefits the zoo gives the society members. The zoo could have a frequent visitor program separate for the society. The zoological society could have some benefits outside the zoo membership benefits.
9. The zoo would still need the society to help fund it's private support. The society's support of the zoo would depend on their mutual areas of interest and on there being some accountability of their zoo support. The two organizations will need to have a close relationship with much communication and trust.
10. The society staff person could be involved with some planning and some committees with the zoo staff. Equivalent to the voice of someone on the zoo staff at the middle management level.. The society person could have access to zoo staff and be able to speak for the society at the zoo staff meetings. The society staff person would be looked upon as a valuable person of the zoo team, but also having other areas of responsibility outside the zoo.
11. I'm not sure because I don't understand the function of the Zoological Foundation. The society would have a larger circle of interest for their organization.
12. If there are zoo related benefits given to society members, the society would give some money to the zoo for those benefits. The society should have independent ability to act on where the money goes. The society would outline criteria for how funds can be directed. The society will attract funds based on how they are a taskmaster on how their funds are used. The zoo would be the favored client. The zoo could provide some criteria for the support.
13. Brookfield Zoo, Detroit Zoo
14. I know of none locally.

Survey Respondent 7

2.I've had no involvement with the society.
3.No status.
4. To support the mission, decisions and activites of the MN Zoo.
5. Political support including members that are more active and have a sense of ownership of the MN Zoo. This would include writing letters and political support of the zoo. They could also provide financial support in terms of fund-raising. The direction for the fund-raising money would come from the zoo board.
6. Possibly gift store volunteers, additional volunteers in the society, helping out with clerical and purchasing tasks. Also they could help with grounds maintenance and guest services.
7. The two groups could work in a cooperative mode with common goals. There would also need to be acceptance by the zoo board of the role of the society.
8.May need to merge membership programs with the society. If this is done I still would like to see the society staff and membership money located at the zoo. A central administration of membership at the zoo.
9. If membership merged it would become more like other zoos across the country.
10. There would need to be very close interaction and communication. They need to speak to the public as one voice.
11. The foundation is dormant and there has been confusion as to who is raising money, the society, foundation or the zoo.
12. Appropriate funds the way the zoo board requests and directs.
13. NY Zoological Society.
14. Mpls Institute of Arts.

Survey Respondent 8

2. When I first started I was involved with the membership aspect and had meetings with some society people. I was also involved with the beginnings of the A.D.O.P.T.. I was the one who began selling memberships at the zoo the day after the break between the two organizations.
3. I understand there is a society out there doing their own activies and they have no involvement with the zoo.
4. To be an independent fund-raising organization for the zoo. In the past to support other wild life programs also.
5. Do fund-raising to support the zoo. I cannot think of anything else the society could offer to the zoo.
6. None that I can think of.
7. unanswered.
8. I don't see any way the two memberships could become one again. It would be too confusing for the current members and the public.
9. I don't know what it's relationship should be.
10. I don't know because there are so many steps needed to happen before there would be a staff person. Interaction is possible in any of these areas if the society becomes active again.
11. I don't know much about the foundation.
12. The zoo would decide what exhibits it wants and needs and would then go to the society with the dollar amount needed for that exhibit.
13. I'm not aware of other societies.
14. I'm not aware of other local support groups.

Survey Respondent 9

2. No involvement with the society.
3. No current status now.
4. To serve as an auxillary and fund-raising organization to support the MN Zoo.
5. The primary service would be special event fund-raisers, directed by zoo staff. THey could also do some additional volunteering, a different kind of volunteer than the zoo volunteers.
6.
7.
8.
9
10.
11.
12.
13.
14. The Arts Institute, WAMZO, Assoc. of Childrens Theatre, The Science Museum, The MN Opera. These groups are usually an auxillary of the parent organization and are controlled by the parent organization. They have their own board and their own memberships.

Survey Respondent 10

2. I've had minimal interaction and involvemnt with the society.
3. There is no relationship between the two groups, they are miles apart.
4. The society would be a special event fund-raising organization for the zoo.
5. Their primary purpose would be fund-raising.
6. Help and support in sponsoring special event fund-raising. Work with the zoo staff in some special events.
7. Help make people aware that the zoo and the society are working together and that the society is a valid organization.
8. I don't know.
9. It would be easier for the society to support the zoo, like other societies support their zoos if we were a private organization.
10. The society staff could posssibly help out in the education area. Also in the area of conservation and other areas outside the zoo that the zoo does not have time or energy to work in.
11. I don't know that we need to have both groups. It is confusing for the public
12. That will have to be determined by the two groups.
13. Kansas City Society, Cinncinati Society.
14. St. Paul Chamber Orchestra and the Science Museum.

Survey Respondent 11

2. Involved only in learning the history and politics of the two organizations. I also feel the zoological societal element is important to a zoo. But the MN Zoological society is not a viable organization.

3. Politically the society and the zoo are miles apart.
I propose that the society formally disband as an organization, that the zoo give all of the society members a free zoo membership for this year. That the society give the money they have to whatever organization they like. The membership of the MN Zoo would then take the society name. The current society bylaws would be dissolved. There is no real concrete way the society could be absorbed by the zoo or that either organization could benefit the other. Even today there are people who are members of the society who are confused. I believe the new society should start from scratch and be formulated around the current zoo. The name is the only tie between the society and the zoo. I do not see the current society developing any meaningful, lasting relationship with the zoo.
4. A new and different MN Zoological Society should 100% support and benefit the MN Zoo.
Would start with a strong base of 14,000 people to build new society.
6. The new society could take over other functions that other societies do. Membership, volunteers, A.D.O.P.T.
7. The new society could have a separate board because it's functions would be different than the zoo. A society board could develop committees to do fund-raising and to increase public awareness.
10. With a new society the society staff could be part of the zoo staff and all working towards the same goal.
not have the operational decisions to make like the zoo board.
13. Provided me with a survey of zoos with similar membership programs. Milwaukee Zoo, Dallas Zoo, Kansas City Zoo
14. Society of Fine Arts, Gave me a list of local membership managers of non-profit organizations, most with support organizations.

1. I'm newly hired as the Manager of Marketing and Public Relations and have been at the zoo for two weeks.
2. No involvement with the society.
3. Not aware of the status of the society.
4. Not aware yet of what the purpose of the society could be.
5. Help in serving in the areas of development and in support of specific programs. Can support and help in areas the zoo would like involvement but does not have the staff or time to be involved themself.
6. Again the fund-raising aspect like to reorganize the group have a kick-off during the zoo's 10th birthday coming up.
14. Association of Childrens Theatre, Sharon Hale, Kay Bendal.

Survey Respondent 13

1. I work in marketing and P.R., primarily to the members. I've been at the zoo for about 3 1/2 years and in this position for about 2 years.
2. I haven't had any involvement with the society.
3. As I understand there is no working relationship other than getting the posters we sell in the gift shop.
4. To do fund-raising and support for the Mn Zoo only.
5. Fund-raising, and other than that it's hard to see how the society could service the zoo other than helping us out with things.
6. I don't see a deficit right now that the society could fill.
7. Could support through our publications. Give society exposure through

Zoo members.
8. I don't know what they could offer, or what they do offer for people to want to join the society. We don't give away zoo memberships for free.
9. I still see the two organizations working together.
10. Special events is an area the two could work together. We would need to keep the lines of communication open between the groups. There would be minimal input on planning for the society and minimal input in the education area. Keep each other aware of the others publications and events.
11. I know nothing about the Foundation.
12. The society should cover their costs and then the remainder goes into a designated program or exhibit at the zoo chosen by the zoo staff or board.
13. Milwaukee Zoo, San Diego Zoo, Los Angeles Zoo, Philadelphia Zoo
14. None locally.

Survey Respondent 14

1. I'm the A.D.O.P.T. coordinator and have been in this position for 5 years.
2. The society originated the A.D.O.P.T. program and after the break I picked up the program and adapted for the zoo.
3. At the present there is no status between the two organizations.
4. To support the zoo as a liason between the zoo and the community. Doing what they can to increase support of the zoo.
5. To increase community awareness of the zoo, to promote attendance and financial support.
6. Any support in fund-raising and sponsor support. For example, help in printing or other operational support to free money for the adopt program.
7. The ideas and campaigns for the society to support would come from zoo staff and board and the society would help to carry out where no staff is available. Recognition could be given in visuable ways, plaques, etc.
8. Two memberships are confusing for people. I don't know what more a society membership could offer that a zoo membership doesn't offer. There may be other things, I'm just not aware of what they are.
9. I think it would be something of a legal status question in the future. Right now the society could have a stronger role because they are non-profit and we are a state agency.
10. There would have to be a society person on the zoo board and a person to sit in on some of the weekly zoo staff meetings. Also there would be a zoo staff person sitting in on society meetings.
11. I didn't think the foundation existed.
12. The society would want to see the money approprated on a project basis. The zoo could define a need for the society to raise funds for and give the society recognition for the money they've raised.
13. Miami Society is their education dept., Lincoln Park Zoo Society owns their own bookstore and is very visable.
14. None locally.

2. For the first year or so I worked with the volunteers and worked closely with the society.
3 We are two separate entities and I'm not quite sure what the society is doing now.
4. The society would function as a support agency of the zoo.
5. Provide support in assisting zoo in fund-raising, including fund-raising for smaller events. Assist the zoo in increasing awareness within the community.
6. They could provide money for our area for additional staff and other programs.
7. Open communications between both groups. The zoo staff and the zoo society would have to work closely together.
8. That would need to be looked at and decided at the time the two groups started working together.
9. I don't know what all of the legal ramifications would be to have two non-profit organizations working together.
10. There would have to be constant cooperation and communication between all staff people in all four of the areas listed.
11. I haven't had any interaction with them and am not sure what their role is.
12. The decision should be made up front; so both groups know where the money will go to that is raised.
13. NY Zoo Society
14. I haven't worked with other local support groups.

Survey Respondent 16

2. I've been aware of the society and the break between the two groups.
3. There is no current status between the two groups.
4. Be a support to the zoo, not in anyway a control because the zoo already has a board.
5. Possible development fund-raising. I don't know if the society could do this because of the need for people with big names. I don't know how the society could operate with the zoo board that already exists. They could maybe do some cooperative efforts. 6. Maybe they could help network for the zoo and draw in volunteers. Maybe some opportunities in the education area for the society to serve the zoo.
7. Roles would need to be defined between the zoo board and the society. The society would never be a leader at the zoo again.
8. I'm not sure what the society membership would offer. The zoo will keep their own membership program.
9. I'm not sure how the society would fit in under the 501c status when the zoo becomes a non-profit, private organization.
10. That would have to be determined when the two groups started working together.
11. I don't know.
12. That would have to be decided if the two groups could work together.
13. St. Louis Zoo.
14. I know of none locally.

Minnesota Zoological Garden Apple Valley, MN 55124 612/432-9010 Cable MZOO

February 10, 1987

Mr. Clayton J. Hatzenbuhler
13963 Euclid Court
Apple Valley, MN 55124

Dear Mr. Hatzenbuhler:

As Kathryn Roberts advised you in late December, the Minnesota Zoological Society will be given approximately 15 minutes at the February 19, 1987 Zoo Board meeting to explain your request to make a proposal to the Zoo Board.

You can expect to give your presentation shortly after the meeting begins at 3:00 p.m.

The agenda will be mailed out later this week.

Sincerely,

Ginny Bender
Secretary to the Board

gdb

Strictly

Minnesota Zoological Garden Apple Valley, MN 55124 612/432-9010 Cable: **MZOO**

December 24, 1986

Mr. Clayton J. Hatzenbuhler
President-Minnesota Zoological Society
13963 Euclid Court
Apple Valley, MN 55124

Dear Clayton:

This letter is to confirm my conversations with Sue Bunn in which I advised her that the Minnesota Zoological Society will appear on the agenda for the February 19, 1987 Zoo Board meeting.

The Zoo Board chairman, Leonard Snyder, has agreed to allow the Society 15 minutes in which to explain your request to make a proposal to the Zoo Board. After your presentation the Board will decide whether they wish to receive a formal proposal from the Minnesota Zoological Society at their next board meeting.

You will, of course, receive a copy of the agenda for the February meeting.

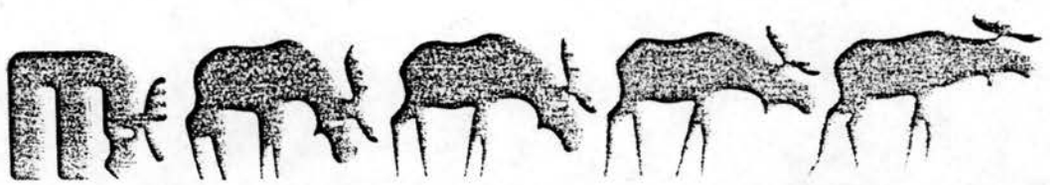
Sincerely,

Kathryn Roberts/gdb

Kathryn R. Roberts
General Director

gdb

cc: Sue Bunn



M25

Minnesota Zoological Garden Apple Valley, MN 55124 612 432-9010 Cable: **MZOO**

August 21, 1986

THE MINNESOTA ZOOLOGICAL GARDEN HEREBY ACKNOWLEDGES RECEIPT OF TWO ORIGINAL OIL PAINTINGS FROM THE MINNESOTA ZOOLOGICAL SOCIETY.

THE PAINTINGS ARE DESCRIBED AS FOLLOWS:

One (1) 26½" x 33½" x 3" oil painting by Purchatz

One (1) 44½" x 34½" x 3" oil painting by Richard & Mark Hess.

Received By: Tom Williams

Tom Williams, Assistant to the Director
for
the Minnesota Zoological Garden

