



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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Roberts
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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 tailored 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.

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 as 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 remain 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 and 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 orgs.

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, Audubon, 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 your 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?

IV. E. LISTING OF SOCIETIES SURVEYED

Dawn McDonough Marketing
Marketing
Friends of the Zoo
3515 Broadway, Suite 103
Kansas City, MO 64111
Kansas City Zoo

Cheryl Carey
Friends of the Zoo Atlanta
800 Cherokee Ave SE
Atlanta, GA 30315
Atlanta Zoo

Chip Weigan
Marketing Dir.
Friends of the Zoo
Box 4327
New Orleans, LA 70178
Audabon Zoo

Lillian Boese
Executive Director
Zoological Soc. of Milwaukee City
10001 W. Bluemound Rd.
Milwaukee, WI 53226
Milwaukee County Zoo

Mrs. Anne DesRosiers
Dir. of Development
St. Louis Zoo Friends Assoc.
Forest Park
St. Louis, MO 63110
St. Louis Zoo

Cindy Ziegler
Assistant Director
Zoological Society Florida
12400 SW 152 St.
Miami, Florida 33177
(305) 255-5551

Cynthia Sommerfeld
Friends of the National Zoo
c/o National Zoo
Washington, D.C. 20008
(202) 673-4950

Ellen Newman
San Francisco Zoological Soc.
Slood Blvd at the Pacific
San Francisco, CA 94132
(415) 661-2023

Paula Schlinger
Executive Director
Dallas Zoological Society
621 E. Clarendon
Dallas, Tx 75203
Dallas Zoological Gardens

Alice Ann Reu
Riverbanks Zoological Society
500 Wildlife Pkwy
Columbia, SC 29210
Riverbanks Zoological Gardens

Sandra K. Bobzien
Executive Director
Oklahoma Zoological Society
P.O. Box 18424
Oklahoma City, OK 73154
Oklahoma Zoo

Carol Ann Bailey
Friends of the
Washington Park Zoo
4001 SW Canyon Rd.
Portland, OR 97221
Washington Park Zoo

Bob Davidson
Executive Director
Woodland Park Zoo. Soc.
P.O. Box 31665
Seattle, WA 98037
Woodland Park Zoo

Linda Argersinger
Administrative Assis.
NC Zoological Society
Route 4, Box Zoo
Asheboro, NC 27203
(919) 879-5603

Director
Appalachian Zoological Soc.
P.O. Box 283
Knoxville, TN 37901
(615) 637-5331

Barbara Radabaugh
Detroit Zoological Soc.
P.O. Box 8237
Royal Oak, MI 48068
(313) 398-0903

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.
- Anyone who goes to the college is an automatic member.
 - 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.
 - 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.
 -
 - Three membership levels; single, family and contributing. Member benefits are; newsletter, 10% store discount, membership luncheon and invitation to special events.
 - 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.
 - Three membership levels. Member benefits are 20% store, newsletter, animal kingdom.
7. How do you appropriate funds to the organization you support?
- 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.
 - 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.
 - 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.
 -
 - 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.
 - Dir. of Library requests money from the Friends of board. The request is granted or denied.
 - 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?
- In publications, constantly recognize alumnae giving.
 - 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.

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.