



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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REPORT TO THE
MINNESOTA ZOOLOGICAL GARDEN
FUND-RAISING STUDY
ADVISORY COMMITTEE

July 9, 1984

Bentz, Whaley, Flessner & Associates, Inc.

REVIEWING THE PROCESS

Mandate of the Committee

The Advisory Committee is an ad hoc task force composed of the community leaders whose input and knowledge is needed to help focus key issues regarding the future fund-raising programs for the Minnesota Zoological Garden and to help recommend appropriate short-term and long-term strategies.

The Committee's mandate is confined to provide advice on fund-raising organizational issues and it will operate for approximately four months.

The Model

At the first meeting of the Advisory Committee, a general model for development programs was previewed and provides an important basis for the study:

- Mission & Goal
- Program & Capital Needs
- Case for Support

- Needs, Interests, Values
- Characteristics
- Rights

Development Process

- Principles
- Resources
- Techniques

Results:

1. Gifts in support of institutional needs
2. Institutional recognition and involvement in support of donor needs

The Process

The study is designed to move through four steps:

- (1) Review of development principles and definition of the issues.

At the first meeting of the Committee the mandate of the group, and the development models were reviewed and a list of internal issues was developed.

- (2) Fact Finding.

The next step was to gather together the relevant background data and information. Bentz, Whaley, & Flessner conducted interviews with those connected to the Zoo, local constituents and other organizations conducting fund-raising drives. Furthermore, a review of many of the background documents was conducted. A summary of the findings follows.

- (3) Conclusions.

The preliminary conclusions, based on the findings of the study, were reviewed by the Chairman and are presented in this outline for review and discussion.

- (4) Recommendations

Based on the findings and conclusions, preliminary recommendations for the future of the Zoo's development programs were written and are presented for review and discussion at the second meeting of the Advisory Committee. After a thorough discussion, the final report of the Committee will be presented.

FINDINGS OF THE STUDY: Institutional Issues

1.0 Institutional Issues

1.1 Have long-range operational and capital plans been defined sufficiently for fund-raising purposes?

- The MZG has developed many long-range plans, including a significant plan for raising capital funds in 1979.
- The original consensus over the plans for the Zoo and the role of the private sector appears to have suffered in the first year of operation since the original financial projections proved faulty.
- The MZG has made some efforts in recent years to begin developing and refining its long-term plans.
- The MZG has made only minor capital requests to the Legislature for support. The Legislature wishes to see a fuller agenda and a much more comprehensive fund-raising program.
- The Legislature would welcome an integrated request outlining public and private goals.
- The MZG Board sees a need to improve its long-range plans.
- Other organizations in the community successfully raising dollars have developed comprehensive plans for the future.

FINDINGS OF THE STUDY: Institutional Issues, Continued

1.2 Is there a well defined role for private gifts in such plans?

- The Zoo, lacking a comprehensive and current long-range plan, has not defined the role of private gifts.
- The MZG and the Legislature believe that any rapid development of the Zoo will only be accomplished with at least partial private funding.
- Other organizations, especially public agencies which seek private support have worked hard to clearly define the role of Legislative support, earned income and private gifts.
- The role of private gifts at the Zoo is not well understood by potential donors. Confusion exists over why private support is needed and how gifts would be used.
- Other zoos actively incorporate private support in their plans. It appears as if every major zoo has required private support to grow and develop.

FINDINGS OF THE STUDY: Institutional Issues, Continued

1.3 Do the organizational structures of the MZG or the MZG Foundation accommodate Development's input into long-range planning?

- The issue of input into management and planning for the Zoo has been a widely debated issue and the source of much controversy.
- Most successful organizations seeking private support allow input from development. Common methods include:
 - Seeking input and advice from potential donors in creating plans.
 - Involving the development staff in the planning process.
 - Field testing plans to evaluate their potential.
- The MZG Foundation has not been a major force in the development of MZG direction and priorities.
- Some individuals viewed the failure of the MZG Foundation to raise dollars as a result of poor MZG-MZG Foundation linkage and believed the MZG Board must become more directly involved with, and accountable for fund-raising efforts.
- Many zoos have suffered from conflicts over planning decisions, as different constituencies develop different priorities.

FINDINGS OF THE STUDY: Institutional Issues, Continued

1.4 Are the financial operations of the MZG or the MZG Foundation capable of handling restricted gifts and endowments?

- The MZG Foundation has received restricted gifts and appears to have honored the donors' wishes.
- The MZG has received gifts and appears to have honored the donors' wishes.
- Policies on the acceptance of restricted gifts have not been fully developed.
- The existence of an institutionally related foundation does not seem to influence donors. The donors and potential donors interviewed, viewed the MZG Foundation as merely a vehicle for gifts to the MZG and the roles of stewardship or avoiding direct support of a governmental agency were not viewed as valid.
- There does not appear to be any evidence that increases in private support lead to decreases in public support of the Zoo or other agencies.

1.5 Are there legal advantages to using a foundation for certain types of gifts?

- Both the MZG and MZG Foundation are 501(c)(3) organizations capable of receiving gifts.
- Since certain planned gifts--such as gift annuities--require the full backing of all of the organization's assets, a foundation may have more flexibility in promoting planned gifts.
- A foundation has more independent in making investment decisions and, therefore, decisions by the Legislature regarding state investment policies could be ignored.
- A foundation could provide more flexibility in expenditures than a state agency.
- An institutionally-related foundation involves certain costs and must meet certain regulations.

FINDINGS OF THE STUDY: Institutional Issues, Continued

- 1.6 Can the MZG or the MZG Foundation's organizational structure encourage the recruitment and support of influential volunteers?
- Nearly every major fund-raising success begins with strong volunteer leadership.
 - The MZG Board is not viewed by most individuals interviewed as possessing much fund-raising clout.
 - Traditionally, governors of both parties have appointed less elite board members to state agencies than would be recruited by major private nonprofit organizations.
 - Many state agencies, and some private agencies, have developed foundations or friend groups to help enlist strong volunteers for fund-raising. Conflicts between those volunteers and the Board are not uncommon.
 - The MZG Foundation is seen as having some fund-raising clout, but is not as powerful a group as other organizations and foundations have recruited.
 - Most zoos have developed some type of support groups to help enlist volunteers. New Orleans, with perhaps the most successful development effort among zoos, has enlisted most of the city's power brokers.

FINDINGS OF THE STUDY: Donor Issues

2.0 Donor Issues

2.1 What has been the geographic distribution of past donors, and what will be the likely distribution of future donors?

- The donors have been primarily from the Twin Cities. There have been few out-of-state donors.
- Those interviewed felt the Zoo was perceived primarily as a Twin Cities zoo. The Zoo would need to take more steps to involve outstate communities before seeking support outstate.
- Most zoos receive the bulk of their support from the immediate region.
- Those interviewed felt the Zoo would attract primary support in the future from the Twin Cities and secondarily from the region.

2.2 What has been the type -- i.e. corporation, foundations or individuals -- of past donors, and what will be the probable type of future donors?

- The largest amount of past support has come from major foundations in the state.
- The largest number of past major donors (\$5,000) has come from corporations in the Twin Cities.
- The largest support group has been the two Friends groups consisting almost exclusively of individuals.
- Information developed in this study was inconclusive in predicting the type of future donors.

FINDINGS OF THE STUDY: Donor Issues, Continued

2.3 What has been the motivation of past donors, and what will be the probable motivation of future donors?

- There is no single feature that motivates all of the donors. To develop fuller insights into donor motivation would require a larger number of leadership interviews and the establishment of focus group meetings.
- The interviews with past and potential donors revealed many motivating factors.
 - A sense of civic responsibility to a major new facility led by community leaders.
 - Responding to an interest in the educational and/or research mission of the MZG.
 - Responding to an interest in the environment, wildlife and related causes.
 - Supporting a facility used by employees and customers of a company.
- Past and prospective donors expressed significant concern about the fact that the Zoo is a public agency and many viewed fund-raising as the Legislature retreating from its responsibility.
- Other concerns raised by those interviewed included infrequent communication with the Zoo, the pressing needs in human service agencies is a higher priority, and the managerial problems in the Zoo's first year of operation.

2.4 Do the policies of the MZG accommodate appropriate donor recognition?

- The MZG originally was opposed to most donor recognition efforts.
- The MZG today is supportive of developing donor recognition opportunities.
- Policies for donor recognition have not yet been developed.
- Other zoos routinely use donor recognition programs - plaques, naming exhibits, naming sponsors of programs, creating Giving Clubs, etc.

FINDINGS OF THE STUDY: Development Issues

3.0 Development Issues

3.1 What cost effective method(s) can be used to acquire new donors?

- Other organizations in the community are finding Telemarketing is the fastest and cheapest way to expand their donor base.
- Other organizations in the community have developed "Friends" organizations to provide a vehicle for building links with a wide base of potential supporters. The Friends organizations are controlled by the parent organization.
- Almost every zoo has developed a major Friends organization ranging from a small membership effort to a major high-powered fund-raising effort.
- The potential and past donors interviewed believed that a broad base of supporters was needed for the MZG.

3.2 Can private gifts be generated for ongoing operating support? If so, using what methods and organizational structure?

- Most individuals interviewed did not believe the private sector would pick up the current operating expenses of a Legislatively supported agency.
- The MZG does not believe there is a need for private gifts for current operations, with the exception of possibly supporting special projects.

FINDINGS OF THE STUDY: Development Issues, Continued

3.3 What techniques and organizational structure can best be used to raise capital funds?

- Other zoos have used Friends as support groups to raise significant funds. The relationship between the zoos and the support group varies widely.
- Other agencies in the community use active Trustees leadership--either from the Board of the organization and/or Board of the support group--to raise capital funds.
- Suggestions from those interviewed included:
 - The present MZG Board retaining professional fund raisers to conduct a drive.
 - The Governor appointing financial heavyweights to the MZG Board so it will operate more like a private not-for-profit organization.
 - Thanking the Legislature for past support and turning the Zoo into a private independent organization with a phase out of public support.
 - Wait until a person or group decides to pick up the Zoo as a special project and lead the MZG, MZG Foundation and the community towards a wider vision for the future.
- The fund-raising programs cannot be divorced from the other programs at the MZG. A more integrated approach was suggested by many of the individuals interviewed and by other organizations. Currently the MZG has no staff or organized programs to cultivate donors and solicit gifts.

FINDINGS OF THE STUDY: Development Issues, Continued

- 3.4 Does a market exist for planned giving and, if so, what is the best structure to support it?
- Nearly everyone interviewed believed there is little or no market for planned giving.
 - Other zoos around the country have received generous bequests, but none have a full Planned Giving Program.
 - To receive bequests or the proceeds from unitrusts, either the MZG or MZG Foundation would be satisfactory. However, to actively promote gift annuities or establish a Pooled Income Fund, a foundation would have several advantages.
- 3.5 What type of volunteer structure is needed and in what organizational structure can it best be produced?
- Past volunteer structures related to the MZG were relatively independent and conflicts between the groups were frequent.
 - Every successful Zoo fund-raising program has a strong volunteer base.
 - Other organizations in town seek to involve their volunteers in the life of the institution and seek their input to build a sense of ownership.
 - The MZG Foundation is currently the only vehicle designed to bring high-level volunteers into the MZG and the Foundation Board members do not feel a sense of ownership in the Zoo's programs.

Institutional Issues

1. The MZG does not have a well-defined long-range plan. To develop such a plan will require:
 - A definition of the role of the public and private sectors in the MZG's finances.
 - Creation of a format to bring the Zoo's major constituencies--the MZG Board, State government, Twin City corporations and foundations, and prominent individuals interested in the Zoo--into the planning process.
 - a balance of community constituencies seeking to fulfill their ideas and professionals capable of providing specific expertise to insure the viability of any plans.
2. There is a need for a vehicle to involve high-level volunteers in the planning and fund-raising programs of the MZG.
3. The MZG Foundation may provide a vehicle for involving volunteers, but its role as a private steward of funds is not perceived as valuable by the donor community. The primary rationale for continuing the MZG Foundation would be to involve volunteers.

PRELIMINARY CONCLUSIONS, Continued

Donor Issues

1. The major supporters of the Zoo are likely to be Twin Cities businesses, foundations, organizations and prominent individuals.
2. The potential donors are very concerned about giving to a public agency. A clear definition of public and private sector roles is needed. Specifically, a new consensus about the Zoo, its mission and its finances will be needed.
3. After building a plan, the MZG will need to begin a major donor cultivation program before it could successfully solicit major gifts. Such efforts would include:
 - Communicating regularly with potential donors.
 - Using volunteers to tell the story of the MZG to community opinion makers.
 - Creating a donor recognition program.
 - Expanding the Zoo Friends Program and exploring other base building programs.

Development Issues

1. The MZG development program should be supportive of the Zoo's programs and management system.
2. The MZG plan for private support should be coordinated with its requests for public support.
3. The MZG's development program should be consistent with proven fund-raising principles with particular emphasis given to:
 - prospect education and information,
 - prospect cultivation,
 - prospect involvement and donor recognition.
4. The MZG will need to build a broad base of supporters while at the same time focusing special attention on major gifts prospects.
5. The development program should emphasize donor acquisition programs and building capital gifts efforts. Current gifts and planned gifts are not a priority.
6. The MZG should not attempt a major fund-raising campaign without a solid plan based upon community input.

Summary of Conclusions

We believe that there are three overriding conclusions which can be drawn from the findings of the study:

1. There is a need for major strategic planning, including all major constituencies of the Zoo, to create a long-range agenda for capital expansion, finances and programmatic thrusts.
2. There is a need for a Champion--either an individual or a small core of leaders--whose interest in the Zoo is high and who is prepared to provide the leadership for the Zoo's external relations efforts.
3. There is a need for a vehicle to involve financial and business leaders in the external relations efforts of the Zoo.

RECOMMENDATIONS

Recommendation #1

A blue ribbon committee be created to assist the Minnesota Zoological Garden in strategic planning. Specifically, we recommend that the Committee:

- A. Be composed of major Minnesota leaders in business, foundations, government, and representatives from the MZG Board, and consist of seven to nine members. It is important that such a group represent the highest levels of leadership.
- B. Be appointed by the MZG Board, with the assistance of this community Advisory Committee, and be asked to make a public report to the MZG Board by March 1, 1985.
- C. Should seek to draw on the planning expertise available by:
 - local corporations loaning planning executives to assist in the project,
 - involving professional firms, as needed, in technical Zoo planning issues,
 - using resources of the State of Minnesota.
- D. Understand that the task force's mandate would be:
 - to review past plans and explore new possibilities,
 - to involve key constituencies in the process,
 - to use professional input so that the final plan reflects market and financial realities, as well as the needs of the Zoo and its systems.
- E. Charged with the responsibility of enlisting a high level person to serve as the lead advocate or champion for the Zoo's development programs.

Rationale

1. The Minnesota Zoological Garden does not have a comprehensive strategic plan.
2. There is concern by the MZG's major constituencies over the lack of such a plan.
3. The MZG staff does not have the expertise or time to provide the planning group with adequate support. Outside expertise is needed.
4. A high level planning group is the fastest way to build a consensus about the Zoo's future and its financial needs.
5. There is a need to recruit an advocate or a leader. The high level group assembled for planning would be an excellent search committee for a champion.

RECOMMENDATIONS, Continued

Recommendation #2

The Minnesota Zoological Garden should establish a Development Office as a central part of its external relations and marketing efforts and the Minnesota Zoological Garden Foundation should be reorganized to better serve the fund-raising efforts of the MZG. Specifically we recommend:

- A. The MZG create a development office as part of its external relations programs with a staff, budget, office and other support. The MZG Development Office should be organized to work closely with the other external relations offices; and considerations should be given to allowing the Development Office to supervise the membership programs.
- B. The MZG Foundation should work closely with the MZG and its development programs. We recommend that the MZG Foundation offices use the development office at the MZG, and the Executive Director of the MZG Foundation be the Director of Development of the MZG.
- C. The MZG Foundation needs to restructure its committees and its internal organization:
 - The Foundation's nominating committee should consist of the past-Chair of the MZG Foundation, the Chair of the MZG Foundation, the Chair of the MZG Board, staff support should be given by the Director of the MZG.
 - The Foundation should consist of no more than 15 members. We recommend that a majority of the members be new members to the MZG Foundation and that past members be given the opportunity to resign. In the future, if additional members are needed, the by-laws could be amended.

Rationale

1. There is a need for the Zoo to have a fund-raising program and such a program requires a vehicle to recruit and involve volunteers.
2. The Foundation represents a viable vehicle for recruiting high-level volunteers.
3. The MZG Foundation must be integrated into the MZG structure and processes. Many of the past problems probably evolved out of the separateness of the organizations.
4. Other Minnesota organizations have successfully integrated their development offices and institutionally-related foundations into a successful partnership.
5. The Zoo should coordinate its external relations programs so that each marketing effort supports other efforts.
6. The current Foundation structure limits its effectiveness by placing emphasis on fund management instead of fund raising.
7. Since the MZG Foundation has gone through a dormant period, it would be best if new members were brought into the process and past members were given the opportunity to move onto other endeavors.

Recommendation #3

After the establishment of the planning effort and the decision to establish a new development effort based on the MZG - MZG Foundation partnership outlined in Recommendation #2, we would recommend consideration of the following specific strategies which will ultimately need to be refined as a result of the planning process:

- A. STAFFING. The MZG should, in the 1985-86 fiscal year, hire a senior level person to serve as the Director of Development. The search committee should be composed of representatives from the MZG Board, MZG Foundation Board, the Planning Committee and the MZG staff. The person selected would serve as Executive Director of the MZG Foundation as well as Director of Development of the MZG.

In addition to the Executive Director/Director of Development position, the Zoo will need to consider hiring two additional staff members:

- a researcher/secretary who would be responsible for general office support, donor researching, and prospect management systems,
- a bookkeeper/secretary who would be responsible for general office support and maintaining the MZG and MZG Foundation gift records.

RECOMMENDATIONS, Continued

B. BUDGETING. A budget of \$45,000 would be needed in 1984-85, and a budget of \$160,000 would be needed in 1985-86.

<u>Item</u>	<u>1984-85 (3 months)</u>	<u>1985-86</u>
Staffing:		
Director	\$ 11,250	\$ 47,250
Researcher	3,500	14,700
Bookkeeper	3,500	14,700
Fringe Benefits (20%)	4,015	16,863
Program:		
Donor Cultivation	1,300	5,200
Challenge Grant		
Solicitation	5,000	-0-
Donor Recognition		
Program	1,000	5,000
Annual Giving	3,600	23,600
Administration:		
Office Costs	2,600	7,600
MZG Foundation		
Legal & Acctg.	9,000	18,000
TOTAL	\$ 44,765	\$152,913

RECOMMENDATIONS, Continued

C. TIMELINES AND BASIC STRATEGIES

<u>Item</u>	<u>Timeframe</u>
1. Reposition the MZG Foundation	
- Reorganize structure	Sept. 1984
- Recruit new members	Sept. 1984
- Integrate MZG Foundation with MZG Development Office	Jan. 1985
- Utilize influential volunteers in direction setting and with priority cultivation.	March 1985
2. Organize Development Office	
- Hire staff members	Feb. 1985
- Set up office and create gift-receipting acknowledgement system	March 1985
- Establish budgeting and management procedures	March 1985
3. Work out external relations agenda	
- Assist in defining external relations issues based on the strategic plan	March 1985
- Create initial fund-raising goals by quarter for 3 year period	May 1985
4. Donor cultivation acquisition	
- Locate priority prospect listing	June 1985
- Develop basic annual giving strategy	June 1985
- Begin active cultivation of prospects	July 1985
- Create grassroots fund-raising vehicles	Sept. 1985
- Prepare for major gifts campaign	Jan. 1986

Appendix A: Individuals Interviewed in the Study

<u>Category</u>	<u>Person Interviewed</u>	<u>Title/Affiliation</u>
MZG Staff	Stephen iserman David Bender	Director, MZG MZG Staff
MZG Board	Patricia Davies James Weaver	MZG Board Chair MZG Board Member and MZG Foundation Board Member
MZG Foundation Board	Malcolm McDonald Richard Gray Reuel Harmon	MZG Foundation, Vice Chair MZG Foundation Board Member MZG Foundation Board Member
State of Minnesota	Phyllis Kahn	Legislator
Past Corporate Supporters	James Shannon Mary Pickard	General Mills The Saint Paul Companies
Potential Corporate Supporter	Terry Saario Jack Nichols	Pillsbury Sperry Univac
Past Foundation Supporters	Paul Olson Humphrey Doermann Ronald Hubbs	Blandin Foundation Bush Foundation Bigelow Foundation Board Member
Funder Who Declined	Robert Granovsky	3M/3M Foundation
Other Zoos	Patricia Mason Eric Williams	New Orleans Zoo North Carolina Zoo
Other Agencies	Robert Voigt	Minnesota Orchestra Minnesota Science Museum
Civic Groups	David Lindberg James Lewis	Minnesota JC's 4-H

Bentz, Whaley, Flessner & Associates, Inc.

November 20, 1984

Mr. Stephen A. Iserman
Executive Director
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, MN 55124

Dear Steve:

It is important that we move forward with the challenge grant campaign to build the Wolf and Caribou Exhibits at the Zoo.

While the Blue Ribbon Committee will play an important role in the planning of the future of the Zoo, it is vital that we begin making some of the calls immediately.

It would be extremely helpful if we could identify the contacts which members of the Zoo Board have with local corporations and foundations. Attached is a list of some of the major companies and foundations in the Twin Cities area. It will also be important that we talk with selected individuals about the campaign, but I believe that should wait until we can personally present proposals to those individuals.

Also attached is a listing of the best prospects from the corporate foundation community. I think it would be helpful if we passed the list around the board and asked them to note where they have contacts and where they would be willing to make calls.

Best wishes.

Cordially,

Bruce W. Flessner/jj

Bruce W. Flessner

BWF:sa

Enc.

Dear :

As a (current) (former) member of the Board of Trustees of the Minnesota Zoological Garden Foundation, you know about the great progress the Zoo has made over the past two years. Attendance is rising, the financial and management problems have been corrected and the Zoo going membership is nearing ~~81,000~~.
cr 8,100

The past few years have been important to the Zoo. Equally exciting is the effort underway to plan for the future. Larry Buegler, President of Norwest Saint Paul is chairman of the Blue Ribbon Committee to guide the Zoo planning for the twenty-first century. This group, which is seeking input from the Zoo's major constituencies, will begin this work in early 1985.

Right now, we have a more immediate concern. The legislature has approved a challenge grant to fund a Wolf and a Caribou Exhibit. In order to meet the mark, we must raise \$225,000 by June 30, 1985.

We need your help. This December, we hope you will include the Zoo among your year end contributions. Also, we could use some help opening doors to key donors. We trust we can count on your help in meeting the goal.

Enclosed is a rough overview of the exhibits and the challenge grant campaign. Your help is needed if we are to continue to build a better Zoo for the future.

Cordially,

Stephen A. Iserman

Malcolm W. McDonald

Steve,

For your review.

BWF

Bentz, Whaley, Flessner & Associates, Inc.

TOP 30 MINNESOTA FOUNDATIONS

Alliss Educational Foundation
Andersen Foundation
F. R. Bigelow Foundation
Charles K. Blandin Foundation
Otto Bremer Foundation
The Bush Foundation
Burlington Northern Foundation
Cargill Foundation
Dayton Hudson Foundation
Deluxe Check Printers
Foundation & Corporation
First Bank System
Foundation & Affiliates
H. B. Fuller Company
B. C. Gamble and
P. W. Skogmo Foundation
General Mills Foundation
Honeywell Foundation
& Corporation
Jerome Foundation
The McKnight Foundation
& Corporation
The Minneapolis Foundation
3M Foundation & Corporation
Northern States Power Company
Northwest Area Foundation
Northwestern Bell
Telephone Company
NorwestCorporation,
Foundation & Subsidiaries
Ordean Foundation
I.A. O'Shaughnessy Foundation
Phillips Foundation
The Pillsbury Company
Foundation & Corporation
The Saint Paul Companies
The Saint Paul Foundation
Wasie Foundation

TOP 30 MINNESOTA CORPORATIONS

Bemis Company, Inc.
Control Data Corporation
Dayton Hudson Corporation
Deluxe Check Printers, Inc.
Diversified Energies, Inc.
Economics Laboratory, Inc.
First Bank System, Inc.
H. B. Fuller Company
Gelco Corporation
General Mills, Inc.
G. Heileman Brewing Co., Inc.
Honeywell, Inc.
Geo. A. Hormel & Company
International Multifoods
Corporation
Jostens, Inc.
MEI Corporation
Medtronic, Inc.
3M Company
Minnesota Power
Montana-Dakota Utilities Company
Montana Power Company
Nash Finch Company
Northern States Power Company
Northwest Airlines, Inc.
Northwestern National
Life Insurance Co.
Norwest Corporation
Pillsbury Company
Republic Airlines, Inc.
St. Paul Companies, Inc.
Super Valu Stores, Inc.

-Apache Corporation
1700 Foshay Tower
Minneapolis, Mn 55402
332-7222

Contact: E. G. Newman, Pres./Director

Areas of interest: conservation, community development, race relations and opportunities, youth agencies, special interest in education, health and mental health. Support for operating budget, capital, programs, professorship. Board meets as needed; best time to apply is Sept., Oct., Nov., and Dec.

Source: 2

-Athwin Foundation
901 Midwest Plaza
Minneapolis, MN 55402
340-3616

Contact: Atherton Bean, Trustee
Winifred W. Bean, Trustee
Eleanor Nolan, Trustee
Bruce W. Bean, Trustee
Mary F. Bean, Trustee

Areas of interest: civics, community funds, conservation/environment, religion, education, health, humanities/the arts, scientific research.

Source: 1

-The Baker Foundation
4900 IDS Center
Minneapolis, MN 55402

Contact: William M. Baker, President/Director

Areas of interest: civic (community funds), conservation/environment, education (college/university, vocational), human service/social service agencies (youth agencies), art (museum), religion (theological education).

Source: 1

-J. L. Bell
1000 Highway 55 West
Suite 450
Minneapolis, MN 55470-7288

Contact: L. L. Arnevik, Exec. Secretary

Areas of interest: principal gifts to
conservation, arts, youth welfare, health,
education. Support for program and
research. Past donor to zoo.

Source: 2

-Bemis Company Foundation
800 Northstar Center
Minneapolis, MN 55402
340-6018

Contact: Thomas E. Davies, Exec. Director

Board meets quarterly; contact made by
letter of inquiry.

Areas of interest: arts, community
development, education, health & welfare.

Source: 1

-F. R. Bigelow Foundation
1120 Northwestern Nat'l Bank Bldg.
St. Paul, MN 55101
224-5463

Contact: Paul A. Verret, Secretary

Board meets early June & early December;
proposal deadlines are at least two months
prior to board meetings; contact made by
request for guidelines.

Areas of interest: education, welfare,
humanities, arts.

Source: 1 & 2

-Burlington Northern Foundation
1111 Third Avenue
Seattle, WA 98101
(206) 625-6794

Contact: Donald K. North, Exec. Director

No best time to apply.

Areas of interest: humanities, education,
social & welfare, youth programs.

Source: 2

-Cargill Foundation
Box 9300
Minneapolis, MN 55440
475-6122

Contact: Calvin J. Anderson, Exec. Director

Board meets quarterly; proposal deadline is
one month before board meeting; contact
made by telephone or letter of inquiry.

Areas of interest: cultural, education,
health, social welfare, civic within Twin
Cities.

Source: 1 & 2

-The Davis Foundation
2100 First Nat'l Bank Bldg.
St. Paul, MN 55101
228-0935

Contact: Frederick W. Davis, President/Director

Staff: Joseph F. Micallef, Asst. Sec./Dir.
Applications accepted throughout the year;
board meets annually.

Areas of interest: conservation,
education, health, religion, social
services (community development, youth
agencies).

Source: 2

-Dayton Hudson Foundation & Corporation
777 Nicollet Mall
Minneapolis, MN 55401
370-6553

Contact: Vivian Stuck, Administrative Officer

Board meets quarterly; contact made by
letter of inquiry, request for guidelines,
or complete proposal.

Areas of interest: social action, arts &
humanities, civic/community needs.

Source: 1 & 3

-Deluxe Check Printers Foundation & Corporation
Box 43399
St. Paul, MN 55164
483-7111 or 483-7233

Contact: John R. Bross, Treas.; Donald
W. Steinkraus, Asst. Sec.-Treas.

Contribution decisions made bimonthly;
contact made by telephone or letter of
inquiry.

Areas of interest: youth organizations,
social welfare agencies, civic groups,
cultural organizations.

Source: 1 & 2

-Dye Family Foundation Trust
c/o First Nat'l Bank of Minneapolis
120 South Sixth Street
Minneapolis, MN 55408
370-4163

Contact: Charles B. Woehrle, Director

Board meets quarterly; best time to apply
is summer and early fall.

Areas of interest: conservation,
education, religion, united way.

Source: 2

-Economics Laboratory, Inc.
370 Wabasha Avenue
St. Paul, MN 55102
293-2288

Contact: Lawrence T. Hoages, Pres./Dir.

Areas of interest: educational scholarship.

Source: 2

-First Bank System Foundation & Affiliates
1300 First Bank Place East
Minneapolis, MN 55402
370-5080

Contact: Donna F. Carlson, Grants Administrator

Board meets quarterly; proposal deadline is
three months prior to board meetings;
contact made by letter of inquiry.

Areas of interest: social welfare & civic
programs, education, arts, preservation &
environment projects.

Source: 1

-H. B. Fuller Company
2400 Kasota Avenue
St. Paul, MN 55108
645-3401

Contact: Karen Muller, Community Affairs Asst.

Contribution decisions made monthly;
contact made by telephone or letter of
inquiry.

Areas of interest: arts & humanities,
education, health, welfare/social services.

Source: 1

-B. C. Gamble and P. W. Skogmo Foundation
500 Foshay Tower
Minneapolis, MN 55402
339-7343

Contact: Thomas F. Beech, Secretary-Treasurer

Supporting organization of The Minneapolis
Foundation Board meets in May & December;
contact made by letter of inquiry.

Areas of interest: health, humanities,
religion, social services (youth agencies,
social welfare).

Source: 1 & 2

-General Mills Foundation
Box 1113
Minneapolis, MN 55436
540-3337

Contact: James P. Shannon, Exec. Director

Board meets intermittently; applications
accepted anytime; contact made by letter of
inquiry.

Areas of interest: social services,
health, civic affairs, cultural
organizations.

Source: 1 & 2

-Graco Foundation
60 11th Avenue NE
Minneapolis, MN 55413
623-6222

Contact: Charles F. Murphy, Exec. Director
Secretary/Treasurer

Board meets April, July, October and
December; applications accepted throughout
the year.

Principal gifts to civic, economic
education, conservation, health,
human/social services, youth agencies.

Source: 2

-Honeywell Foundation & Corporation
Box 524
Minneapolis, MN 55440
870-6822

Contact: Pat Hoven, Director

Contributions decisions made quarterly;
contact made by complete proposal.

Areas of interest: education, health &
welfare, arts.

Source: 1

-Hubbard Foundation
3415 University Avenue
St. Paul, MN 55114
642-4300

Contact: Stanley E. Hubbard, Pres. & Trustee

Principal gifts to youth oriented
organizations, education, health, minority
opportunities, handicap rehabilitation and
united way.

Source: 2

-International Multifoods Corporation
Multifoods Tower
Box 2942
Minneapolis, MN 55402
340-3302

Contact: Fran Kolb, Mgr., Corporate
Support Programs

Board meets quarterly; contact made by
letter of inquiry.

Areas of interest: education, arts &
humanities, health & welfare, civic
programs.

Source: 1

-The Jostens Foundation
Box 20367
Bloomington, MN 55420
830-8461

Contact: Ellis F. Bullock, Jr., Dir.

Board meets third Thursday of Sept., Nov.,
Jan., March, May & July; proposal deadline
is last day of previous month; contact made
by request for guidelines.

Areas of interest: health, education,
arts, social services, targeted at youth
ages 12-24.

Source: 1

-Medtronic Foundation
Box 1453
Minneapolis, MN 55440
574-3024

Contact: Jan Schwarz, Manager

Contact made by telephone inquiry.

Areas of interest: health, education,
human/social services, arts & humanities,
civic & community affairs; esp. related
to aged & handicapped.

Source: 1 & 2

-The Minneapolis Foundation
500 Foshay Tower
Minneapolis, MN 55402
339-7343

Contact: Thomas F. Beech, Exec. Director

Board meets quarterly; best time to apply
is 3/1 and 11/1; contact made by telephone
or letter of inquiry.

Areas of interest: civic community,
educational, esp. related to poor,
underprivileged.

Source: 1 & 2

-3M Foundation & Corporation
3M Center, Bldg. 2202W
St. Paul, MN 55144
733-8335

Contact: D. W. Larson, Dir. of Community
Affairs

Board meets quarterly; proposal deadline is
six weeks before board meeting; contact
made by telephone or letter inquiry.

Areas of interest: education, health,
social services, the arts.

Source: 1 & 2

-Nash Foundation
Barry Kelner
c/o Trust Dept.
Norwest National Bank
7th & Marquette Avenue
Minneapolis, MN 55479

Contact: Barry Kelner, Secretary

Board meets February/May; best time to
apply is Oct., Nov., Dec.

Principal gifts to conservation, education,
health (mental health, handicap),
humanities, research, social services
(youth welfare, community development).

Source: 2

-Northwest Area Foundation
W975 First National Bank Building
St. Paul, MN 55101
224-9635

Contact: John D. Taylor, President

Board meets bimonthly on first Friday of
the month, contact made by telephone
inquiry or request for guidelines.

Areas of interest: arts & humanities,
environmental/physical sciences, human
services, medical sciences & health, social
sciences. Special interest to support
experimental/demonstration projects "which
promise significant impact, for which there
is not now general support." (per
Foundation's annual report)

Source: 1 & 2

-Northwestern Bell Telephone Company
200 South Fifth Street
Minneapolis, MN 55402
344-4349

Contact: Sandra Erickson, Customer Relations

Contact made by complete proposal.

Areas of interest: arts, education, civic
& community.

Source: 1

-Northwestern National Life Insurance Co.
20 Washington Ave. South
Minneapolis, MN 55440
372-5580

Contact: David K. Cummings, Second VP,
Corporate Relations

Contribution decisions made quarterly;
contact made by request for guidelines or
complete proposal.

Areas of interest: arts & humanities,
education, health, welfare/social services.

Source: 1

-Norwest Corporation, Foundations Subsidiaries
1200 Peavey Building
Minneapolis, MN 55479
372-8290

Contact: Peter R. Spokes, President/Treasurer

Areas of interest: higher education, arts,
social service, youth.

Source: 2

-I. A. O'Shaughnessy Foundation
W-555 First Nat'l Bank Bldg.
St. Paul, MN 55101
291-5100

Contact: Paul J. Kelly, Secretary-Treasurer

Board meets in June; applications accepted throughout year; contact made by complete proposal.

Areas of interest: conservation, education, health, humanities, religion, scientific research.

Source: 1 & 2

-The Pillsbury Company, Foundation & Corporation
M.S. 3290 Pillsbury Center
Minneapolis, MN 55402
330-4184

Contact: Robert W. Bonine, Secretary

Board meets quarterly; contact made by letter of inquiry.

Areas of interest: civic, education, health & welfare, human/social services, arts & humanities.

Source: 1 & 2

-St. Paul Companies, Inc.
385 Washington Street
St. Paul, MN 55102
221-7875

Contact: Polly Nyberg, Grants Administrator
Iris Lewis, Community Relations
Administrator (education only)

Contribution decisions made monthly; proposal deadlines three months prior to contribution decisions date; contact made by letter of inquiry.

Areas of interest: education, health & social services, humanities, community development.

Source: 1

-The Saint Paul Foundation
1120 Northwestern Nat'l Bank Building
St. Paul, MN 55101
224-5463

Contact: Paul A. Verret, President

Board meets five times per year; proposal
deadline is at least two months before
meeting; contact made by request for
guidelines.

Areas of interest: Education, health,
human/social services, civic, arts &
humanities in St. Paul area.

Source: 1 & 2

-Super Valu Stores, Inc.
P. O. Box 990
Minneapolis, MN 55440
828-4000

Contact: address to "Contributions Committee"

Committee meets as needed; applications
accepted throughout year; initial contact
by letter.

Areas of interest: education, health,
social services, arts, public affairs.

Source: 4

-WCCO AM-FM TV
50 South 9th Street
Minneapolis, MN 55402
330-2655

Contact: Elna Campbell, Sec. to Chairman

Areas of interest: human services,
education, and arts.

Source: 1

SOURCES

1. Guide to Minnesota Foundations & Corporations Giving Programs 1983. Published by Minnesota Council on Foundations.
2. Minnesota Foundation Directory.
3. Taft Corporate Directory.
4. Corporate 500: The Directory of Corporate Philanthropy, 3rd Edition.

Ms. Mariam C. Noland
October 28, 1983
Page 2

3. Interview phase. With help from the Advisory Committee and staff members, an interview list will be developed of key people who have important information and insights. We would anticipate that this list would include top staff members of both the Zoological Garden and the Foundation, a few Board members from both organizations, key legislators or legislative aides, and certain influential community leaders.

The interviews would be conducted by representatives of Bentz, Whaley, Flessner, & Associates, and would be confidential in nature. The questions used would relate to the basic issues raised in this study.

4. Analysis and formation of recommendations. After the information is gathered and analysed, a report will be written presenting our findings, conclusions and recommendations. The report would include the following:

- a. An orderly presentation of the information gathered.
- b. Our conclusions relating to:
 - the potential for short- and long-term annual and capital fund raising by the Zoo;
 - the most effective fund-raising model for the Zoo;
 - the appropriate role and organization of volunteers in fund raising; and
 - the future role of the Foundation.
- c. Our recommendations for implementing an aggressive fund raising program, including:
 - an implementation plan, including timelines and specific action items;
 - personnel needs, job descriptions, organizational chart, and reporting relationships;
 - the appropriate role for public and governmental relations in the fund raising program; and
 - a one-year budget.

Timeline

If we are chosen for this project and if that decision is made by November 4, 1983, we agree to meet a schedule that would see the first draft of the report submitted by January 31, 1984 and the final report submitted by March 15, 1984. (This is only

BWF

October 28, 1983

Ms. Mariam C. Noland
Vice President
The Saint Paul Foundation
1120 Norwest Center
Saint Paul, Minnesota 55101

Dear Mariam:

We are very pleased to submit a proposal for a fund raising organizational study for the Minnesota Zoological Garden. We view this study as an important project both for the community and our firm, and we appreciate being considered by The Saint Paul Foundation.

Proposal

The purpose of the Fundraising Options Study is to develop a fund raising model for the Minnesota Zoological Garden including an implementation plan, budget, staffing requirements, timeline and specific action items. Our proposal for accomplishing this purpose is as follows.

1. Formation of Advisory Committee. The first task in this study would be to work with the Saint Paul Foundation in establishing the job description for, the membership of, and the agenda for an Advisory Committee. This committee would oversee the process and procedures for the study and provide advice during certain phases of the study. (This is not meant to invade the prerogative of the Saint Paul Foundation relating to the formation of this committee. It would be very helpful, however, for the consultant to be involved in its organization and to work closely with it.)
2. Information gathering phase. The next phase would be the gathering of information--examining models other zoos and like institutions use for their fund raising, reviewing the long range planning that has been done by the Zoological Garden staff, and studying the records of the Minnesota Zoological Foundation.

It is our understanding that the staff has made visits to other zoos to look at their fund raising organizations and that this information will be available to us. It is also our understanding that relevant records and planning documents will be made available to us by the Zoo's and Foundations's staff members.

Ms. Mariam C. Noland
October 28, 1983
Page 3

contingent upon our receiving the needed information and records from the Zoological Garden and Foundation in a timely fashion.

Personnel

I would serve as partner-in-charge of this project and be responsible for planning, scheduling, quality of the work and client relations. Bruce Flessner, also a Senior Partner of the firm, would work with me.

Fees

Our normal estimate of time for a study that is this comprehensive would be 13 to 15 days. Since our standard fee is \$750 per day, this would produce a project cost of \$9,750 to \$11,250 plus out-of-pocket expenses. As we stated in our letter of September 14, 1983, we recognize your budget restrictions and are willing to accept this project for a total price of \$10,000.

Relationship

It is our understanding that should we be selected to conduct this study, we would be working for the Saint Paul Foundation and that you would be our primary contact person from the Foundation. We would also work closely with the Director of the Minnesota Zoological Garden and have the cooperation of Zoo and Foundation staff and Board members.

Description of the Firm:

Bentz, Whaley, Flessner & Associates, Inc. is a new firm providing management, development, and marketing counsel to the non-profit sector. The firm's principals have all had extensive development and management experience at a variety of institutions. Additionally, all have considerable consulting experience.

We believe that fund raising is not an isolated activity and that it should not be separated from the overall institutional processes for planning and operations. We also believe that development counsel is usually most effective when working with and through the institution's staff. It is our objective as a firm to provide clients with the most professional and effective counsel possible, adapting techniques and approach as needed to meet the unique needs of each project.

Bentz, Whaley, Flessner & Associates, Inc.

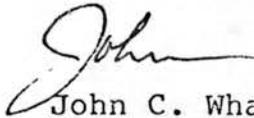
Ms. Mariam C. Nolan
October 28, 1983
Page 4

A brief informational piece plus a current client list is attached.

Should you select our firm for this project, we will submit a letter of engagement for your signature

We are very pleased to have been asked to submit a proposal for this study. As we said in our conversation with you and Paul, this is exactly the type of project in which we are most interested and hope to specialize. If selected, we will give this important study our most thoughtful attention.

Sincerely,



John C. Whaley
Senior Partner

JCW:db
Enclosure

Bentz, Whaley, Flessner & Associates, Inc.

The more you know about a firm and its philosophy, the better decision you can make in selecting counsel. Bentz, Whaley, Flessner and Associates is a new-generation, full-service firm, offering management, development and marketing consulting services to the non-profit sector.

Management, development and marketing consultants to the non-profit sector.

Bentz, Whaley, Flessner and Associates:
The Future of Institutional Advancement Counsel

Bentz, Whaley, Flessner and Associates is a full-service firm providing a complete range of fund raising, management and public relations counsel to colleges and universities, arts organizations and health care institutions. The three founding partners, Frank H. Bentz, John C. Whaley, and Bruce W. Flessner, collectively bring 40 years experience in institutional advancement and management to serve professionals in a manner which is tailored to the needs of their particular staffs and institutions.

Our Philosophy

We are not a traditional consulting firm. We did not begin our enterprise to duplicate the services already provided by numerous companies. Our approach is not merely to consult, rather we expect to work with our clients in an exceptional manner.

Several important features distinguish our services. First and foremost our service is based on commitment. Our own experiences have led us to know and understand the necessity of working with total commitment to an institution, to its missions and goals. There is no other way. This is the essence of professionalism as we see it.

Hand in hand with our commitment, clients receive comprehensive service. We address a new generation of needs. Institutions face difficult and complex challenges, rarely confined to just fund raising or public relations problems. While we offer specific expertise in development, public relations, management, finance, and marketing efforts such as admissions programs and audience development, we do not present clients a "magic formula" that claims to solve their problems. Our approach is to address broad issues and needs with a client, to develop integrated solutions, and to provide the services needed to assist an institution's staff to implement these solutions. We think this is the most professional and productive way to work.

We are dedicated to high standards of professionalism, and expect our clients to demand the same care and quality in our advancement counsel as they would of their attorney or accounting firm. The nature of our approach is professionals working with professionals. We become part of your team, offering expertise that only years of background in various institutions can produce. Our knowledge becomes your knowledge as we work with your staff, and our primary concern is to leave an institution and its staff with direction, professional training and effective tools.

Bentz, Whaley, Flessner and Associates brings to your institution a comprehensive problem-solving approach designed not merely to plan a successful fund raising campaign, but to help build a stronger organization. The success of an effort is measured not only by the immediate dollars it generates but also by the long-term improvement in the client's management, development, and marketing programs.

A professional staff deserves professional counsel--consultants who hold the same high standards of performance you set for yourself and your staff and who have the talents, experience, and services to meet the needs of your institution.

How We Work

At Bentz, Whaley, Flessner and Associates we believe consultants should work hard. But working hard is not enough. Quality is the watchword for our firm, a commitment reflected in the rigorous standards our Associates must meet, our investment in their training and development, and the attentive supervision of each engagement by a partner. We believe in working through staff--not in place of staff--so that when we are gone a client retains vital information, contacts and expertise.

Bentz, Whaley, Flessner and Associates' team approach means efficient service. It assures that each professional working with you has the specific skills necessary to do the job right. All consulting arrangements, including planning, strategy development, scheduling and client relations, are supervised by a senior partner. The firm's Associates are selected for their special experience and their ability to relate their specialties into broader frameworks.

The Services We Provide

As a full-service professional partnership, Bentz, Whaley, Flessner and Associates brings a wide range of talents to bear in the right combination for each of our clients and provides consulting services in the following areas:

Development

Capital campaign
Endowment campaigns
Program evaluation
Annual giving
Telemarketing
Planned giving

Donor Research
Corporate and foundation
Intensive development
retreats for institutional administrators
and volunteer leadership

Public Relations

Communication evaluation
Market analysis
Publications

New and media relations
Special event management

Management and Finance

Information and computer systems
Financial projections and needs analysis
Financial records systems
General management and staff organization
Endowment evaluation

Earned Income Enterprises

College admissions marketing
Audience development
New income ventures

Fees

Fees for professional counsel are arranged on a project basis or are based on time commitments--per day, per week, per month--agreed upon between client and firm.

The Partners

Frank H. Bentz, John C. Whaley and Bruce W. Flessner together bring 40 years experience as advancement professionals in this young field. Their collective years of experience include work at large universities, small liberal arts colleges, major symphonies, orchestras, museums and community organizations. Their backgrounds, in senior positions at national institutions and as consultants to major campaigns, give the team an exceptional quality and diversity of experience.

FRANK H. BENTZ

Frank H. Bentz brings nearly 20 years of institutional experience to this consulting practice. Most recently, he served as Vice President for Development and Public Affairs at Franklin College, Franklin, Indiana. He also held development positions at the University of Minnesota and Western Michigan University. Mr. Bentz has special skills in board relations, major gift cultivation and solicitation, and total institutional planning.

JOHN C. WHALEY

John C. Whaley comes to this firm from the consulting field where since 1980 he was with C. W. Shaver & Co. as a Regional Vice President and served such prestigious clients as the San Francisco Symphony and Carleton College. Prior to this, Mr. Whaley was the Director of Development at the University of Minnesota, has held other development positions, and has consulted on planned giving. His particular areas of expertise are endowment campaign planning, planned giving, and fund raising management.

BRUCE W. FLESSNER

Bruce W. Flessner has spent his entire working life in development. As Associate Director of Development of the University of Minnesota, he managed a large professional staff and supervised the collegiate development effort. Prior to Minnesota, Mr. Flessner served as Annual Fund Director at Kalamazoo College. His experience highly qualifies him in the areas of program analysis, planning and management; staff recruitment and development; and annual giving.

The skills, professionalism and high standards of performance you expect in your legal and accounting financial services you should also demand from your fund raising and management counsel. Bentz, Whaley, Flessner and Associates offer you this, and more.

Bentz, Whaley, Flessner and Associates, Inc.
658 Pillsbury Center
Minneapolis, Minnesota 55402
(612) 375-0051

January 16, 1985

Mr. Stephen A. Iserman
General Director
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

Offices:
Detroit
Minneapolis

Dear Steve:

Here is a draft outline of a packet of materials we could create for a school children's campaign. It obviously needs work, but I would appreciate you and Dave looking it over.

Cordially,



Bruce W. Flessner

BWF/jj

Enclosure

MINNESOTA'S
GREAT ZOO

THE MINNESOTA ZOO CHILDREN'S CAMPAIGN:
Guide for Teachers

- I. The zoo concept
- A. Present history of zoos
 - B. Discuss famous zoos in the world - London, San Diego, Bronx
 - C. Ask what zoos students have visited and discover their main memory of visit
- II. The Minnesota Zoo
- A. Explain cageless design and natural setting concept
 - 1. Talk about animals in cages (gerbils, birds, fish) and why they need to be caged
ACTIVITY: Have students bring in pets or photos of pets in cages
 - 2. Talk about zoo animals not in cages and why they are happier and healthier
 - B. Discuss various animals living in zoo
ACTIVITY: Match animal with native locale, using map of world, e.g. panda-China, kangaroo-Australia
 - C. Investigate factors involved in feeding and caring for zoo animals
ACTIVITY: Have zookeeper visit class(es) and give presentation on caring for animals
- III. Wolf and Caribou Exhibits
- A. Present concept of extinction, specifically dealing with dinosaurs and bison

ACTIVITY: Have students make report on different dinosaurs, highlighting environmental changes

ACTIVITY: Have students make report on bison, highlighting the effects of western expansion and civilization

- B. Prepare information on the wolf and the caribou species
- C. Distribute map of Minnesota Zoo showing planned wolf and caribou exhibits

ADDITIONAL GENERAL ACTIVITIES

- * Visit Zoo - take cameras, tape recorders, and sketchpad along
- * Learn songs about animals
- * Write stories about being an animal in a zoo
- * Write poems or limericks about zoos and animals
- * Make collages composed of zoo animals pictures
- * Write reports on animals of choice; share with class
- * Create bulletin board for clippings from paper and magazines
- * Write slogans promoting the Zoo
- * Show filmstrips about zoo animals
- * Make posters promoting the Zoo
- * Listen to recordings of animals such as "The Language and Music of the Wolves", Robert Redford narrator

Cave paintings from 15,000 years ago show that people were interested in studying animal anatomy. Stone-age men and women sometimes kept bears and giant mammoths (which resembled elephants) alive in pits. They may have kept them there until they were needed for eating, but could they have been curious about these animals?

In ancient Egypt, Queen Hatshepsut had a collection of animals including giraffes, monkeys, and leopards.

The Greek philosopher Aristotle kept a private zoo and wrote the first zoological encyclopedia, History of Animals.

Kings and leaders of great civilizations kept wild animals to prove their power and to amuse themselves. King Henry III of England had quite a few animals during his reign in the 13th century - and he charged the people of London for their upkeep! He had a polar bear which fished for its dinner in the Thames River, and the king was given the first elephant ever to be seen in England.

The ancient Chinese had "Parks of Intelligence" where exotic animals could roam and be watched by people.

Louis XIV of France is said to have built the first real zoo in the 17th century. He built the zoo next to his palace at Versailles. The cages for his wild beasts were set amidst the shrubs, trees and gardens, so people could stroll around and view the various animals.

Matching

Draw a line between the description and the correct person.

- | | |
|---|------------------------|
| 1. Wrote <u>History of Animals</u> , first zoological encyclopedia. | A. The ancient Chinese |
| 2. Created "Parks of Intelligence" to view wild animals. | B. Louis XIV |
| 3. Kept bears and mammoths alive in pits to watch. | C. Stone-age man |
| 4. Built first real zoo in the 17th century. | D. Aristotle |
| 5. Displayed the first elephant in England. | E. King Henry III |

I often wish I were a King,
And then I could do anything.

If I were a King of Norrøway,
I'd ask an elephant to stay.

-A. A. Milne
When We Were Very Young

Major zoos opened in Europe in the 19th century - the London Zoo started in 1828 and the Berlin Zoo in 1844. The first American zoo opened in Philadelphia in 1859, the National Zoo began in 1889, and the Bronx Zoo in 1899.

Zoos exist in today's world for four reasons. They are:

1. Education - A zoo is a living museum.
2. Recreation - A zoo is fun to visit!
3. Research - A zoo gives scientists a chance to study many different animals.
4. Survival - A zoo is a center of survival for many almost extinct animals.

There are many zoos in the United States today, and each one often has a special feature. The Bronx Zoo in New York is famous for its water birds and flamingoes. The San Diego Zoo has famous tortoise and parrot collections. At the Chicago Brookfield Zoo, there is a mini-mountain where Siberian ibex (wild goats) can leap about. The Milwaukee Zoo is known for its moose herds. The Detroit Zoo has a replica of a Lower Nile swampland.

It's estimated that 80 million people visit American zoos every year!

The Minnesota Zoo, like most modern zoos, features what is known as cageless design. This means that the animals are not kept behind bars but instead are able to roam free in settings similar to those they are naturally found in.

A German named Carl Hagenbeck designed the first zoo without bars at the turn of the century in Hamburg, Germany. He used moats and pits instead of bars. He tested the jumping ability of the animals by hanging stuffed birds at certain heights and measuring the distances. Then, just to be safe, he added a few feet!

Pets that families keep often do need to be kept in cages. Name at least five different types of animals that are in cages, and talk about why they should be caged.

Animals that have plenty of space and freedom are less inclined to try and escape than those kept in cramped, smelly cages. There are stories told about animals who escape from zoos, wander around in the wild for a few days, then return. If the animals are treated well, they don't mind being in captivity.

Animals that are born and raised in captivity probably don't feel like prisoners, as people might think they would. If they have never known the wild, they wouldn't feel that their enclosures were barriers to anything. And those same animals frequently don't think of man as a mortal enemy.

The Four Friends

Ernest was an elephant, a great big fellow,
Leonard was a lion with a six-foot tail,
George was a goat, and his beard was yellow,
And James was a very small snail.

Leonard had a stall, and a great big strong one,
Ernest had a manger, and its walls were thick,
George found a pen, but I think it was the wrong one,
And James sat down on a brick.

Ernest started trumpeting, and cracked his manger,
Leonard started roaring, and shivered his stall,
James gave the huffle of a snail in danger
And nobody heard him at all.

Ernest started trumpeting and raised such a rumpus,
Leonard started roaring and trying to kick,
James went on a journey with the goat's new compass,
And he reached the end of his brick.

Ernest was an elephant and very well-intentioned,
Leonard was a lion with a brave new tail,
George was a goat, as I think I have mentioned,
But James was only a snail.

-A. A. Milne
When We Were Very
Young

Animals from many different parts of the country and the world can be found at the zoo. It's very interesting to think about the various environments and areas of the world animals come from. Look at the next 7 pages of pictures, and see if you can match the animals with the following names of continents or geographic areas.

- Antarctica [penguin]
- Southwestern China [panda]
- Woodland areas [bear]
- Central Australia [kangaroo]
- Rain forest of central Africa [gorilla]
- African desert [camel]
- Tropical forest of Africa and Asia [leopard]

Think of how much food a normal adult needs to eat to stay healthy. Think of how much food a large dog needs to eat to stay healthy. Now think about the amount of food needed for a monkey, or a bobcat, or a whale!

A lot of food is needed at a zoo, and it also must be fresh and uncontaminated. Since all animals eat different things, many different kinds of food have to on hand. For example, tigers eat raw meat, seals eat fish, camels eat grasses, and gorillas eat vegetables.

Zoos must care for their animals in other ways besides feeding them. Veterinarians may help a bear deliver her cub, pull out an infected tooth for a tiger, file an moose's toenail, set a monkey's broken arm, and give a dolphin a vitamin shot. Imagine all the other things a zoo veterinarian might be called upon to do!

At the Zoo

There are lions and roaring tigers and enormous camels
and things,
There are biffalo-buffalo-bisons, and a great big bear
with wings,
There's a sort of a tiny potamus, and a tiny nosserus too -
But I gave buns to the elephant when I went down to
the Zoo!

There are badgers and bidgers and bodgers, and a Super-
intendent's House,
There are masses of goats, and a Polar, and different
kinds of mouse,
And I think there's a sort of a something which is called
a wallaboo -
But I gave buns to the elephant when I went down to to
the Zoo!

If you try to talk to the bison, he never quite under-
stands;
You can't shake hands with a mingo - he doesn't like
shaking hands.
And lions and roaring tigers hate saying, "How do
you do?" -
But I give buns to the elephant when I go down to
the Zoo!

-A. A. Milne
When We Were Very
Young

DRAFT COPY

Species of animals don't live on forever. Huge, powerful dinosaurs used to roam the earth. Now there are none. In modern times, bison used to cover North America's grasslands. In a period of about 40 years during the 1800's, at least 2 million bison were killed by white hunters for their hides, for meat, or just for sport. By the end of the 1800's there were only about 500 bison left in North America. Bison were saved from extinction just in time, and now there are about 25,000 living mainly on game preserves in the U.S. and Canada.

Animals become extinct for a number of reasons. Man may hunt the animals for sport. The environment may change. Pesticides may contaminate the environment. A species may not reproduce fast enough to keep up with its natural predators. Because of all these reasons, zoos are helping save species by breeding endangered animals.

Zoos have had to overcome many problems associated with captive breeding. They have discovered that animals won't mate when a human is nearby, and often they don't like disturbances from other animals, even of the same species. Having an environment as close to the animal's natural setting is helpful. And the male and female need to get along in order for breeding to be successful. These and other factors make captive breeding a tricky business - yet very important for the future of rare and endangered animals.

The Minnesota Zoo plans to set up new exhibits featuring two threatened animals native to Minnesota. These animals are the timber wolf and the caribou.

Minnesota is the only state in the lower 48 that has a stable population of timber wolves. Over the years, wolves have been killed by farmers and hunters. The wolf is often considered a threat to humans and their property, which led to the big, bad wolf stories.

The wolf is actually an ancestor to the dog, and resembles German shepherds and huskies. Some physical differences between wolves and dogs are:

- wolves breed once a year, and most dogs breed twice
- a wolf's muzzle is longer than those of most dog's
- a wolf's tail usually hangs down, while a dog's tail is usually held high
- a wolf's ears and legs are longer than most dog's

Caribou, or American reindeer, were once abundant in Minnesota. They are sometimes called the "buffalo of the North" because they wander around in giant herds. They used to be utilized as a main source of food by traders, explorers, missionaries, and early settlers. The fat was burned for heat and light, and the hide was used for clothing and shelter.

Caribou are related to deer, moose, and elk. Antlers are the main distinguishing characteristic of this family. An antler is actually a bone which grows and branches out, with a velvety covering on the outside. The antlers begin to grow in early

spring, are fully grown in September, and break off by late fall or early winter.

The Minnesota Zoo's planned wolf and caribou exhibits will be located on the Northern Trail directly across from each other; the two animals are actually natural enemies. Wouldn't you like to help the Zoo maintain endangered species and continue the tradition of zoos that has existed over the centuries?

DRAFT COPY

BIBLIOGRAPHY

- Caras, Roger, Going to the Zoo with Roger Caras. New York: Harcourt Brace Jovanovich, Inc., 1973.
- Gray, Robert, Gray Wolf. New York: W. W. Norton & Co., 1970.
- Halmi, Robert, Zoos of the World. New York: Four Winds Press, 1975.
- Jenkins, Alan C., Wild Life in Danger. New York: St. Martin's Press, 1973.
- Jenkins, Marie M., Deer, Moose, Elk, and their Family. New York: Holiday House Inc., 1979.
- Johnson, James R., Zoos of Today. New York: David McKay Co., Inc., 1971.
- Johnson, Sylvia A., The Wildlife Atlas. Minneapolis: Lerner Publications, 1977.
- Milne, A.A., The World of Christopher Robin. New York: E.P. Dutton & Co. Inc., 1958.
- Rockwell, Jane, Wolves. New York: Franklin Watts Inc., 1977.

B W F December 7, 1984

The Saint Paul Foundation
1120 Norwest Center
St. Paul, Minnesota 55101

Attention: Ms. Mariam C. Noland
Vice President

Offices:
Detroit
Minneapolis

Re: Minnesota Zoological Garden Foundation

INVOICE

This invoice covers the period from October 29th through
November 30, 1984.

Professional Fees:

\$2,125.00

- Bruce W. Flessner - 2 Days, 2 Hours**
- 4 Hours (No Charge)
- 10/31 - Meeting with Governor Perpich and candidates for Blue Ribbon Committee.
 - 11/2 - Breakfast with Malcolm McDonald.
 - 11/9 - Met with S. Iserman on complaints (no charge).
 - 11/16 - Meeting with S. Iserman to plot strategy for Challenge Grant.
 - 11/19 - Telephone review of campaign with S. Iserman, M. Noland & H. Reinhardt.
 - 11/26 - Phone calls to set up appointments for Flessner and Iserman.
 - 11/27 - Meeting at Sperry Univac and with M. Noland.
 - 11/28 - Outline of proposal for Sperry Univac for Caribou Exhibit.
 - 11/29 - Meeting with Jim Weaver to review prospects.

- Bruce C. Landis - 3 Hours**
- 10/31 - Prospect Research.
 - 11/6 - Review job description.
 - 11/12 - Worked on prospect list.
 - 11/16 - Meeting with S. Iserman & B. Flessner to plot strategy for Challenge Grant.

The Saint Paul Foundation Invoice
December 7, 1984
Page Two

Expenses:

Ground Transportation & Mileage	\$ 6.72	
Telephone	66.99	
Postage & Copies	<u>3.74</u>	
		<u>77.45</u>

TOTAL THIS INVOICE \$2,202.45

Invoice dated 11/7 Revised - New Total 2,294.00

TOTAL NOW DUE \$4,496.45

2,202.45

already
paid

This invoice is due and payable on or before December 24, 1984.

Thank you.

Mr. Iserman,

Will you please
O.K. this billing
for payment.

Thanks,

May Poppleton

224-5463

November 1, 1984

BWF

The Saint Paul Foundation
Attention: Mariam C. Noland, Vice President
1120 Norwest Center
St. Paul, Minnesota 55101

Re: Minnesota Zoological Garden Foundation

INVOICE

This invoice covers the period from September 1st through
October 26, 1984.

Professional Fees:

\$2,155.00

Bruce W. Flessner - 7 Hours

10/5 - Presentation of planning study to MZG
Foundation. Strategy sessions with
M. Noland, P. Davies, and S. Iserman

10/15 - Luncheon with Keith Ford of Governors
Ofc. on Committee appointment.

10/26 - Meeting with S. Iserman and phone calls
to Dick Gray and M. Noland.

Bruce C. Landis - 2 Days, 1 Hour (2 Hrs. No Charge)

10/10 - Meeting with S. Iserman and D. Bender.
Worked on draft proposal. Internal
orientation.

10/11 - Worked on draft proposal.

10/18 - Worked on flip chart and plan.

10/21 - Redrafted presentation material.

10/22 - Meeting with S. Iserman and D. Bender
to review flip chart and revise.

10/27 - Prepare final presentation material,
Met with S. Iserman and B. Flessner.

Expenses:

Ground Transportation & Mileage	\$ 15.80
Research/Inez Waltman	710.00
Postage & Copies	17.85
Telephone	30.35
Word Processing 5 Hrs. at \$15.00/Hr.	<u>\$ 75.00</u>

849.00

TOTAL \$3,004.00

This invoice is due and payable on or before November 24, 1984.

Thank you.

October 24, 1984

Bruce W. Flessner
Bentz, Whaley, Flessner & Associates, Inc.
6800 France Avenue South
Suite 559
Minneapolis, Minnesota 55435

Dear Bruce:

Attached is a draft job description for the Development Director position for the Minnesota Zoo.

I'd appreciate it if you could review the description and let me know your comments as to additions or other modifications you would recommend.

Thanks.

Sincerely,



Stephen A. Iserman
General Director

SAI:gdb
Attachment



D R A F T

POSITION DESCRIPTION: DEVELOPMENT DIRECTOR

POSITION PURPOSE: This position is responsible for all fundraising related activities for the Minnesota Zoo including public sector grants and financing, membership, annual giving, deferred giving, animal sponsorship, special gifts and development and implementation of a major capital fund drive.

REPORTS TO: MZG General Director

SUPERVISES: Membership Coordinator
Animal Sponsorship Coordinator
Additional paid and volunteer staff as needed

BUDGET:

CLIENTELE: Zoo Director
12-members Zoo Board
Zoo Division Directors and Activity Managers
Representatives of corporate, foundation, financial,
civic and community organizations
Representatives of state, federal and local governments
Media representatives
Zoo staff and volunteers
Zoo visitors

RESPONSIBILITIES:

1. To identify potential and available funding sources, including government, corporate, foundation and individual to provide financial support to the development programs of the Minnesota Zoo.

Tasks

- a. Establish and maintain contacts with officials of corporations, foundation, and civic organizations to promote the Minnesota Zoo development programs
- b. Meet with legislators and legislative staff members to solicit financial support through legislation or legislative appropriations
- c. Attend and speak at business, civic and community meetings to promote an awareness of the Minnesota Zoo and its development programs
- d. Supervise programming and maintenance of computerized donor prospect lists with supporting giving histories
- e. Attend local and national development/fundraising meetings to become aware of current development plans, strategies, etc. for other organizations.

Responsibilities (continued)

2. To initiate, develop and manage all special funding programs such as annual fund drives, capital campaigns, deferred giving program, special gift appeals and animal sponsorship programs so that all goals are reached and broad public participation is assured.

Tasks

- a. Initiate, plan and develop current and long range funding program plans including time and action schedules for review/approval by the Zoo Director and/or the Zoo Board
 - b. Develop priority list of projects (operating and capital) for potential funding develop and implement fundraising strategies
 - c. Determine staffing needs and train staff and volunteers for annual funding drives/capital campaigns
 - d. Develop and plan special campaign and donor events
 - e. Establish solicitation procedures and identify potential donors
 - f. Initiate and supervise direct mail campaigns
 - g. Prepare campaign/fundraising program brochures, personal letters, press releases, and feature stories to promote visibility of fundraising programs
 - h. Ensure timely deposit and acknowledgment of all contributions received and supervise accounting of gifts in donor records for review by the Director and/or Zoo Board
3. To formulate, direct and manage a comprehensive grant development program so that programs, staff and facilities acquired through grant monies can be effectively integrated into existing operational units and internalized whenever possible upon termination of grant funds.

Responsibilities (continued)

3. Tasks

- a. Research, review and monitor all local, state and federal notices of calls for proposals, contracts and other types of financial assistance
 - b. Cultivate working contacts with officers, program planners and administrators of governmental agencies providing assistance through grant monies
 - c. Identify with Zoo management and supervisory staff a list of priority projects for possible grant funding
 - d. Prepare and submit grant proposals with attached supporting documentation
4. To provide direction to the membership program so that a quality service program is provided and maximum membership growth is attained.

Tasks

- a. Provide overall guidance and direction in the formulation of a systematic method of increasing memberships and awareness
 - b. Review and approve the implementation of membership enrichment programs
 - c. Assist in on/off-site membership promotions
 - d. Provide guidance in promotional planning, advertising strategies and special members events.
5. To prepare and monitor development and related program budgets so that appropriate fiscal management is assured and needed resources are made available to accomplish program objectives in a cost-effective manner.

Tasks

- a. Prepare and directly manage the development, membership and animal sponsorship budgets
- b. Review and approve all budgeted supervised activity expenditures
- c. Delegate budgetary responsibility to unit supervisors where appropriate

5. Tasks (cont.)
 - d. Recommend and submit for Director action fiscal and biennial budget proposals for all activities within the Development office
 - e. Recommend budget modifications to meet unexpected or unusual needs

6. To recruit, train and maintain a staff of qualified professional and technical employees within the development activity so that operating objectives of the area are met in a high quality and cost-effective manner

Tasks

- a. To initiate and preliminarily approve hiring, promotion, disciplinary and salary increase actions for supervised personnel
- b. To prescribe, arrange for, or conduct necessary staff training for activity employees supervised
- c. To recommend appropriate staffing for the development activity
- d. Conduct annual performance evaluations of supervised staff
- e. Direct subordinates in the formulation of long and short range goals and objectives for program success
- f. Monitor and approve time sheets, schedule changes, etc.

RELATIONSHIPS:

The incumbent in this position relates closely to the Zoo Director in implementing a comprehensive development program at the Minnesota Zoo. In addition, the incumbent will work closely with the three division directors and the Zoo Board in determining potential projects for development campaign funding. The incumbent will also interact closely with officers and representatives of corporate, civic, community and governmental organizations on a regular basis as well as with individual donors. An ongoing relationship with representatives of state, local and governmental units will also be maintained.

KNOWLEDGES, SKILLS AND ABILITIES:

The incumbent in this position must possess a high degree of professional knowledge and skills in the formulation and management of a development program consisting of several diverse subprograms. In addition, the incumbent must possess excellent human relations and coordinative skills in working with a variety of people in both the public and private sector, as well as a paid and volunteer staff. Skills in fundraising strategies and procedures as well as financial planning and grantsmanship are also essential. The incumbent must also possess demonstrated skills in marketing and direct mail campaigns.

INDEPENDENT CONTRACTOR AGREEMENT

THIS AGREEMENT dated this 19 day of September, 1984, by and between The Minnesota Zoological Garden Foundation (hereinafter "The Zoo Foundation") of 1120 Norwest Center, Saint Paul, Minnesota, and Bentz, Whaley, Flessneer & Associates, Inc. (hereinafter "Contractor"),

W I T N E S S E T H T H A T:

The Zoo Foundation has need for a person to undertake a variety of administrative and program development tasks to be assigned.

Contractor represents that the firm is able and willing to undertake the work.

NOW, THEREFORE, in consideration of the mutual covenants hereinafter set forth, The Zoo Foundation and Contractor agree as follows:

1. Services to be Performed. To provide technical assistance and support to the planning effort and activities of the Blue Ribbon Commission of the Minnesota Zoological Garden and to manage the campaign to raise \$225,000. In summary, activities include organizing the Commission study; fact-finding; development of conclusions, recommendations; preparation of final report; development of a case statement and campaign materials; creation of a campaign plan; prospecting; volunteer enlistment; solicitation and follow-up. This contract incorporates the workplan prescribed in the attached letter of August 23, 1984

from Bruce W. Flessner to Stephen A. Iserman. It is agreed that the officer in charge is Bruce W. Flessner. The Contractor must receive approval from the Foundation to use other staff in substantial professional activities.

2. Term. The contract is effective on the date of signing and is effective until delivery of the final report and completion of fundraising activities or until June 30, 1985. This contract can be terminated on seven (7) days written notice.

3. Job Price. Contractor agrees to perform the described tasks and report to the Foundation on all activities for a fee not to exceed \$25,000. Invoices will detail hours and expenses.

4. Independent Contractor. It is agreed and understood that Contractor shall perform services under this Agreement as an independent contractor and not as an employee or agent of The Zoo Foundation.

A. The Zoo Foundation does not grant Contractor any authority or right, expressed or implied, to assume or create any obligation or responsibility on behalf of The Zoo Foundation or to bind The Zoo Foundation in any manner. Contractor will not represent the contrary, either expressly or implicitly, to anyone.

B. Contractor shall be solely and personally liable for any personal injury, either to him/herself or to others, or for any property damage which may be occasioned by the performance of his/her services hereunder.

C. Any and all income tax returns filed by Contractor with either the Federal or State governments shall be prepared in accordance with the terms of this Agreement; that is, those returns shall indicate that all income Contractor receives as a result of this Agreement is income earned as an independent contractor and not as an agent or employee of The Zoo Foundation.

D. Because Contractor is not an agent or employee of The Zoo Foundation, The Zoo Foundation will not withhold monies from Contractor's job price payments for Federal or State income tax purposes nor will The Zoo Foundation make any payment or contribution in Contractor's name or on his or her behalf for purposes of Social Security, Unemployment Compensation, Workmen's Compensation, or for any other similar purpose.

E. Contractor shall not participate in or in any way share in any benefit plan, program or fringe benefit of any kind created by The Zoo Foundation or in which The Zoo Foundation participates for the benefit of The Zoo Foundation's employees.

F. Consistent with the policies and procedures of The Zoo Foundation, and where applicable, those of the clients of The Zoo Foundation, Contractor shall determine the manner and methods to be used by him or her in carrying out the contract, in his

or her sole judgment and discretion. The Zoo Foundation retains no right to direct or control the manner or method of such performance, but Contractor is obligated to produce the results, information, and materials called for by this contract in the time contemplated by this contract and in a form suited to the needs of The Zoo Foundation.

G. The Zoo Foundation shall retain all property right, title and interest in any research, written products, computer analysis, or other information or documentation, produced or developed by contractor.

H. In the course of performing the contracted services, the Contractor may have access to confidential information of The Zoo Foundation and its clients. Therefore, the Contractor agrees not to use or disclose any confidential information to third parties.

5. Construction of Agreement. This Agreement, which is to be performed and construed under Minnesota law, supersedes any and all prior agreements and contains the entire agreement of the parties.

THE MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

BY Paul G. Venn

ITS Self

Independent Contractor Agreement

Accepted By:

(Contractor)

Social Security Number

Address

M E M O R A N D U M

TO: STEPHEN A. ISERMAN, GENERAL DIRECTOR, MZG
PATRICIA DAVIES, CHAIR, MZG

FROM: BRUCE W. FLESSNER *Bwf*

DATE: JULY 17, 1984

RE: JULY 16TH MEETING

1. Enclosed is my update on the Challenge Grant timelines. Within the next week, I will be testing your preliminary case statement with a couple of individuals, talking to a few Board Members about their corporate contribution committee process and forwarding a more complete outline for the Challenge Grant Campaign.
2. With regards to the roles of the Blue Ribbon Planning Committee, the MZG Board, and an outside group like Zoo Plan, I believe it would be helpful if we outlined the mandate for the strategic planning group so that any confusion could be pinpointed from the beginning.

As I mentioned in our conversation, I believe the strategic planning group will want to look at some of the macro planning issues at the Zoo and seek to balance those dreams against the realities of the market place and make some recommendations on how to implement any plans. An outside consulting group, like Zoo Plan, would need to work with the Blue Ribbon Committee and should be included in your budget. I believe the most effective use of their talents would be to focus on theme building and option creation as opposed to duplicating some of the market research and community planning activities where expertise exists here locally.

BWF:jj

Attachment

June 2, 1984

Ms. Pat Davies
Chair
The Minnesota Zoological Gardens
3424 Edmund Boulevard
Minneapolis, Minnesota 55406

Dear Pat:

I enjoyed meeting with this week and discussing the challenge grant for the Wolf and Caribou Exhibits which the Minnesota Zoological Gardens has received from the Legislature. I think it is important that the fund raising efforts for this small challenge grant be supportive of a longer larger objective for external relations for the Zoo.

I would like to make some brief suggestions for your consideration in three areas. First, steps that need to be taken before solicitation can begin for your project. Second, some basic suggestions about solicitation. Third, staffing options for implementing the plan.

Presolicitation Steps

I believe there are three important presolicitation steps which need to be taken:

1. Preparation of a solid case statement. Case statement should involve four parts:

First a gathering together of the basic data about the zoo. It is my opinion that there is a good amount of ignorance about the Zoo and that there are many individuals in town who have not been to the Zoo or were only at the Zoo when it first opened.

Second, developing the explanation that while there is a short term need to meet this challenge grant, the Zoo is simultaneously involved in some larger planning projects. I want to stress that I think it is important that the Zoo show that it is addressing some of the larger issues at the same time that it is seeking these gifts.

Third, the need to gather together rationale for the specific exhibits themselves and their advantage.

Four, there needs to be an explanation of the campaign, who will be approached and the rationale for specific requests.

Ms. Pat Davies
June 2, 1984
Page Two

It has been our experience that institutions that do not have a well defined case statement quickly run into troubles in presenting their strategies and requests to potential donors.

2. At the same time that the preparation of the case is going on there needs to be prospecting steps. Prospecting would involve three kinds of activities.

First, there is in-house research which would involve gathering together lists of past donors, researching corporate foundation giving directories and building preliminary lists of potential donors who would have an interest in the projects.

Second, there is a need for field research which would involve turning to the Board for their reactions, their knowledge of the prospects, and their contacts with the various donors. It would also involve talking to some other individuals in the community.

Third, after having made a list, understanding what motivates the donors and their general capacity to give, specific strategies for solicitation could be developed.

3. The third activity would be internal preparation. Internally, steps need to be taken to insure that the Zoo's capacity to conduct a fund raising campaign is sufficient to meet your objectives. The Director will need to understand his role and be able to schedule time away from the Zoo to participate in the drive. The Board Members will need to understand that their commitment is essential. The role that the Zoo staff's marketing group would play should be well defined. The internal preparation for this campaign should build towards whatever resolutions made of the longer term development needs of the Zoo.

SOLICITATION

After the presolicitation period, where the case is developed, the prospects are identified and internal preparation is made, the solicitation of prospects will be necessary. In the solicitation process, I think it is important, that everyone understand their roles. Steve Iserman is the Director of the Zoo is the Chief Development Officer for the Institution and will need to be involved in many of the presentations. The Zoo Board, which most formally represents linkages between the Zoo and its constituencies, needs to be involved in opening doors and providing volunteer leadership. Specifically, I believe that the Zoo Board needs to work with their immediate contacts to raise the first dollars for the campaign.

Ms. Pat Davies
June 2, 1984
Page Three

Second there is a need to establish a comprehensive schedule. The schedule should be designed with several factors in mind.

1. We wish to move from the largest gifts to the smallest gifts. I would believe that there is a desirability to keep the number of donors to minimum and, therefore, gifts of \$50,000 to \$100,000 will be necessary.
2. There is a need to coordinate the schedule with the long period that corporations and foundations need to review a grant proposal.
3. There needs to be an understanding of the basic strategies for the effort and let me suggest several.
 - a. This campaign should built towards longer and larger objectives.
 - b. The campaign should try to focus on a small number of donors.
 - c. The campaign should be aimed too not just raise money, but provide for general education about the Zoo and its new steps in planning and expansion.
 - d. The campaign should, of course, follow basic fund raising principles of building ownership, pyramids of donors, peer solicitation and donor recognition.

STAFFING OPTIONS

Finally, let me make a couple comments about staffing. I believe that the Zoo has five basic options:

1. You can try to accomplish the campaign with your current in-house staff. While this would involve no direct out-of-pocket expenses and the individuals involved would immediately know the Zoo and its case, it is my impression that you may have difficulty freeing up that much staff time.
2. You could use in-house individuals in conjunction with loaned executives. It maybe possible to find a loaned executive from a corporation who could provide the staff assistance to do all the steps outlined above. If that is not possible, it maybe possible to use your in-house staff in conjunction with a consultant.

Ms. Pat Davies
June 2, 1984
Page Four

3. You could hire a short-timer for this campaign. The advantage of this would be that this person would not tie you into a long term commitment which the Zoo may not be prepared to make since many of the larger issues have not yet been fully defined. Also, finding the right individual could be difficult. Since the assignment would be for a short term, a number of individuals may not be interested. However, with the right individual this could be a more economical approach.
4. Hire a permanent staff development officer. While this would provide some in-house expertise and on the surface might appear to be building towards the longer objectives, the fact that the full outline of the development program for the Zoo has not been developed might argue against this option.
5. Using a consulting firm. This would have the advantage of ease of operation but would have the disadvantage that the cost would be high. It is my prejudice that consulting firms work better in conjunction instead of in place of the staff.

SUMMARY

Let me repeat again, I think it is important that the challenge grant build towards the larger, long term development objectives of the Minnesota Zoological Garden. I hope the outline here provides you some insights as to how I would suggest you begin the process. While I think it is important that you begin soon, thirteen months to raise less than a \$250,000 does not seem unreasonable to me.

Best wishes.

Cordially,



Bruce W. Flessner

BWF:jj

cc: ✓ Mr. Steve Iserman, Minnesota Zoological Gardens
Ms. Mariam C. Noland, Saint Paul Foundation

September 25, 1984

BWF

The Saint Paul Foundation
1120 Norwest Center
St. Paul, Minnesota 55101

Attention: Mariam C. Noland
Vice President

Re: Minnesota Zoological Garden Foundation

INVOICE

This invoice covers the period from July 1 through August 31, 1984.

Professional Fees:

Bruce W. Flessner - 3 Days, 3 Hours	\$2,550.00
7/5/84 - Meeting with S. Iserman and P. Davies. Outline for Campaign plan.	
7/12/84 - Preparation of plan outline. Beginning prospecting. Proposal meeting with staff.	
8/9/84 - Prepared draft of Case Statement, prepared campaign book, reviewed prospect research.	
8/14/84 - Case Statement review with P. Davies and S. Iserman.	
8/30/84 - Meeting with S. Iserman.	

Expenses:

Ground Transportation & Mileage	\$ 15.86	
Postage & Copies	67.08	
Telephone	17.02	
Word Processing 18.5 Hrs.	<u>277.50</u>	
		\$ <u>377.46</u>
	TOTAL	<u>\$2,927.46</u>

This invoice is due and payable upon receipt.

Thank you.

INDEPENDENT CONTRACTOR AGREEMENT

OCT 2 1984
VSPF-men

THIS AGREEMENT dated this 19 day of September, 1984, by and between The Minnesota Zoological Garden Foundation (hereinafter "The Zoo Foundation") of 1120 Norwest Center, Saint Paul, Minnesota, and Bentz, Whaley, Flessneer & Associates, Inc. (hereinafter "Contractor"),

W I T N E S S E T H T H A T:

The Zoo Foundation has need for a person to undertake a variety of administrative and program development tasks to be assigned.

Contractor represents that the firm is able and willing to undertake the work.

NOW, THEREFORE, in consideration of the mutual covenants hereinafter set forth, The Zoo Foundation and Contractor agree as follows:

1. Services to be Performed. To provide technical assistance and support to the planning effort and activities of the Blue Ribbon Commission of the Minnesota Zoological Garden and to manage the campaign to raise \$225,000. In summary, activities include organizing the Commission study; fact-finding; development of conclusions, recommendations; preparation of final report; development of a case statement and campaign materials; creation of a campaign plan; prospecting; volunteer enlistment; solicitation and follow-up. This contract incorporates the workplan prescribed in the attached letter of August 23, 1984

from Bruce W. Flessner to Stephen A. Iserman. It is agreed that the officer in charge is Bruce W. Flessner. The Contractor must receive approval from the Foundation to use other staff in substantial professional activities.

2. Term. The contract is effective on the date of signing and is effective until delivery of the final report and completion of fundraising activities or until June 30, 1985. This contract can be terminated on seven (7) days written notice.

3. Job Price. Contractor agrees to perform the described tasks and report to the Foundation on all activities for a fee not to exceed \$25,000. Invoices will detail hours and expenses.

4. Independent Contractor. It is agreed and understood that Contractor shall perform services under this Agreement as an independent contractor and not as an employee or agent of The Zoo Foundation.

A. The Zoo Foundation does not grant Contractor any authority or right, expressed or implied, to assume or create any obligation or responsibility on behalf of The Zoo Foundation or to bind The Zoo Foundation in any manner. Contractor will not represent the contrary, either expressly or implicitly, to anyone.

B. Contractor shall be solely and personally liable for any personal injury, either to him/herself or to others, or for any property damage which may be occasioned by the performance of his/her services hereunder.

C. Any and all income tax returns filed by Contractor with either the Federal or State governments shall be prepared in accordance with the terms of this Agreement; that is, those returns shall indicate that all income Contractor receives as a result of this Agreement is income earned as an independent contractor and not as an agent or employee of The Zoo Foundation.

D. Because Contractor is not an agent or employee of The Zoo Foundation, The Zoo Foundation will not withhold monies from Contractor's job price payments for Federal or State income tax purposes nor will The Zoo Foundation make any payment or contribution in Contractor's name or on his or her behalf for purposes of Social Security, Unemployment Compensation, Workmen's Compensation, or for any other similar purpose.

E. Contractor shall not participate in or in any way share in any benefit plan, program or fringe benefit of any kind created by The Zoo Foundation or in which The Zoo Foundation participates for the benefit of The Zoo Foundation's employees.

F. Consistent with the policies and procedures of The Zoo Foundation, and where applicable, those of the clients of The Zoo Foundation, Contractor shall determine the manner and methods to be used by him or her in carrying out the contract, in his

or her sole judgment and discretion. The Zoo Foundation retains no right to direct or control the manner or method of such performance, but Contractor is obligated to produce the results, information, and materials called for by this contract in the time contemplated by this contract and in a form suited to the needs of The Zoo Foundation.

G. The Zoo Foundation shall retain all property right, title and interest in any research, written products, computer analysis, or other information or documentation, produced or developed by contractor.

H. In the course of performing the contracted services, the Contractor may have access to confidential information of The Zoo Foundation and its clients. Therefore, the Contractor agrees not to use or disclose any confidential information to third parties.

August 23, 1984

Mr. Stephen A. Iserman
General Director
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

Dear Steve:

The purpose of this engagement letter is to establish a formal consulting relationship between **Bentz, Whaley, Flessner & Associates, Inc.** and the Minnesota Zoological Garden Foundation.

Bentz, Whaley, Flessner & Associates will provide consulting assistance to the Commission on Zoo-2000 and in support of the Wolf/Caribou Challenge Grant Campaign as outlined in my proposal dated August 23, 1984 (copy attached).

I will be the officer in charge of the engagement and will be responsible for the quality and timeliness of all work done by members of this firm, and, if applicable, independent contractors we may retain on your behalf.

Our fees for this work will be at the firm's current rate of:

Officer - \$825 per day or \$110 per hour
Associates - \$650 per day or \$85 per hour
Support Services/Word Processing - \$15 per hour

Out-of-pocket expenses incurred in performing this service will be billed in addition to our professional fees. Out-of-pocket expenses include travel, long-distance telephone charges, photocopies, postage, and typing.

Invoices for professional fees and expenses will be submitted monthly, with a detailed statement of activity, and will arrive at your office by the seventh (7th) day of the following month. It is agreed that payment will be mailed promptly and no later than the 21st day of the same month.

It is agreed that **Bentz, Whaley, Flessner & Associates** will not attempt to hire, recruit for another institution, or in any other way tamper with employees of the Minnesota Zoological Gardens or the Minnesota Zoological Garden Foundation during the period of this agreement and for one year following its termination without express written permission. It is further agreed that the Minnesota Zoological Gardens and the Minnesota Zoological Garden Foundation will not have nor enter into any other relationship--direct or indirect--with any members of this firm during the period of this agreement and for a period of one year following the termination of this agreement without express permission.

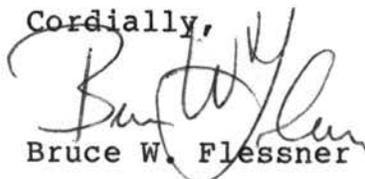
Mr. Stephen A. Iserman
August 23, 1984
Page Two

This agreement may be terminated by either party upon thirty (30) days written notice.

The laws of the State of Minnesota require that we have signed agreements on file for each of our clients. Therefore, I have enclosed a copy of this letter which we request that you sign and return to us.

Thank you for your continued confidence in our firm.

Cordially,



Bruce W. Flessner

BWF:jj

Accepted By:

Stephen A. Iserman
General Director
Minnesota Zoological Garden

Date _____

Bentz, Whaley, Flessner & Associates, Inc.

*Management, Development and
Marketing Consultants
to the Non-Profit Sector*

The Future of Institutional Advancement Counsel

Our Philosophy

The more you know about a firm and its philosophy, the better decision you can make in selecting counsel. Bentz, Whaley, Flessner and Associates is a new-generation, full-service firm, offering management, development and marketing consulting services to the non-profit sector.

How We Work

Bentz, Whaley, Flessner & Associates, Inc.

Bentz, Whaley, Flessner and Associates is a full-service firm providing a complete range of fund raising, management and public relations counsel to colleges and universities, arts organizations and health care institutions. The three founding partners, Frank H. Bentz, John C. Whaley, and Bruce W. Flessner, bring 40 collective years of experience in institutional advancement and management to serve professionals in a manner which is tailored to the needs of their particular staffs and institutions.

We are not a traditional consulting firm. We did not begin our enterprise to duplicate the services already provided by many companies. Our approach is not merely to consult, rather we expect to work with our clients in an exceptional manner.

Several important features distinguish our services. First and foremost, our service is based on commitment. Our own experiences have led us to know and understand the necessity of working with total commitment to an institution, to its missions and goals. There is no other way. This is the essence of professionalism as we see it.

Hand in hand with our commitment, clients receive comprehensive service. We address a new generation of needs. Institutions face difficult and complex challenges, rarely confined to just fund raising or public relations problems. While we offer specific expertise in development, public relations, management, finance, and marketing efforts such as admissions programs and audience development, we do not present clients a "magic formula" that claims to solve all their problems. Our approach is to address broad issues and needs with a client, to develop integrated solutions, and to provide the services needed to assist an institution's staff to implement these solutions. We think this is the most professional and productive way to work.

We are dedicated to high standards of professionalism, and expect our clients to demand the same care and quality in our advancement counsel as they would of their attorney or accounting firm. The nature of our approach is professionals working with professionals. We become part of your team, offering expertise that only years of background in various institutions can produce. Our knowledge becomes your knowledge as we work with your staff, and our primary concern is to leave your institution and its staff with direction, professional training and effective tools.

Bentz, Whaley, Flessner and Associates brings to your institution a comprehensive, problem-solving approach designed not merely to plan a successful fund raising campaign, but to help build a stronger organization. The success of an effort is measured not only by the immediate dollars it generates but also by the long-term improvement in the client's management, development and marketing programs.

A professional staff deserves professional counsel – consultants who hold the same high standards of performance you set for yourself and who have the talents, experience, and services to meet the needs of your institution.

At Bentz, Whaley, Flessner and Associates we believe consultants should work hard. But working hard is not enough. Quality is the watchword for our firm, a commitment reflected in the rigorous standards our Associates must meet, our investment in their training and development, and the attentive supervision of each engagement by a partner. We believe in working through staff – not in place of the staff – so that when we are gone a client retains vital information, contacts and expertise.

Bentz, Whaley, Flessner and Associates' team approach means efficient service. It assures that each professional working with you has the specific skills necessary to do the job right. All consulting arrangements, including planning, strategy development, scheduling and client relations, are supervised by a senior partner. The firm's Associates are selected for their special experience and their ability to relate their specialties into broader frameworks.

As a full-service professional partnership, Bentz, Whaley, Flessner and Associates brings a wide range of talents to bear in the right combination for each of our clients and provides consulting services in the following areas:

Development

- Capital campaigns
- Endowment campaigns
- Program evaluation
- Annual giving
- Telemarketing
- Planned giving
- Donor research
- Corporate and foundation development
- Intensive development retreats for institutional administrators and volunteer leadership

Earned Income Enterprises

- College admissions marketing
- Audience development
- New income ventures

Public Relations

- Communications evaluation
- Market analysis
- Publications
- News and media relations
- Special event management

Management and Finance

- Information and computer systems
- Financial projections and needs analysis
- Financial records systems
- General management and staff organization
- Endowment evaluation

Fees for professional counsel are arranged on a project basis or are based on time commitments – per day, per week, per month – agreed upon between client and firm.

Frank H. Bentz, John C. Whaley and Bruce W. Flessner bring together 40 years of experience as advancement professionals in this young field. Their collective years of experience include work at large universities, small liberal arts colleges, major symphonies, orchestras, museums and community organizations. Their backgrounds, in senior positions at national institutions and as consultants to major campaigns, give the team an exceptional quality and diversity of experience.

Frank H. Bentz brings nearly 20 years of institutional experience to this consulting practice. Most recently he served as Vice President for Development and Public Affairs at Franklin College, Franklin, Indiana. He also held development positions at the University of Minnesota and Western Michigan University. Mr. Bentz has special skills in board relations, major gift cultivation and solicitation, and total institutional planning.

John C. Whaley comes to this firm from the consulting field where since 1980 he was with C.W. Shaver & Co. as a Regional Vice President and served such prestigious clients as the San Francisco Symphony and Carleton College. Prior to this, Mr. Whaley was the Director of Development at the University of Minnesota, has held other development positions, and has consulted on planned giving. His particular areas of expertise are endowment campaign planning, planned giving, and fund raising management.

Bruce W. Flessner has spent his entire working life in development. As Associate Director of Development of the University of Minnesota he managed a large professional staff and supervised the collegiate development effort. Prior to Minnesota, Mr. Flessner served as Annual Fund Director at Kalamazoo College. His experience highly qualifies him in the areas of program analysis, planning and management, staff recruitment and development, and annual giving.

The Services We Provide

Our Fees

The Partners

The skills, professionalism and high standards of performance you can expect in your legal and financial services you should also demand from your fund raising and management counsel. Bentz, Whaley, Flessner and Associates offer you this, and more.

Bentz, Whaley, Flessner & Associates, Inc.
Suite 559
6800 France Avenue South
Edina, Minnesota 55435

August 23, 1984

Mr. Stephen A. Iserman
General Director
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

Dear Steve:

We are pleased to have the opportunity to submit this proposal for 1984-85 and for the opportunity to be of continued service to the Zoo. This letter outlines our proposal to assist with the Challenge Grant and the Planning Study. Obviously, as the projects continue and events unfold, changes in the level and type of service, subject to your approval, may be necessary.

Proposal for Planning Study

The first task will be to work with the Blue Ribbon Commission and its Zoo planning efforts--Appendix A outlines an overview of our proposed role--plus the role of the Minnesota Zoo staff and loaned executives--in the process. We would envision the study moving through four steps:

1. **Organizing the Study and the Commission.** In September and October, we would see the Commission recruiting its members, outlining its approach, defining its mandate, and holding its initial meeting. We would estimate that this would require 2 to 2-1/2 days of consulting work.
2. **Fact Finding.** The next step would be to focus on the fact finding process in November, December, and January. This step would focus on assessing the current status of the Zoo, reviewing Zoo models, seeking constituency input, and working with Zoo Plan or a similar consulting group. The Commission's work will probably be to review and evaluate the findings of the smaller Zoo Planning Committee when the details of the process will be more thoroughly examined. We estimate this process will require 6 to 7 days of work.
3. **Conclusions.** The third step would be to prepare conclusions based on the findings and build a consensus about the general direction of the study. This would happen in February and involve 5-1/2 to 7 days of work.
4. **Recommendations.** The final step would be to prepare recommendations and issue the report. We estimate this step would involve 3 to 4 days of consulting time and we would attempt to complete the study in March.

Mr. Stephen A. Iserman
August 23, 1984
Page Two

This outline is based on four assumptions. First, that **Bentz, Whaley, Flessner & Associates, Inc.** provide staff assistance to the Commission with help from the MZG staff. Second, that loaned executives will handle many of the planning issues. Third, that Zoo Plan or a similar concern is retained. Fourth, that a consensus over the Zoo's future emerges without major problems.

Proposal for Challenge Grant

Appendix B outlines our basic approach to the Challenge Grant Campaign to raise \$225,000 to match the legislative appropriations. We believe that six steps are needed to organize the campaign:

1. **Development of the Case Statement and Campaign Materials.** We estimate this will require 2 days of an officer's time.
2. **Creation of a Campaign Plan.** The second step would be to create a campaign outline with timelines, strategies, prospects, and procedures. We believe this will require 2-1/2 days of an officer's time and 1/2 day of an associate's time.
3. **Prospecting.** The third step would be to identify, research, and rate top prospects for the campaign. We estimate this will require a 1/2 day of an officer's time, 1/2 day of an associate's time and 3 days by a researcher.
4. **Volunteer Enlistment.** The next step would be to identify and enlist volunteers to help. This would probably involve 2 to 3 days of an officer's time.
5. **Solicitation.** The length of the solicitation process will depend upon the reception the proposal receives from prospective donors. If the project can be completed in 10 - 12 calls, we would estimate our time to be 2 days of an officer's time and 4 days of an associate's time. If the solicitation requires additional calls, the project could require twice as many days.
6. **Follow-up.** The final step will be to follow-up on all gifts and prepare a campaign report. We estimate this will require 2 days.

This outline is based on three assumptions. First, that the MZG will provide secretarial assistance and that the Director will be actively involved. Second, that the MZG Board and the Blue Ribbon Commission will be available to help. Third, that the campaign will concentrate on a small pool of donors.

Mr. Stephen A. Iserman
August 23, 1984
Page Three

Timeline

If we are chosen for this project, we are prepared to begin immediately. The length of the engagement will depend upon the Commission's speed and the Challenge Grant's reception. At each stage, we will review our timelines with you to assure your continued agreement.

Personnel

I will serve as the officer in charge of the project and be responsible for the planning, scheduling, quality of work and client relations. I will provide all of the support for the Commission's planning activities and approximately half of the time for the Challenge Grant. Subject to your approval, we proposed that M. Bruce Dreon, a Senior Associate of the firm, be used for many of the solicitation calls for the Challenge Grant. Bruce has a solid development background and his involvement will serve to both reduce the cost and increase our flexibility to meet the time restraints of the donor community.

Fees

Our normal fee schedule for projects is \$825 per day for officers of the firm and \$650 per day for Associates, plus expenses. Detailed statements will be provided monthly with payment due upon receipt. Our estimate of the fee for the project is \$23,000 to \$30,000.

Engagement Relationship

It is our understanding that we are being retained by the Minnesota Zoological Garden Foundation and that you as Director of the Minnesota Zoological Gardens will serve as our primary contact.

By selecting **Bentz, Whaley, Flessner & Associates** to conduct this first phase, the Zoo and/or Zoo Foundation in no way obligates itself for future relationships.

Should you select our firm for this project we will submit a letter of engagement for your signature. We look forward to having the chance to continue working with the Zoo.

Cordially,

Bruce W. Flessner

Bruce W. Flessner/jj

BWF:jj

TIMELINE: PLANNING STUDY

	MZG	Loaned Exec.	BWF & A
ORGANIZING THE STUDY (September & October)			
1. Recruiting Committee members	X		1/2
2. Establishing mandate & initial outline for planning process	X		1/2 - 1
3. First meeting of the Committee	X	X	1/2
4. Defining issues and procedures	X	X	1/2
FACT FINDING (November, December, January)			
1. Assessing current status of MZG and past MZG plans	X	X	1
2. Review of other zoo's planning models and process	X	X	1
3. Seeking constituency input		X	2-3
4. Seeking professional zoo planners input on capital plans, finance, etc.	X	X	1/2
5. Write findings of the report		X	1
6. Second meeting of the Committee	X	X	1/2

CONCLUSIONS (February)

1. Meetings of the MZG Staff, zoo planners and others to build a consensus about the direction of the MZG future
2. Preparation of preliminary report
3. Consensus meetings of Planning Committee
4. Third meeting of the Group

RECOMMENDATIONS (March)

1. Write specifics of the MZG plan
2. Write plan for implementing MZG plans for the future
3. Final meeting of the Group

MZG	Loaned Exec.	BWF & A
		2-3
		1
		2
X	X	1/2 - 1
X	X	1-2
X		2
X		1/2 - 1

Estimated Days: 16 - 21 1/2

ASSUMPTIONS: PLANNING

1. **Bentz, Whaley, Flessner & Associates** will provide staffing for the mechanics of the planning committee, work on fund raising aspects of the plan and help with input.
2. The loaned planning executives will handle the bulk of the technical planning issues.
3. An outside consulting group, like Zoo Plan, is retained.
4. Consensus over the plan can develop without major problems.

TIMELINE: CHALLENGE GRANT

	MZG	BWF & A		
	Staff	Flessner	Dreon	Others
CASE STATEMENT				
1. Gather together documents & data	X			
2. Prepare preliminary outline	X	1/2		
3. Write case statement		1/2		
4. Review case statement with MZG Staff, Board, and others	X	1		
CAMPAIGN PLAN				
1. Outline objectives of campaign	X	1 1/2		
2. Create solicitation plan		1	1/2	
PROSPECTING				
1. Create 25 top prospects list		1/2		1
2. Finish internal research				2
3. Rank prospects based on volunteer input			1/2	

	MZG	BWF		
	Staff	Flessner	Dreon	Others
VOLUNTEER ENLISTMENT				
1. Identify appropriate volunteers	X	1/2		
2. Enlist volunteers for solicitations	X	1 1/2 - 2 1/2		
SOLICITATION				
1. Prepare solicitation strategies for top 10 prospects	X	1		
2. Solicitation calls & follow-ups	X	1	4	
3. Solicitation of next 15, if needed		1	4	
FOLLOW UP				
1. Complete all gift follow-up details	X		1	
2. Finish campaign report to donors and the legislature	X	1		

Estimated Days:

Officers: 11-12
Associates: 10
Researchers: 3

ASSUMPTIONS: CHALLENGE GRANT

1. MZG Staff will support the Challenge Grant campaign with secretarial assistance and the Director's time.
2. The MZG Board and the Blue Ribbon Commission will be willing to open important doors and help solicit the lead gifts.
3. Campaign will concentrate on ten gifts.

June 2, 1984

Ms. Pat Davies
Chair
The Minnesota Zoological Gardens
3424 Edmund Boulevard
Minneapolis, Minnesota 55406

Dear Pat:

I enjoyed meeting with this week and discussing the challenge grant for the Wolf and Caribou Exhibits which the Minnesota Zoological Gardens has received from the Legislature. I think it is important that the fund raising efforts for this small challenge grant be supportive of a longer larger objective for external relations for the Zoo.

I would like to make some brief suggestions for your consideration in three areas. First, steps that need to be taken before solicitation can begin for your project. Second, some basic suggestions about solicitation. Third, staffing options for implementing the plan.

Presolicitation Steps

I believe there are three important presolicitation steps which need to be taken:

1. Preparation of a solid case statement. Case statement should involve four parts:

First a gathering together of the basic data about the zoo. It is my opinion that there is a good amount of ignorance about the Zoo and that there are many individuals in town who have not been to the Zoo or were only at the Zoo when it first opened.

Second, developing the explanation that while there is a short term need to meet this challenge grant, the Zoo is simultaneously involved in some larger planning projects. I want to stress that I think it is important that the Zoo show that it is addressing some of the larger issues at the same time that it is seeking these gifts.

Third, the need to gather together rationale for the specific exhibits themselves and their advantage.

Four, there needs to be an explanation of the campaign, who will be approached and the rationale for specific requests.

Ms. Pat Davies
June 2, 1984
Page Two

It has been our experience that institutions that do not have a well defined case statement quickly run into troubles in presenting their strategies and requests to potential donors.

2. At the same time that the preparation of the case is going on there needs to be prospecting steps. Prospecting would involve three kinds of activities.

First, there is in-house research which would involve gathering together lists of past donors, researching corporate foundation giving directories and building preliminary lists of potential donors who would have an interest in the projects.

Second, there is a need for field research which would involve turning to the Board for their reactions, their knowledge of the prospects, and their contacts with the various donors. It would also involve talking to some other individuals in the community.

Third, after having made a list, understanding what motivates the donors and their general capacity to give, specific strategies for solicitation could be developed.

3. The third activity would be internal preparation. Internally, steps need to be taken to insure that the Zoo's capacity to conduct a fund raising campaign is sufficient to meet your objectives. The Director will need to understand his role and be able to schedule time away from the Zoo to participate in the drive. The Board Members will need to understand that their commitment is essential. The role that the Zoo staff's marketing group would play should be well defined. The internal preparation for this campaign should build towards whatever resolutions made of the longer term development needs of the Zoo.

SOLICITATION

After the presolicitation period, where the case is developed, the prospects are identified and internal preparation is made, the solicitation of prospects will be necessary. In the solicitation process, I think it is important, that everyone understand their roles. Steve Iserman is the Director of the Zoo is the Chief Development Officer for the Institution and will need to be involved in many of the presentations. The Zoo Board, which most formally represents linkages between the Zoo and its constituencies, needs to be involved in opening doors and providing volunteer leadership. Specifically, I believe that the Zoo Board needs to work with their immediate contacts to raise the first dollars for the campaign.

Ms. Pat Davies
June 2, 1984
Page Three

Second there is a need to establish a comprehensive schedule. The schedule should be designed with several factors in mind.

1. We wish to move from the largest gifts to the smallest gifts. I would believe that there is a desirability to keep the number of donors to minimum and, therefore, gifts of \$50,000 to \$100,000 will be necessary.
2. There is a need to coordinate the schedule with the long period that corporations and foundations need to review a grant proposal.
3. There needs to be an understanding of the basic strategies for the effort and let me suggest several.
 - a. This campaign should built towards longer and larger objectives.
 - b. The campaign should try to focus on a small number of donors.
 - c. The campaign should be aimed too not just raise money, but provide for general education about the Zoo and its new steps in planning and expansion.
 - d. The campaign should, of course, follow basic fund raising principles of building ownership, pyramids of donors, peer solicitation and donor recognition.

STAFFING OPTIONS

Finally, let me make a couple comments about staffing. I believe that the Zoo has five basic options:

1. You can try to accomplish the campaign with your current in-house staff. While this would involve no direct out-of-pocket expenses and the individuals involved would immediately know the Zoo and its case, it is my impression that you may have difficulty freeing up that much staff time.
2. You could use in-house individuals in conjunction with loaned executives. It maybe possible to find a loaned executive from a corporation who could provide the staff assistance to do all the steps outlined above. If that is not possible, it maybe possible to use your in-house staff in conjunction with a consultant.

Ms. Pat Davies
June 2, 1984
Page Four

3. You could hire a short-timer for this campaign. The advantage of this would be that this person would not tie you into a long term commitment which the Zoo may not be prepared to make since many of the larger issues have not yet been fully defined. Also, finding the right individual could be difficult. Since the assignment would be for a short term, a number of individuals may not be interested. However, with the right individual this could be a more economical approach.
4. Hire a permanent staff development officer. While this would provide some in-house expertise and on the surface might appear to be building towards the longer objectives, the fact that the full outline of the development program for the Zoo has not been developed might argue against this option.
5. Using a consulting firm. This would have the advantage of ease of operation but would have the disadvantage that the cost would be high. It is my prejudice that consulting firms work better in conjunction instead of in place of the staff.

SUMMARY

Let me repeat again, I think it is important that the challenge grant build towards the larger, long term development objectives of the Minnesota Zoological Garden. I hope the outline here provides you some insights as to how I would suggest you begin the process. While I think it is important that you begin soon, thirteen months to raise less than a \$250,000 does not seem unreasonable to me.

Best wishes.

Cordially,



Bruce W. Flessner

BWF:jj

cc: ✓ Mr. Steve Iserman, Minnesota Zoological Gardens
Ms. Mariam C. Noland, Saint Paul Foundation

Al. Ransom study

April 2, 1984

Mr. Bruce W. Flessner
Bentz, Whaley, Flessner and Associates
Suite 559
6800 France Avenue South
Minneapolis, Minnesota 55435

Dear Bruce,

Enclosed, as you requested, is a list of the service groups with which the zoo has worked over the past few years.

If you have further questions, please contact me.

Sincerely,

Steve

Stephen A. Iserman
General Director

SAI:gd

Enclosure



SERVICE GROUPS WHO HAVE WORKED WITH THE ZOO IN THE PAST

<u>Department worked with:</u>	<u>Organization (Service Group)</u>
Horticulture	Boy Scouts/Cub Scouts -- planting seedlings Various garden clubs on small things meeting their interests (they also donate money for horticulture related activities) Minn. Horticulture Society -- garden shows Various nurseries have donated plantings Federally funded programs (CCA, YCC, etc.)
Promotions	Delta Dental Apple Valley Jaycees (Zoo Run)
Biological Programs	Minnesota Pheasant Association
Group Sales	Campfire Girls Girl Scouts Various employee groups including MERSC
Education	Minnesota Humane Society 4-H Explorer Scouts Omnibus Educational Cooperative Service Units State Department of Education: Gifted Specialist Environmental Education Specialist Science Consultant Foreign Languages Minnesota Department of Natural Resources Nongame Wildlife Minn. Environmental Education Board Grand Rapids Research Station Information & Education U.S. Fish & Wildlife Regional Office Minnesota Valley Refuge Minn. Science Teachers Association/Minn. Academy of Science



Department worked with:

Organization (Service Group)

Education (continued)

Minn. Assn. of Environmental & Outdoor Educators
Northwest Area Foundation
University of Minnesota
 Science Education
 Ecology & Behavioral Biology Department
Project Wild (curriculum club from the
 West Coast)
Minn. Education Computer Consortium
Audubon Society
College Placement Offices
Acid Rain Foundation
Freshwater Society
International Zoo Educator
Parent/Teacher/Student Associations

Speaker's Bureau

(% of programs:

Schools	58%
Sr. citizens	10%
Civic groups	19%
Business	1%
Churches	6%
Misc.	6%)

Reaches total of about
16,000 people a year.

Rotary clubs
Lions clubs
Boy Scouts
Church groups
Seniors groups
School districts of Minnesota
Health care groups
Nursing homes
Neighborhood groups
Kiwanis
Garden clubs

*Fund-raising
study*

March 9, 1984

John C. Whaley
Bentz, Whaley, Flessner & Associates, Inc.
Suite 559
6800 France Avenue South
Minneapolis, MN 55435

Dear John:

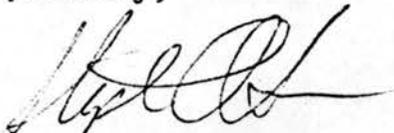
Enclosed is the information you requested. I have also enclosed a new list of zoo board members. Please note that the list of donors does not list amount of donations; however a separate page is attached which lists the total contributions and other sources of income to the gift fund by year.

The fund raising programs of the zoo are the membership program (Zoo Goers) and the sponsorship program (Zoocare). ZooGoers began in early 1982 after a reciprocity contract with the Society was terminated. Currently there are over 5,000 active members, with a planned direct mail campaign this spring. Projections are to have a membership base of about 9,000 by the end of the fiscal year (June 30, 1984). Attached is the latest financial summary from the Zoo Goer program as well as the membership literature.

The Zoocare program allows citizens the chance to sponsor an animal for a year. Thus far this fiscal year (July 1, 1983 - March 6, 1984) the program has raised \$18,900 from 571 sponsors (the amount includes proceeds from a Cougar run and a Powers department store promotion).

If you need additional information, please give me a call.

Sincerely,



Stephen A. Iserman
General Director

SAI:gd
Enclosures



MINNESOTA ZOO GOER

Financial Summary
7/1/83 - 2/29/84

Revenue

FY 1984 Membership Revenue	\$ 85,600
Previously reported donation	1,000
Pennzoil donation	50
FY 1984 Carry Forward	<u>26,567</u>

MEMBERSHIP REVENUE

\$ 113,217

Disbursements and Obligations

Program Administration:

Salaries	\$ 9,330	
Advertising	1,730	
Printing	5,157	
Postage	4,600	
Miscellaneous	2,167	
Volunteer Costs	3,114	
Target Marketing	33,000	
Equipment	775	
Supplies	<u>710</u>	
		\$ 60,583

Member Services:

Gen. Fund (Admissions)	\$33,964	
Publication	<u>2,344</u>	
		<u>36,308</u>

TOTAL DISBURSEMENTS

\$ 96,891

BALANCE

\$ 16,326*

Memberships

	<u>Total</u>	<u>Additions</u>	<u>Renewals</u>	<u>Expirations</u>	<u>Current</u>
	<u>Sales</u>				<u>Memberships</u>
Household	225	106	119	30	2,229
Companion	224	127	97	64	2,242
Individual	47	14	33	(10)	434
Sustaining	16	3	13	(5)	137
Advocate	<u>8</u>	<u>2</u>	<u>6</u>	<u>2</u>	<u>68</u>
TOTAL	<u>520</u>	<u>252</u>	<u>268</u>	<u>81</u>	<u>5,110</u>

*Actual cash balance as of 2/29/84: \$60,184

**Negative results from renewals from previous months.

1971

Marian Gorrell

1973Women's Club of Minneapolis
Randolph Selvog Memorial1974Uptown Business Women's Group
Chapter AK of PEO
Basic Industries, Inc.
Mr. & Mrs. Steve KnowltonBush Foundation (commitment of \$785,000:
\$75,000 diverted to MZGF for start-up funds)1975C. P. Claude
Clarence & Elizabeth Ooten
Modern Business Women's Assn.
James Streeter Memorial
Mrs. David W. Pothan
Augustana Lutheran Church
Edina Women's Club
The E.F. Johnson Foundation
Ann H. Langmack
Cherokee Heights Garden Club
C. P. Claude
Dale Trombley
Amy Setzer
Duane L. McDonnel
Paul Dyste
Edina PEOCherokee Heights Garden Club
St. James Ladies Guild
Minneapolis PEO1976Richfield Garden Club
Arlington United Methodist Men's Club
The Women's Club of Minneapolis
LeSueur Rotary Club
Kappa Kappa Gamma Alumnae
Women's Club of Owatonna
Kiwanis Club of North Hennepin
St. Bernard's Altar Society
Elaine Mellott1977St. John's Retirement Group
North American Broadcasting Co.
Donna Sandon
Mr. and Mrs. Richard Putnam
Bernice Thom
Concord Elementary School
4-H Club of Mendota Heights
P.E.O.
St. Paul Suburban Alumnae of Sigma Kappa

Gifts to the Zoo (not MZGF) as of December 31, 1978

Accrued interest	3,705,610
Donations:	
Private, corporate, org.	1,877
Corporate Organizations	2,365
Individuals	6,885
Gifts in Kind	1,924
Bush Foundation	12,498
Horse shows proceeds	710,000
	81,369

January 1 - December 31, 1979:

Individuals	\$ 830
Corporations	2,500
Organizations	8,521
Animal Sales	1,838
Interest	<u>31,208</u>
	\$ 44,897

January 1 - December 31, 1980

Contributions	\$ 4,589
Interest	28,510
Animal Sales	3,449
Other	<u>725</u>
	\$ 37,273

January 1 - December 31, 1981

Contributions	\$ 6,259
Interest	11,462
Animal Sales	3,440
Other	<u>4,146</u>
	\$ 25,307

January 1 - December 31, 1982

Contributions	\$ 23,828
Interest	8,378
Animal Sales	17,018
Other	<u>1,098</u>
	\$ 50,322

January 1 - December 31, 1983

Contributions	\$ 28,593
Interest	10,176
Animal Sales	40,070
Other	<u>6,322</u>
	\$ 85,161

Bentz, Whaley, Flessner & Associates, Inc.

February 29, 1984

Mr. Stephen Iserman
General Director
Minnesota Zoological Gardens
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

Dear Steve:

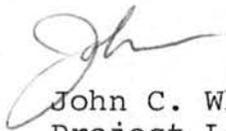
We appreciate your support for the Minnesota Zoological Garden Foundation Study. The materials you have provided have been extremely helpful. In addition to the materials we have previously received, we could use some help assembling some additional data:

1. Could you forward to us an updated MZG Organizational Chart with a listing of the key staff members?
2. Is there an MZG Mission Statement, outside of the Purpose Statements you forward to the legislature?
3. Is there a list of donors to the Zoo (as opposed to the Zoo Foundation) and a list of any Zoo based fund-raising projects?

Secondly, we will need a follow-up interview both to obtain some additional data and to ask your interpretation of certain preliminary findings. I will contact you later to set up a meeting, probably in late March after we have conducted a sizeable percentage of the interviews.

Many thanks for all your help.

Cordially,



John C. Whaley
Project Leader

JCW:jj

OCT 23 1983

TSP7-MN
Consultant Study

BWF

October 28, 1983

Ms. Mariam C. Noland
Vice President
The Saint Paul Foundation
1120 Norwest Center
Saint Paul, Minnesota 55101

Dear Mariam:

We are very pleased to submit a proposal for a fund raising organizational study for the Minnesota Zoological Garden. We view this study as an important project both for the community and our firm, and we appreciate being considered by The Saint Paul Foundation.

Proposal

The purpose of the Fundraising Options Study is to develop a fund raising model for the Minnesota Zoological Garden including an implementation plan, budget, staffing requirements, timeline and specific action items. Our proposal for accomplishing this purpose is as follows.

1. Formation of Advisory Committee. The first task in this study would be to work with the Saint Paul Foundation in establishing the job description for, the membership of, and the agenda for an Advisory Committee. This committee would oversee the process and procedures for the study and provide advice during certain phases of the study. (This is not meant to invade the prerogative of the Saint Paul Foundation relating to the formation of this committee. It would be very helpful, however, for the consultant to be involved in its organization and to work closely with it.)
2. Information gathering phase. The next phase would be the gathering of information--examining models other zoos and like institutions use for their fund raising, reviewing the long range planning that has been done by the Zoological Garden staff, and studying the records of the Minnesota Zoological Foundation.

It is our understanding that the staff has made visits to other zoos to look at their fund raising organizations and that this information will be available to us. It is also our understanding that relevant records and planning documents will be made available to us by the Zoo's and Foundations's staff members.

Ms. Mariam C. Noland
October 28, 1983
Page 2

3. Interview phase. With help from the Advisory Committee and staff members, an interview list will be developed of key people who have important information and insights. We would anticipate that this list would include top staff members of both the Zoological Garden and the Foundation, a few Board members from both organizations, key legislators or legislative aides, and certain influential community leaders.

The interviews would be conducted by representatives of Bentz, Whaley, Flessner, & Associates, and would be confidential in nature. The questions used would relate to the basic issues raised by this study.

4. Analysis and formation of recommendations. After the information is gathered and analysed, a report will be written presenting our finding, conclusions and recommendations. The report would include the following:

- a. An orderly presentation of the information gathered.
- b. Our conclusions relating to:
 - the potential for short- and long-term annual and capital fund raising by the Zoo;
 - the most effective fund-raising model for the Zoo;
 - the appropriate role and organization of volunteers in fund raising; and
 - the future role of the Foundation.
- c. Our recommendations for implementing an aggressive fund raising program, including:
 - an implementation plan, including timelines and specific action items;
 - personnel needs, job descriptions, organizational chart, and reporting relationships;
 - the appropriate role for public and governmental relations in the fund raising program; and
 - a one-year budget.

Timeline

If we are chosen for this project and if that decision is made by November 4, 1983, we agree to meet a schedule that would see the first draft of the report submitted by January 31, 1984 and the final report submitted by March 15, 1984. (This is only

Ms. Mariam C. Noland
October 28, 1983
Page 3

contingent upon our receiving the needed information and records from the Zoological Garden and Foundation in a timely fashion.

Personnel

I would serve as partner-in-charge of this project and be responsible for planning, scheduling, quality of the work and client relations. Bruce Flessner, also a Senior Partner of the firm, would work with me.

Fees

Our normal estimate of time for a study that is this comprehensive would be 13 to 15 days. Since our standard fee is \$750 per day, this would produce a project cost of \$9,750 to \$11,250 plus out-of-pocket expenses. As we stated in our letter of September 14, 1983, we recognize your budget restrictions and are willing to accept this project for a total price of \$10,000.

Relationship

It is our understanding that should we be selected to conduct this study, we would be working for the Saint Paul Foundation and that you would be our primary contact person from the Foundation. We would also work closely with the Director of the Minnesota Zoological Garden and have the cooperation of Zoo and Foundation staff and Board members.

Description of the Firm:

Bentz, Whaley, Flessner & Associates, Inc. is a new firm providing management, development, and marketing counsel to the non-profit sector. The firm's principals have all had extensive development and management experience at a variety of institutions. Additionally, all have considerable consulting experience.

We believe that fund raising is not an isolated activity and that it should not be separated from the overall institutional processes for planning and operations. We also believe that development counsel is usually most effective when working with and through the institution's staff. It is our objective as a firm to provide clients with the most professional and effective counsel possible, adapting techniques and approach as needed to meet the unique needs of each project.

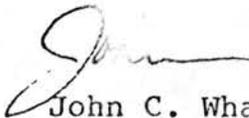
Ms. Mariam C. Nolan
October 28, 1983
Page 4

A brief informational piece plus a current client list is attached.

Should you select our firm for this project, we will submit a letter of engagement for your signature

We are very pleased to have been asked to submit a proposal for this study. As we said in our conversation with you and Paul, this is exactly the type of project in which we are most interested and hope to specialize. If selected, we will give this important study our most thoughtful attention.

Sincerely,



John C. Whaley
Senior Partner

JCW:db
Enclosure

Bentz, Whaley, Flessner & Associates, Inc.

The more you know about a firm and its philosophy, the better decision you can make in selecting counsel. Bentz, Whaley, Flessner and Associates is a new-generation, full-service firm, offering management, development and marketing consulting services to the non-profit sector.

Management, development and marketing consultants to the non-profit sector.

Bentz, Whaley, Flessner and Associates:
The Future of Institutional Advancement Counsel

Bentz, Whaley, Flessner and Associates is a full-service firm providing a complete range of fund raising, management and public relations counsel to colleges and universities, arts organizations and health care institutions. The three founding partners, Frank H. Bentz, John C. Whaley, and Bruce W. Flessner, collectively bring 40 years experience in institutional advancement and management to serve professionals in a manner which is tailored to the needs of their particular staffs and institutions.

Our Philosophy

We are not a traditional consulting firm. We did not begin our enterprise to duplicate the services already provided by numerous companies. Our approach is not merely to consult, rather we expect to work with our clients in an exceptional manner.

Several important features distinguish our services. First and foremost our service is based on commitment. Our own experiences have led us to know and understand the necessity of working with total commitment to an institution, to its mission and goals. There is no other way. This is the essence of professionalism as we see it.

Hand in hand with our commitment, clients receive comprehensive service. We address a new generation of needs. Institutions face difficult and complex challenges, rarely confined to just fund raising or public relations problems. While we offer specific expertise in development, public relations, management, finance, and marketing efforts such as admissions programs and audience development, we do not present clients a "magic formula" that claims to solve their problems. Our approach is to address broad issues and needs with a client, to develop integrated solutions, and to provide the services needed to assist an institution's staff to implement these solutions. We think this is the most professional and productive way to work.

We are dedicated to high standards of professionalism, and expect our clients to demand the same care and quality in our advancement counsel as they would of their attorney or accounting firm. The nature of our approach is professionals working with professionals. We become part of your team, offering expertise that only years of background in various institutions can produce. Our knowledge becomes your knowledge as we work with your staff, and our primary concern is to leave an institution and its staff with direction, professional training and effective tools.

Bentz, Whaley, Flessner and Associates brings to your institution a comprehensive problem-solving approach designed not merely to plan a successful fund raising campaign, but to help build a stronger organization. The success of an effort is measured not only by the immediate dollars it generates but also by the long-term improvement in the client's management, development, and marketing programs.

A professional staff deserves professional counsel--consultants who hold the same high standards of performance you set for yourself and your staff and who have the talents, experience, and services to meet the needs of your institution.

How We Work

At Bentz, Whaley, Flessner and Associates we believe consultants should work hard. But working hard is not enough. Quality is the watchword for our firm, a commitment reflected in the rigorous standards our Associates must meet, our investment in their training and development, and the attentive supervision of each engagement by a partner. We believe in working through staff--not in place of staff--so that when we are gone a client retains vital information, contacts and expertise.

Bentz, Whaley, Flessner and Associates' team approach means efficient service. It assures that each professional working with you has the specific skills necessary to do the job right. All consulting arrangements, including planning, strategy development, scheduling and client relations, are supervised by a senior partner. The firm's Associates are selected for their special experience and their ability to relate their specialties into broader frameworks.

The Services We Provide

As a full-service professional partnership, Bentz, Whaley, Flessner and Associates brings a wide range of talents to bear in the right combination for each of our clients and provides consulting services in the following areas:

Development

Capital campaign
Endowment campaigns
Program evaluation
Annual giving
Telemarketing
Planned giving

Donor Research
Corporate and foundation
Intensive development
retreats for institu-
tional administrators
and volunteer leadership

Public Relations

Communication evaluation
Market analysis
Publications

New and media relations
Special event management

Management and Finance

Information and computer systems
Financial projections and needs analysis
Financial records systems
General management and staff organization
Endowment evaluation

Earned Income Enterprises

College admissions marketing
Audience development
New income ventures

Fees

Fees for professional counsel are arranged on a project basis or are based on time commitments--per day, per week, per month--agreed upon between client and firm.

The Partners

Frank H. Bentz, John C. Whaley and Bruce W. Flessner together bring 40 years experience as advancement professionals in this young field. Their collective years of experience include work at large universities, small liberal arts colleges, major symphonies, orchestras, museums and community organizations. Their backgrounds, in senior positions at national institutions and as consultants to major campaigns, give the team an exceptional quality and diversity of experience.

FRANK H. BENTZ

Frank H. Bentz brings nearly 20 years of institutional experience to this consulting practice. Most recently, he served as Vice President for Development and Public Affairs at Franklin College, Franklin, Indiana. He also held development positions at the University of Minnesota and Western Michigan University. Mr. Bentz has special skills in board relations, major gift cultivation and solicitation, and total institutional planning.

JOHN C. WHALEY

John C. Whaley comes to this firm from the consulting field where since 1980 he was with C. W. Shaver & Co. as a Regional Vice President and served such prestigious clients as the San Francisco Symphony and Carleton College. Prior to this, Mr. Whaley was the Director of Development at the University of Minnesota, has held other development positions, and has consulted on planned giving. His particular areas of expertise are endowment campaign planning, planned giving, and fund raising management.

BRUCE W. FLESSNER

Bruce W. Flessner has spent his entire working life in development. As Associate Director of Development of the University of Minnesota, he managed a large professional staff and supervised the collegiate development effort. Prior to Minnesota, Mr. Flessner served as Annual Fund Director at Kalamazoo College. His experience highly qualifies him in the areas of program analysis, planning and management; staff recruitment and development; and annual giving.

The skills, professionalism and high standards of performance you expect in your legal and accounting financial services you should also demand from your fund raising and management counsel. Bentz, Whaley, Flessner and Associates offer you this, and more.

Bentz, Whaley, Flessner and Associates, Inc.
658 Pillsbury Center
Minneapolis, Minnesota 55402
(612) 375-0051



Consultants to the
Non-Profit Sector

OCT 27 1983
TSP7-MN

October 26, 1983

Mrs. Mariam C. Noland
Vice President
The Saint Paul Foundation
1120 Norwest Center
Saint Paul, Minnesota 55101

Dear Mrs. Noland:

Thanks very much for the opportunity to meet with you and to learn more about the proposed fund raising structural study for the Minnesota Zoological Garden. The materials I received from your office and our conversations have been most helpful in determining what role we might play in assisting you in that study.

Development Counsel would be pleased to work with The Saint Paul Foundation, the trustees of the Minnesota Zoological Garden Foundation, and the staff of the Minnesota Zoo toward the accomplishment of the objectives outlined in your October 15th memorandum. Because of our history with the Zoo, the experience of our staff in fund raising for Twin City institutions, and especially because of our background and experience in management consulting for non-profit organizations, we feel eminently qualified to assist you in this study. I am enclosing some background materials on our firm, our clientele, and our staff for your review.

Specifically, we propose a four-month retainer agreement with The Saint Paul Foundation during which time we would work mutually toward the establishment of an advisory committee, the full definition of the parameters of the study, and the actual study implementation. We would anticipate the conduct of a minimum of thirty to forty personal interviews with key members of the Zoo staff, the Zoo Board, current and former Zoo Foundation trustees and key members of the funding community. In addition, we would anticipate several days to be spent in the analysis of contribution records, demographics

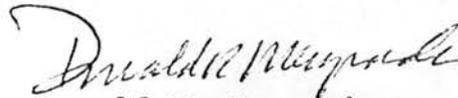
Mrs. Mariam C. Noland
October 26, 1983

of current and past Zoo and Zoo Society membership, and the information collected by staff during their visits to Zoos across the country. In addition, several progress review and planning meetings will be needed with members of the Advisory Committee.

We estimate that the total consulting time required to implement this study will be in the range of 100-125 person hours. Development Counsel, Inc. fees for service at this level are \$65.00 per hour plus the cost of travel and miscellaneous expense incurred by our staff during the course of their work. We would anticipate no difficulty in meeting the time schedule as outlined in your memorandum, which calls for a first-draft report on January 31, 1984 and a final report no later than March 15, 1984.

Upon review of this brief proposal and the accompanying background materials, please give me a call if you have questions or require further information. Development Counsel is indeed pleased to be considered for further service to the Minnesota Zoological Garden and The Saint Paul Foundation, and we appreciate this opportunity.

Sincerely,



Donald R. Maysack
President

DRM/dc

Enclosure



Consultants to the
Non-Profit Sector

If you are involved with a non-profit organization, you may feel at times there must be better ways to accomplish your goals. The urgency of what must be done today, however, often leaves little time to contemplate the alternatives.

Development Counsel can help your organization consider where you are going and what you need to get there. We can help you make time for essential planning. Together we can develop strategies for your continued success. We want to help you work smarter, not necessarily harder.

DCI was formed in 1979 primarily to provide fund raising assistance to non-profit organizations. Repeated experience with our clients, however, has since taught us that fund raising needs are often only the "tip of the iceberg". Many organizations find they need our assistance with other essentials before the raising of money is addressed. We now firmly believe in this holistic approach in our service to non-profit organizations. Often an organization comes to DCI with specific concerns. Our experienced staff can provide the services to meet those recognized needs. However, we can and do go beyond those specific concerns to offer counsel to strengthen the organization as a whole.

Today DCI is a **general consulting firm**. We provide a broad range of services to meet client needs. Our staff of professionals -- generalists and specialists -- provides counsel in **planning, organizational development, financial analysis, management, public relations, marketing, and all types of fund raising.**

DCI uses the team approach in its client service to the voluntary sector. Our highly-experienced management team oversees the planning and implementation of each project. A **project director** is assigned to work closely with you and to be the primary liaison between your staff and volunteers and DCI. **Specialists** within the firm are called upon as needed: for example, a writer to articulate an organization's need or a financial analyst to develop a plan to control or cut costs.

We are equipped to help you closely scrutinize your organization: program, leadership, resources, image. We will offer you our objectivity, our experience with other organizations in similar situations, and our creative responses to your unique needs.

We believe that successful organizations possess these valuable attributes:

1. Clear short and long-range planning
2. Realistic financial projections
3. Operational efficiency
4. Strong, committed Board members
5. Understanding of management's responsibilities
6. Good public image
7. Enhanced self-sufficiency

We view this last essential as most important. Today's challenges of increased costs and decreased public funds require ever greater self-sufficiency. Your success, and ours, depends on it. We at DCI can share our knowledge and experience with you. We can devise and implement plans that will work. Be assured that as we work together, DCI staff will not do it all for you -- but with you -- so when our assistance is no longer needed, you will have the understanding, the confidence, and the perspective to carry out the plan.

Our commitment to you is really very simple. We want to affirm the things you do well and to assist in doing some other things even better.

FULL RANGE OF SERVICES

DCI offers a full range of consulting services to fit the needs of a wide variety of non-profit clients. Service is available on either a full-time or a part-time basis. It is always tailored to the most specific of client requirements.

Organizational Development and Management

- Short and long-range planning
- Financial analysis and planning
- Organizational structure design
- Board building and staff/trustee relations
- Full-service management
- Executive search and staffing
- Board training programs

Capital Campaigns

- Feasibility studies
- Pre-campaign counsel
- Research on foundations, corporations and major prospects
- Direction of intensive capital campaigns
- Post-campaign transitional counsel

Fund Raising Programs

- Counsel in long-range development
- Development of on-going support
- Management and planning
- Board and staff development
- Volunteer cultivation
- Deferred giving programs
- Annual giving programs

Public Relations

- Public image counsel
- Audio-visual presentations
- Development of promotional materials
- Design of communications programs

Printing and Graphic Design

- Concept design and layout
- Typesetting
- Keylining
- Stats
- Printing production
- Collating, bindery

Direct Mail Programs

- Marketing studies
- Computer management of direct mail programs
- Techniques for upgrading and expanding the donor base
- Development of the mailing package

Seminars and Workshops

DCI designs and conducts seminars and workshops in all areas of concern to non-profit organizations. The appropriate faculty is assembled to provide a meaningful experience for staff and/or Board members.

DEVELOPMENT COUNSEL CLIENTS

DCI services are available to various types of charitable organizations:

- Health care agencies
- Social service organizations
- Educational institutions (Public and Private)
- Youth organizations
- Organizations serving older persons
- Churches and church-related causes
- Cultural and arts organizations
- Civic projects
- Associations and professional organizations

PROFESSIONAL ETHICS AND FEES

DCI is committed to maintaining high standards in the field of fund raising and consulting. Staff members abide by the Code of Professional Practices of the National Society of Fund Raising Executives, the Fair Practices Code of the American Association of Fund Raising Counsel, and the Standards of the Philanthropic Advisory Service of the Council of Better Business Bureaus, Inc. The codes of these organizations require a specified fee for services, determined prior to the start of any professional activity. Fees are determined by the amount of professional time required, the level of expertise needed, and the complexity of the program.

A VIEW OF DEVELOPMENT COUNSEL STAFF

DONALD R. MAYSACK, President . . . has a background spanning more than twenty years in service to non-profit organizations as a manager, senior executive, and a consultant. He has worked with hundreds of organizations in virtually every facet of their development and operations.

Mr. Maysack began his non-profit career with the Young Men's Christian Association from 1963-71, then joined the Pittsburgh-based Ketchum, Inc. -- a national consulting firm specializing in capital fund raising -- which he left in 1978 as a senior consultant. In 1979, with two partners, he founded Development Counsel, Inc. which he serves today as President.

His areas of expertise lie in critical analysis, management, organizational development, marketing, public relations, and fund raising. His formal education includes a B.A. degree from Iowa Wesleyan College with graduate studies in management at Purdue University. Informally, he has studied at scores of seminars, conferences and training events throughout the nation in all phases of non-profit endeavors. Today he is a frequent guest lecturer, conference and seminar leader and public speaker for events across the midwest.

Mr. Maysack is a member of the National Society of Fund Raising Executives and serves on the Board of Directors of the Minnesota Chapter. He is a member of the Midwest Direct Marketing Association and the American Management Association. Other business affiliations include a Director of Printing Plus, Inc. and President of Direct Mail Resource Center.

GLEN C. BITTER, Vice President . . . for eight years was Editor and Publisher of a national home furnishings trade journal. He has also been Director of Alumni Relations and Associate Director of Development for a major midwestern college. For nine years he served in the clergy of the Lutheran Church in America. His areas of expertise include writing, graphic design and printing production, marketing, fund raising and human motivation.

Mr. Bitter earned his B.A. degree from Carthage College, Kenosha, Wisconsin, worked on his M.A. in journalism and advertising at the University of Iowa, and earned his Masters of Divinity degree from Northwestern Lutheran Theological Seminary in St. Paul, Minnesota. He continues studies at numerous conferences and seminars, often as facilitator and resource speaker in printing and graphic arts.

For Development Counsel, Mr. Bitter has directed fund raising campaigns totaling more than \$17 million, including capital and annual giving programs. He regularly coordinates Development Counsel client needs in public relations, marketing, graphics and printing. He is also President of Printing Plus, Inc.

KAREN J. JENSEN, Vice President . . . is considered to be one of the most professional and consistently effective fund raisers in the upper midwest. She has served the Minneapolis Society of Fine Arts for eight years, first as Director of Annual Giving and then for three and one-half years as Director of Development. She is well known throughout the Midwest and also enjoys a national reputation among art museum development professionals.

Karen Jensen brings to her work more than twenty years of business, management, political and fund raising experience. Prior to joining the Society of Fine Arts she was a field director (1971-1972) and legislative campaign director (1973-1975) for the Independent Republican Party of Minnesota. Her previous business experience was in the areas of advertising, broadcasting and personnel recruitment and management.

Karen Jensen is a "people person" whose principle areas of expertise are planning, organization, marketing, public relations, systems analysis and development, and government relations. Over the past several years she has been a guest lecturer at a number of local and national conferences and has done consultation with many not-for-profit organizations.

She is a member of the National Society of Fund Raising Executives and serves as the Minnesota Chapter's Vice President. In 1982 she received the Minnesota Chapter's President's Award "For Outstanding Service to the Profession". She has been National President of the Art Museum Development Association and President of Minnesota Citizens for the Arts on whose Board she continues to serve. In addition, she serves on the Boards of the Zonta Club of Minneapolis, the Friends of the Minneapolis Public Library and as President of her homeowners association.

JAMES E. COUGHLIN, Project Director . . . fund raiser, trainer, photographer, manager, editor, publicist, consultant, journalist, researcher, TV producer . . . has 23 years of successful experiences in the non-profit and communications field.

His associations include the United Way, the University of Minnesota, public television, newspapers in Iowa, Washington, and Minnesota, and Children's Home Society of Minnesota, the largest adoption agency in the country.

Coughlin joined the United Way of Minneapolis in early 1973 to introduce the loaned Executive program and continued to staff it for six years. While with United Way he rose to Associate Campaign Director and managed fund raising divisions that achieved the highest percentage increases in five to six campaigns.

A partial list of other accomplishments: implemented and coordinated annual campaign strategy that increased Children's Home Society contributions 44%; wrote grant proposal for Twin Cities Public Television that resulted in \$500,000 Media Arts Matching Grant from the National Endowment for the Arts; originated "prime time" underwriting concept at Twin Cities Public Television that increased revenues 148%; awards and honors from the Public Broadcasting Service (PBS), United Way of America, Phi Delta Epsilon, the Iowa Daily Press Association and the College Sports Information Directors of America (CoSIDA).

ASSOCIATE STAFF

LYNN GROMER . . . is an audio/visual and visual communications consultant, who has experience in all areas of presentation production. She has worked with business, industry and private non-profit organizations to produce materials for marketing, public relations, fund raising and educational use. Her areas of expertise include directing, visualization, writing, photography and technical services.

Ms. Gromer has a Bachelor of Fine Arts degree from the Minneapolis College of Art and Design, where she concentrated in photography and visual communications.

VICKI MACNABB . . . is a consulting fund raising specialist with nine years experience in the development field. Her career spans the positions of Development Director, Neighborhood Involvement Program; Director of Annual Giving, Ebenezer Society; and Development Assistant, Minneapolis Children's Health Center. As a consultant, Ms. MacNabb's writing and organizational skills have contributed to the successful capital campaigns and annual giving programs of over a dozen local and regional non-profit organizations. Vicki has a specialized background in direct mail fund raising and well developed talents in direct mail copywriting and design. She served as treasurer of the Minnesota Chapter of the National Society of Fund Raising Executives in 1981. Ms. MacNabb is a University of Minnesota graduate with a bachelor's degree in Fund Raising and Social Welfare.

DEVELOPMENT COUNSEL CLIENTS

Development Counsel is privileged to have served the following organizations since its founding in 1979.

American Red Cross, Northwest Division	
Minneapolis Area Chapter	Minneapolis, Minnesota
Becketwood Cooperative	Minneapolis, Minnesota
Bethesda Free Church	Minneapolis, Minnesota
Boys Clubs of Minneapolis, Inc.	Minneapolis, Minnesota
Camp New Hope	MacGregor, Minnesota
Central Iowa Lutheran Home for the Aging	Des Moines, Iowa
Children's Museum Serving Minnesota	Minneapolis, Minnesota
Chimera Theatre Company	St. Paul, Minnesota
College of St. Benedict	Saint Joseph, Minnesota
College of St. Catherine	St. Paul, Minnesota
Creative Futures, Inc.	Golden Valley, Minnesota
Crest View Nursing Home	Columbia Hts., Minnesota
Crocus Hill	Minnetonka, Minnesota
Crossroads, Inc.	Minneapolis, Minnesota
Deep-Portage Conservation Foundation	Hackensack, Minnesota
Developmental Learning Center, Inc.	Mendota Heights, Minnesota
Diocese of Crookston	Crookston, Minnesota
Duluth Area Vocational Technical Institute	Duluth, Minnesota
Ebenezer Society and Foundation	Minneapolis, Minnesota
eLDA Reading and Math Clinic	Minneapolis, Minnesota
Episcopal Church Home of Minnesota	St. Paul, Minnesota
Franciscan Sisters of Little Falls	Little Falls, Minnesota
Golden Valley Lutheran College	Golden Valley, Minnesota
Illinois State University	Normal, Illinois
KIDS, Inc.	St. Paul, Minnesota
Life Enrichment for the Elderly	Hibbing, Minnesota
Luther Park	Minneapolis, Minnesota
Lyngblomsten	St. Paul, Minnesota
Madrid Home for the Aging	Madrid, Iowa
Mammoth Site of Hot Springs	Hot Springs, South Dakota
Martin Luther Manor	Minneapolis, Minnesota
Metro Community Health Consortium	Minneapolis, Minnesota
Minneapolis League of Catholic Women	Minneapolis, Minnesota
Minneapolis Community College	Minneapolis, Minnesota
Minnesota Agricultural Interpretive Center	Waseca, Minnesota
Minnesota Industrial Development Association	Minneapolis, Minnesota
Minnesota Zoological Garden Foundation	Minneapolis, Minnesota
National Federation of the Blind of Minnesota, Inc.	Minneapolis, Minnesota
North Suburban Civic Center and Ice Arena	Blaine, Minnesota
Opportunity Workshop	Minneapolis, Minnesota

Development Counsel Clients (continued)

Plymouth Christian Youth Center	Minneapolis, Minnesota
Prairie Public Television	Fargo, North Dakota -
Presbyterian Homes of Minnesota	Saint Paul, Minnesota
Presbytery of the Twin Cities	Saint Paul, Minnesota
Rural Adolescent Model, Inc.	Little Falls, Minnesota
Saint Cloud Area Family Y.M.C.A.	Saint Cloud, Minnesota
Saint Francis Hospital Foundation	Shakopee, Minnesota
Saint Stephen Lutheran Church	Bloomington, Minnesota
Saint Therese Home	Minneapolis, Minnesota
SHAKINAH Bible Gardens	Saint Cloud, Minnesota
Totino-Grace High School	Fridley, Minnesota
United Hospitals	Saint Paul, Minnesota
Washburn Child Guidance Center	Minneapolis, Minnesota
Wellspring Therapeutic Communities	Minneapolis, Minnesota
White Bear Lake Community Counseling Center	White Bear Lk., Minnesota
Zion Lutheran Church	Intn'l Falls, Minnesota

DIRECT MAIL RESOURCE CENTER CLIENTS

Direct Mail Resource Center, a data processing and mailing list management division, has served the following clients:

Becketwood Cooperative	Minneapolis, Minnesota
Bethesda Foundation	St. Paul, Minnesota
Common Space	Minneapolis, Minnesota
Community Administrative Services	St. Paul, Minnesota
COMPAS	St. Paul, Minnesota
Cretin High School	St. Paul, Minnesota
Developmental Learning Center	Mendota Hts., Minnesota
Foundation Data Center	Minnetonka, Minnesota
Franciscan Sisters of Little Falls	Little Falls, Minnesota
Johnson Institute	Minneapolis, Minnesota
K.T.C.A. Twin Cities Public T.V.	St. Paul, Minnesota
Metro Community Health Consortium	Minneapolis, Minnesota
Minnesota Industrial Development Association	Minneapolis, Minnesota
Minnesota Outward Bound School	Wayzata, Minnesota
National Society of Fund Raising Executives/Minnesota Chapter	Minneapolis, Minnesota
Neighborhood Involvement Program	Minneapolis, Minnesota
Saint Thomas Academy	St. Paul, Minnesota
Saint Francis Health Care Foundation	Shakopee, Minnesota
The Children's Hospital	St. Paul, Minnesota
Third Sector Press	Cleveland, Ohio
United Hospitals of St. Paul	St. Paul, Minnesota
Washburn Child Guidance Center	Minneapolis, Minnesota
Women's Art Registry of Minnesota	Minneapolis, Minnesota
Worldwide Friendship, Inc.	Minneapolis, Minnesota

OTHER CLIENTS SERVED

The following is a partial list of clients served by staff members prior to the formation of Development Counsel.

Berkshire Medical Center	Pittsfield, Massachusetts
Boy Scouts of America	Philadelphia, Pennsylvania
Decatur Memorial Hospital	Decatur, Illinois
Fort Worth Osteopathic Hospital	Fort Worth, Texas
New Castle Public Library	New Castle, Pennsylvania
Saint Lukes Medical Center	Phoenix, Arizona
Somerset Community Hospital	Somerset, Pennsylvania
The Salvation Army	Decatur, Illinois
The Salvation Army	Lake County, Indiana
The Salvation Army	Green Bay, Wisconsin
The Johns Hopkins Institutions	Baltimore, Maryland
United Hospital	Portchester, New York
Winston-Salem Y.M.C.A.	Winston-Salem, N. Caroli

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JUL 27 1983
TSP7-MA

October 28, 1983

Miriam C. Noland, Vice President
The St. Paul Foundation
1120 Norwest Center
St. Paul, Minnesota 55101

Dear Ms. Noland,

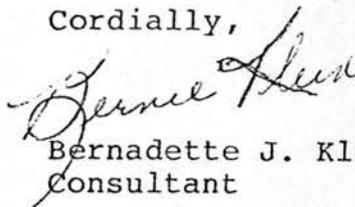
Enclosed please find my proposal to study a fund raising structure for the Minnesota Zoological Garden.

I have outlined the process, the number of interviews to be conducted and the kinds of representation that should provide input.

I shall look forward to an interview and an opportunity to discuss further the study process.

You may reach me at 473-9687 evenings or 291-2848 - Ext. 106 on Tuesdays and Thursdays.

Cordially,


Bernadette J. Klein
Consultant

BJK:pgb

Enclosure

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PROPOSAL

A Study of a Fund Raising Structure

for

The Minnesota Zoological Garden

The study will consist of four phases.

- I. The survey phase will identify the following:
 - The leadership and its commitment to raising funds
 - How the funding community regards the Zoological Garden
 - Its visibility in the community including input from outstate
 - How other fund raising models in the community work (3-4 would be selected)
 - Potential funding sources

- II. The analysis phase will examine, compile and evaluate the information obtained from the interviews and other data collected.

- III. Report phase - a written report will be drafted with specific recommendations to include:
 - Organizational structure of the Zoological Garden
 - The role of the Board of Directors of the Zoological Garden as it relates to fund raising responsibilities
 - The role of the Zoological Garden Foundation
 - The role of the St. Paul Foundation
 - The role and function of the advisory board/committee responsible for fund raising
 - Preliminary job descriptions for development staff
 - A plan for developing the case statement

- IV. A presentation will be made with specific recommendations to the Board of Directors of the Zoological Garden, the Director, the Zoological Garden Foundation, and the St. Paul Foundation.

As the consultant, I would do the following:

- Examine the present structure, records and systems
- Prepare a questionnaire
- Conduct interviews with -
 - Major Corporations - 7
 - Foundations - 10
 - Board Members - 11
 - Foundation Members - 10 - active and inactive
 - Principal Staff - 2
 - Legislators - 5
 - Prospective Donors - 5

Timetable:

Two weeks - Internal study and review

Six-seven weeks - Interview process

Two and a half weeks - Write first draft of study

Four-five weeks - Complete final study

The study should begin the week of November 14th based on the scheduled timelines.

B U D G E T

for

A Study of a Fund Raising Structure

4 months @ \$2500 = \$10,000

This fee includes administrative costs

incurred in the study process