



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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cc: Dir. Director

Minnesota Zoological Garden Foundation

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EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

TO: Members of the Executive Committee

FROM: Bob Voigt

DATE: May 21, 1981

The attached materials include:

- 1) a proposed 1981-82 Activity Plan
- 2) proposed 1981-1990 Goals and Objectives
- 3) a "state of the Arts" statement

Please read and be ready to discuss at the Executive Committee meeting scheduled for May 28th. If you are unable to attend, please contact either Stan Nelson or me with your thoughts.

The Foundation needs your participation in both the determination of plans as well as the implementation of those decisions which you make. Marketing of the Zoo for fund-raising purposes will require your active involvement if we are to achieve the desired goals.

*NOTE: Also included are seven pages from the Zoo's O and P Committee meeting of May 8th. These concepts are still in draft form. These statements have not received Zoo Board review nor approval. More information about these ideas will be discussed at the Foundation's Executive Committee meeting on May 28th.

PRELIMINARY OUTLINE FOR DISCUSSION

1981-82 ACTIVITY PLAN

Minnesota Zoo Foundation Staff Tasks/Administration

Renegotiate lease for office space (October '81 for March '82)
Xerox lease (June, '81)
Corporate Employees Club Leaders Day (June 13, 1981)
Department of Economic Development contacts -- follow through on tourism
and economic benefit statistics
Updates to previous donors
Prospect list updates
Development of donor payment index
Annual audit (July, 1981)
Plan and strategy for use of Foundation film
Order corporate and foundation annual reports
Follow through on status of proposed Zooquarium and Performing Arts Center
Contacts with other zoos, AAZPA
Zoo Volunteer Program -- updates, information, seminars
Contact with national foundations
Federal and state funding sources
Proposal for design change in donor wall
Proposal for new donor recognition approach
Investigate options for contributed services
--loaned executives
--personnel from firms of Board members
Employee Matching Gift Program
Financial statements to IRS, State of Minnesota (Form 990s)
Discuss Foundation funding with selected foundation executives (Shannon, Doermann)
Work with all Foundation committees

Publications

Case statement
Promotional materials -- brochures, published "short form" case statements,
envelopes, etc.
Annual Newsletter
Annual Report (combine with 10-year plan?)
Regular submissions to Society, Zoo periodicals
Regular submission of press releases to local, state media

Legislative Action

Lobbying proposal for '82 session
legislative endorsements
follow through on capital appropriations for Zoo

Minnesota Zoo Foundation Board of Directors

Board retreat and update on the Zoo (Springhill?)
Continue expansion of Board through addition of new Board members
Committee reviewal of annual plans, development of committee calendars
Update committee lists -- make latest assignments

Interorganizational -- Zoo Board and Zoo Staff

Define an acceptable position of contact responsibility
Legislative audit due in May, '81
Decision on monorail funding due in May, '81
O and P meetings monthly
Zoo Board meetings monthly
Zoo publications -- decision on format, use, timelines, decisions
Meetings with Coleman/Christianson
Meetings of Zoo managerial staff/planning sessions
Zoo birthday, June, '81
Orchestra event, July, '81
Plan to consider piggybacking with Zoo special events

Interorganizational -- Zoo Society

Society Board meetings monthly
Communications
Regular submissions to Society publications
Meeting with advertising agency

Fund-Raising Programs

Special Events Committee

Luncheon meetings with prospects
Foundation Annual Meeting
Consider piggybacking with Zoo events
--Orchestra event - July
--Anniversary celebration for Society, June
--Zoo Birthdat Celebrations, June
Foundation Annual Meeting and Dinner, November, '81

Special Projects Committee

Employee matching programs
Corporate Employee Club Leaders Day
Joint Programs
--4H
--Libraries
--current donor organizations
--Jaycees
--service clubs
--Humanities Commission
--Chambers of Commerce
--Women Jaycees
--MACI
--statewide agricultural associations

Individual Gifts Committee

direct mail
deferred giving

Public Relations Task Force (Dick Gray)

Assemble group, set agenda, recommendations

5/19/81

PRELIMINARY OUTLINE FOR DISCUSSION

1981 - 1990 GOALS AND OBJECTIVES

- I. Secure Zoo Board Approved Development Plans - Philosophies - Goals and Objectives - Supporting Documentation.

- II. Expand Foundation Board Leadership; Increase Involvement and Activities of Individual Members
 - A. Increase participation in Board and committee activities -- obtain individual involvement in goal setting and program implementation
 - B. Selection of addition Board members, Advisory Committees and Special Task Forces.
 - C. Extend activities and involvement throughout community (MZGF for MZG)
 - D. Coordinate with Zoo Board in areas where we can help ... Interboard, Joint projects, etc.

- III. Enlarge Capital Development Programs
 - A. Implement One Year Plan; design and establish 3 Year and 10 Year Plans
 1. Develop case statement, plans, designs and priorities
 2. Establish Foundation schedule to meet MZG goals
 3. Select prime prospects - Corporate - Foundation - Individual
 4. Establish committee structure and make assignments to identify responsibilities in the implementation of plan.
 5. Identify and secure community leadership, define roles, make assignments, develop information and training sessions, loaned executives, etc.
 6. Develop materials, i.e. films, manuals for solicitors, information for prospects, etc.
 7. Establish schedules for solicitations and presentations - follow through - follow up - etc.
 8. Continue cultivation and recognition programs for present donors.
 9. Continually update prospect lists, key individuals, corporate leadership, foundation trustees, methods of approach, rate and assign prospects, solicit, follow- up.

10. Review and revise the Donor Recognition Policy - and Donor Wall.

B. Establish Individual Gifts Program

1. Establish "major donors" category

- a. Prospects identified and contacted as part of capital campaign -- identified through separate committees of campaign (should continue)
- b. Develop planned giving contact program with principal fiduciary institutions (banks, trust departments, organizations, attorneys) re client interests, trusts, bequests, etc.
- c. Establish statewide program in Minnesota - Local/Regional leadership provide energy and coordination for Zoo Foundation program.
- d. Utilize existing reports of major donors to other institutions and programs
- e. Seek professional assistance in developing prime lists and approaches
- f. Provide appropriate recognition to donors for their support

2. Establish "special donor" category

- a. Establish on-going giving program for annual gifts, sustaining gifts, occasional gifts -- whatever.
- b. Develop prospect lists -- use known sources and seek professional assistance to develop prime lists and scientific approaches
- c. Coordinate with Society and Zoo - build on successful experiences of other leading national zoos.
- d. Develop structure for designing, testing and implementing a direct mail approach for individual gifts -- selected basis -- throughout state of Minnesota
- e. Distribute materials at Zoo's public information service counter
- f. Develop categories/levels/options of support -- and appropriate programs of recognition and appreciation

3. Establish "Special Projects" category. Reach out to statewide organizations, community groups, employee clubs and corporate committees, etc., to seek their support in a variety of "fun" development activities (in accordance with zoo guidelines for these events)
4. Establish "Founding Fund" category. In recognition of those individuals who contributed their ideas, energies and leadership to create and build the Minnesota Zoo, a special fund account will be established to receive gifts dedicated or restricted to special purposes.

IV. Develop a Communications Program

- A. Commence study of professional approaches needed and options available to develop a high visibility for Foundation programs - use community resources to evaluate and assist.
- B. Build an audience of support through various media approaches and mass communications techniques (PSAs, etc.)
- C. Tell the Great Zoo Story that is. Expand awareness of need -- and desire to help Foundation achieve the capital development goals of the MZG. Provide information on options available and where to get more information. Provide information on recognition and results.
- D. Provide support and assistance to Zoo Board leadership in creating and implementing effective lobbying program with members of the Minnesota Legislature and others in state leadership.

V. Expand Administration Activities

- A. Determine and secure staff needed to achieve program goals -- define roles
- B. Develop appropriate record-keeping and project management systems to support development programs adopted
- C. Provide assistance and collaboration to Zoo staff on special projects and funding requests as identified

VI. Proposed Schedule for Short-Term Consideration

- | | |
|--------------|--|
| May 28, 1981 | Executive Committee review of initial proposal -
Executive Committee review preliminary Zoo's 10 year
Development Plan |
| June | Committee assignments to develop details, position
statements, develop recommendations and budgets |

June 25

Board of Directors presented with proposal from committee discussions - and hopefully, the Zoo Board's approved 10 Year Development Plan.

Adopt goals

- (1) Program 1981-82
- (2) Schedules - short range, mid-range, long range.
- (3) Budgets - one year certain, three year proposed.

VII. Budget - Finance Committee Considerations (June)

- A. Present budget -- review current year and make recommendations for next year
- B. Alternatives based on additions being considered, optional programs and staff, proposed capital campaign, proposed individual gifts program, and/or other ideas and suggestions for committee recommendations

VIII. Mid-Term Consideration (3 Year Program)

- A. Commence immediately to build this phase of development into the total plan (10 years) that is presently under consideration by the Zoo Board
- B. Work with Zoo leadership in discussing funding options for these needs.

IX. Long-Term Consideration (10 Year Program)

- A. Review preliminary materials presently available
- B. Consider needs and options to meet these proposals

5/19/81
RSV/dm



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

TO: Members of the Executive Committee

FROM: Bob Voigt, Executive Director

DATE: May 20, 1981

SUBJECT: Status Report - "Where We're At - and
Where We're Going!"

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EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

I believe that it is important that I summarize a number of situations for your benefit - some statements you have heard before - others are an update of activities in process - some statements of financial circumstances, budgeting and operational realities are omitted because you know the story - and a few summaries have probably been omitted, unintentionally, and could be added as a result of our subsequent discussions. However, this is a brief report on the "state of the art" as it seems to apply presently to the Minnesota Zoo Foundation. I request your consideration and support to achieve the goals that are possible.

I. The recommended "public/private partnership" approach towards the development program for the Minnesota Zoo has yet to be established in order to provide the needed broad base of statewide community support for the Minnesota Zoo.

II. The State Legislature, during the just completed session, did not provide any portion of the proposed capital dollars needed by the Zoo in order for the Zoo Foundation to initiate a matching funds capital campaign to raise the remainder building dollars from the private sector.

III. The proposed small, select "blue ribbon" advisory committee of top corporate, community and government leaders has not yet been formed to address Zoo issues and proposed solutions in order to build constituents and participants in a capital campaign. (Dick Gray's Task Force is a variation of the proposal.)

IV. A new, well documented case statement is in process of being prepared for both governmental consideration as well as use by the private sector. Segments were assembled and used for Legislative committee presentations during the recently completed 1981 session. Revisions, deletions and additions are currently underway. The development of this material is essential for effective Zoo Foundation presentations of a

justifiable case for capital gift support. At a recent meeting of the Zoo's O and P Committee, comments indicated that a preliminary plan might be available by July.

V. Campaign preparation has been delayed pending completion of the prior four elements needed by the Foundation. Current effort leads towards establishing on-going programs for levels of capital support that have been established as annual goals. These annual targets are part of the ten year proposal being developed by the Zoo Board and Zoo staff. Much prospect research and evaluation of prospects lists has been completed by the Foundation staff. Recruitment of additional leadership for the Foundation has been delayed pending receipt of the Zoo's building plans and essential Legislative support. On-going contacts and public relations efforts has substituted for formal presentations and submissions of specific grant applications. Responses have been prepared for foundations and corporations who ask for opportunities to consider current Zoo needs. The results obtained have been disappointing. The community image and perception of the Zoo continues to be one of "uncertain economic situations" as well as a myriad of other doubting or questioning positions of worth or contributions to our cultural community.

VI. New "societal" and "political" conditions exist today that are different from one year ago. Public funds are being reduced and directed towards services that are deemed more essential in the sense of new terms and definitions that exist today. Competition has increased for donor dollars and discretionary funds. Corporate and foundation leaders are receiving more requests for gifts that are becoming more adequately justified by the "fund seekers" and more professionally managed by those who receive these third sector contributions.

VII. The Shaver and Company Inc. report of June 1980 measured four essential areas wherein the likelihood of significant levels of fund raising success could be measured. These were:

- a) Confidence in the Minnesota Zoo
- b) Urgency and importance of the case for support
- c) Adequate constituency of potential contributors
- d) Dedicated and capable fund raising leadership

From that professional study there were optimistic responses that suggested favorable results were possible when coordinated and professionally managed approaches were implemented, and that Zoo projections and expectations have to be realistic and obtainable. It was also noted that the State must sense the urgency of the case for their support as well.

VIII. The Zoo Foundation must continue to help build a natural constituency for the Zoo. The Zoo has not, because it is new, established relationships with corporations and foundations that result in a sense of obligation towards the Zoo and its continued well being. Also, the Zoo does not fit conveniently into many of the larger donors giving policies and/or patterns. This process of building confidence and relationships is most essential and is an on-going continual effort.

Memo to Board of Directors - Status Report
May 20, 1981
Page Three

IX. The Foundation needs to continue to cultivate a sufficient number of individuals who can provide a significant level of support on a direct or deferred gift basis.

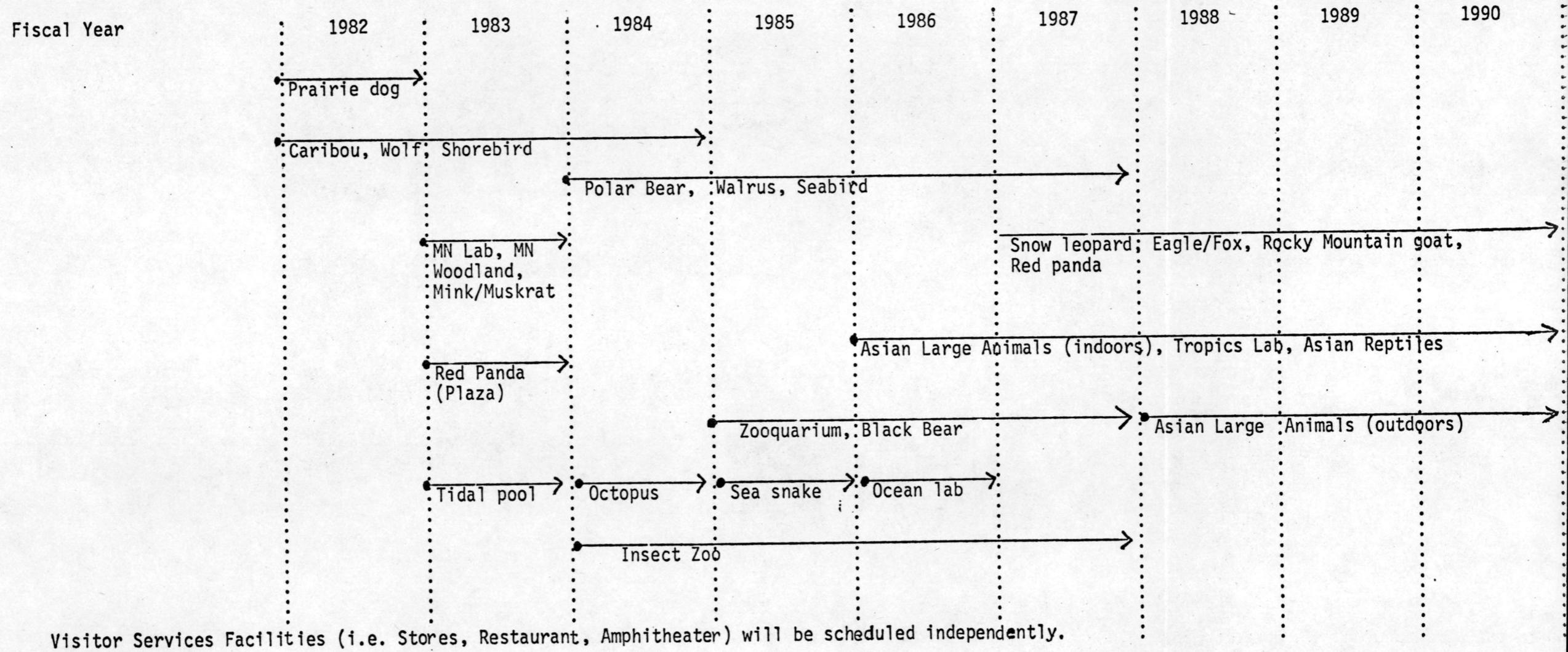
X. To accomplish these desirable goals, the Foundation needs to support the following:

1. Continued work towards securing of a justifiable long term case for support - needs - benefits - results - impacts - exhibit description from the Zoo Board and the Zoo staff.
2. Continue to work towards getting more individuals and public officials to be strong Zoo advocates and strong opinion leaders - in both the private philanthropic as well as the public funding arenas.
3. Continue work towards recruitment of top level sophisticated fund raising community leaders who are capable of giving and/or getting other prospects to give at leadership gift levels.
4. Continue to support a strong staff organization that assists with research, scheduling, materials, coordination and support processes that will get the job done.
5. Enthusiastic and aggressive participation by all Board members, committee members and volunteers in the Foundation program.

RSV/dm

SCHEDULE/BUDGET

A. Capital Completion Schedule



B. Capital/Operating Costs - Trail Expansion (Preliminary Estimates)

The table below includes estimates of capital and operating costs. Operating costs are rated according to the following scoring system:

- 1: less than \$10,000
 2: \$10,000 - 30,000
 3: \$30,000 - 50,000
 4: \$50,000 - 100,000
 5: \$100,000 and up

TRAIL	EXHIBIT	SPECIES	OPERATING COST CATEGORY	CAPITAL COST	SCHEDULE (YEAR)
Minnesota	Black Bear	Black bear Red fox 13-lined ground squirrel	3	\$ 400,000	1984-1987
	Mink/Muskrat	Mink Muskrat Green heron	1	35,000	1983
	Diurnal Woodland	Fox squirrel Chipmunk Fox snake Blue jay Cardinal Woodpecker sp. Cottontail rabbit Ruffed grouse Wood turtle	1 (replaces existing)	30,000	1983
	MN Diurnal Lab	Ruby-throated hummingbird Pocket gopher Deer mouse sp. Vole sp. Shrew spp. Mole spp. Red-bellied snake Frog sp. Toad sp.	3	40,000	1983

B. Capital/Operating Costs - Trail Expansion (continued)

TRAIL	EXHIBIT	SPECIES	OPERATING COST CATEGORY	CAPITAL COST	SCHEDULE (YEAR)		
Northern	Prairie Dog	Prairie dog	1	\$ 60,000	1982		
	Caribou	Woodland caribou	4	385,000	1982-1984		
		Trumpeter swan					
		Sandhill crane					
		Waterfowl-various					
		Mink					
		Muskrat					
	Wolf	Timber wolf	3	185,000	1982-1984		
	Shorebird	Whimbrel Phalarope sp. Plover sp. Godwit sp. Dowitcher sp. Dunlin	2	55,000	1982-1984		
			Polar Bear	Polar bear	5	3,500,000	1984-1987
				Sea Bird	Harlequin duck		
			Long-tailed duck				
			Scoter sp.				
Eider sp.							
Goldeneye sp.							
Red-breasted merganser							
Emperor goose							
Glaucous gull							
Pelagic cormorant							
Ivory gull							
Great black-backed gull							
Brant goose							
Walrus	Walrus	5					
Arctic fox	Arctic fox	2					

B. Capital/Operating Costs - Trail Expansion (continued)

TRAIL	EXHIBIT	SPECIES	OPERATING COST CATEGORY	CAPITAL COST	SCHEDULE (YEAR)
Northern	Rocky mountain goat	Rocky mountain goat Pika	4	\$1,600,000	1987-1990
	Snow leopard	Snow leopard	4		
	Bald eagle	Bald eagle Red fox	2		
	Red panda	Red panda	2		
Tropics	Tropics Lab	Not yet selected	3	50,000	1986-1990
	Red panda (plaza)	Red panda	2	70,000	1983
	Asian reptiles	King cobra Common cobra Saw-scaled viper Russel's viper	2	40,000	1986-1990
	Asian parrots	Electus parrot Hanging parrot sp. Racket-tailed parrot sp. Lorikeet sp. Cockatoo sp. Parakeet sp.	2	3,500,000	1986-1990
	Orang-utan	Orang-utan	4		
	Asian elephant (indoor)	Asian elephant	5		

B. Capital/Operating Costs - Trail Expansion (continued)

TRAIL	EXHIBIT	SPECIES	OPERATING COST CATEGORY	CAPITAL COST	SCHEDULE (YEAR)
Tropics	Elephant (outdoors)	Asian elephant	5	\$4,500,000	1988-1990
	Rhinoceros	Indian rhinoceros	4		
	Gaur	Gaur Axis deer	4		
	Swine	Babirusa Bearded pig Pygmy hog Wild pig Javan pig	4		
	Monsoon woodland	Nilgai Blackbuck Indian gazelle Sambar, Barasingha or Eld deer Sarus crane	4		
	Jackal	Jackal or Dhole	3		
	Raptor	Imperial eagle or Philippine eagle	2		
	Discovery	Insect Zoo	Not yet selected		
Ocean	Ocean lab	Not yet selected	3	50,000	1986
	Tidal pool	Various tidal species	1	7,500	1983
	Octopus	Giant Pacific octopus	1	7,500	1984
	Sea snake	Sea snake sp.	1	7,500	1985

C. Capital/Operating Costs - Trail Enrichment

Capital support to enrich existing facilities is vital. Significant improvements can be made with minor expense. Operating costs in most cases go down. These needs change as new ideas are developed and new needs appear. We are suggesting a 15% surtax be placed on all capital dollars received to support trail enrichment. This amount has been added into our capital funding schedule.

D. Summary of Capital and Operating Costs (Preliminary Estimates)

Trail	P R E S E N T			C A P I T A L C O M P L E T I O N						
	Exhibits	Species	Operating Costs	New Exhibits	Additional Species	Additional Operating Costs	Percent Increase Exhibits	Percent Increase Species	Percent Increase Operating Costs	Capital Investment
Minnesota	21	88	\$ 600,000	4**	23	\$ 100,000	19%	26%	17%	\$ 505,000
Northern	9	16	750,000	13	26	600,000	144%	163%	80%	5,785,000
Tropics	28	109	1,500,000	17	23	700,000	61%	21%	47%	8,160,000
Discovery	14	160	500,000	10*	30*	150,000	71%	19%	30%	300,000
Ocean	10	53	550,000	4**	50*	50,000	40%	94%	9%	75,000
Zooquarium				20*	100*	500,000	--	--	--	5,000,000
TOTAL	82	426	\$4,000,000	68	252	\$2,100,000	83%	59%	53%	\$20,000,000

*Estimate

**2 of these replace existing exhibits

E. Schedule of Capital and Operating Costs

	CAPITAL	CUMULATIVE CAPITAL	OPERATING	CUMULATIVE OPERATING - includes current operating costs
F.Y. 1981			\$4,000,000	
F.Y. 1982	\$ 300,000	\$ 300,000	10,000	\$4,010,000
F.Y. 1983	470,000	770,000	120,000	4,130,000
F.Y. 1984	985,000	1,755,000	100,000	4,230,000
F.Y. 1985	3,545,000	5,300,000	200,000	4,430,000
F.Y. 1986	4,890,000	10,190,000	275,000	4,705,000
F.Y. 1987	4,050,000	14,240,000	625,000	5,330,000
F.Y. 1988	3,100,000	17,340,000	100,000	5,430,000
F.Y. 1989	3,800,000	21,140,000	470,000	5,900,000
F.Y. 1990	1,500,000	22,640,000	200,000	6,100,000
TOTAL	\$22,640,000	22,640,000	\$6,100,000	\$6,100,000



Minnesota Zoological Garden Foundation

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MEMO

TO: Members of the Special Projects
Committee

FROM: Bob Voigt

DATE: May 5, 1981

Subject: Status Report

The Minutes of the April 23rd meeting are attached. Please check to be sure that we have reported both the ideas and decisions as they occurred.

This Memorandum will attempt to bring you up-to-date on the various activities that have occurred since that meeting.

In my visit with Steve Farley, he suggested that one of the greatest needs in developing association with and support for the Zoo is finding a way that Minnesota citizens will have a proprietary interest in the Zoo. He felt that the Convention Center could be a focus for many activities, especially clubs, employees groups and other small meetings or conventions. In discussing the committee meeting's recommendation that ideas be explored as to how the Zoo could tie in with the activities of other existing organized groups, Mr. Farley suggested that developing the Zoo's own advisory groups on a regional basis throughout the State would appear to be more appropriate. In fact, a regional advisory board could include individuals from all walks of life in that region within the State and through their common interest and activities could be responsible for identifying "local" funding activities. This would be a way that the Zoo is reaching out and creating outstate feeling of ownership in a particular area of the Zoo. Attempting to capitalize on the energy of local groups or clubs would appear to have a limited potential. However, this state-wide group of regional organizations would be responsible for establishing a continual dialogue with the area through their own control, leadership and interest in the Zoo. Having these local leaders, it would provide more assurance that the voice of the Minnesota Zoo would be heard. Then, the Zoo would have to give something back to these regional groups. This could be done in the form of recognition, special programs, dedicated facilities or exhibits at the Zoo, naming certain areas or days at the Zoo after these regional associations or individuals or corporations within the group, or many of the other traditional ways of donor recognition. Building

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ROBERT S. VOIGT

May 5, 1981

private sector pride in the public zoo is a slow process. Another way that might have potential would be to develop a state-wide Zoo Day or a state-wide Zoo Week. That way, all individuals in the State would have a focus on the Zoo similar to what Arbor Day has on planting trees in the Spring. Two groups that would have good potential would be the unions and Mr. Farley offered to assist with contacts to Dick Raditz or Dave Rowe. Also, the teachers' associations and school groups would provide the basis of reaching young people and family groups. Mr. Farley also recommended contacting Control Data Corporation in the concept of asking them to commit some of their imaginative thinking and "think tank approaches" towards identifying programs to assist the Zoo in accomplishing this goal. Mr. Farley stated that he would be glad to contact his friend, Norb Berg, and pursue this idea if it meets with the Committee's recommendation.

Wayne Petersen shared ideas with me as to how we might approach several clubs or organized groups within the Honeywell family. Two leading employee groups are the Honeywell Engineers Club and the MinReg Club. These activities are formally organized around month meetings, programs and areas of mutual interest. Perhaps presentations could be made to these groups to stress the value of the Zoo to the community and to talk to the benefits which the Zoo brings to the families of our area. Mr. Petersen also offered to help organize and assemble visual materials which could be used in presentations of the Zoo story. The Art Department and the Photo Lab could assist in preparing materials such as flip charts and slide shows which present the Zoo features, functions and tell about the benefits.

Leonard Harkness, former State Program Director for the 4-H Youth Development Activities, Extension Division, University of Minnesota, and I met to discuss areas of mutual program potential. Mr. Harkness also shared the belief that if the Zoo was to develop maximum outstate support, it would be better to develop the Zoo's own system of reaching people with information than to try to be a tag-a-long with other organizations. However, there are benefits to work through these groups and Mr. Harkness certainly supported that proposal. Several groups that were emphasized are the High School Principals and Superintendents Associations, mayors associations, individual leaders through such groups as the League of Women voters and the JayCeas and Future Farmers, as well as building on some programs of the 4-H with the help of Mr. Harkness. Also, Mr. Harkness suggested that an advisory council from throughout the State would have tremendous value in showing interest and support for the Zoo. He would suggest at least 100 persons who carry weight from all walks of life to become involved in this process. This would also include State Legislatures who are leaders in the support effort for the Zoo. However, in order to develop support for the Zoo, Mr. Harkness feels a much stronger program needs to be developed on the awareness and benefit side. One activity which is a counter-part to the Extension Division of the University of Minnesota is a program developed by Wayne Carlson, Acting Program Director of the State 4-H and Mike Kirkwood, an Associate in the 4-H Division. This is a State-wide energy education program that has been funded by four major utility companies. Mr. Kirkwood is out of the office almost every day of every week of the school year talking to high school groups and community service clubs about the power supplies and need for energy conservation in our State. This lyceum approach to schools and local civic clubs is also being done by the Minnesota Orchestra, Guthrie Theatre and others who are counting on State-wide support and State-wide funding through the individual gifts route. By the Zoo or Zoo Foundation developing a State-wide advisory council, Mr. Harkness believes it will be much easier to get support and financial assistance subsequently from the legislators as well as from individuals

throughout the State. The energy conservation presentation has also been recorded on three-quarter inch video for showing when it's impossible for Mr. Kirkwood to make a personal presentation. Mr. Harkness thought that we would be able to develop funding for placing a person of this type on our staff to assist in reaching out throughout the State with the Zoo story. While at the University, I also met Tom Powell, one of the education Associates for the 4-H program, Dr. Hal Routhe, Associate Director for Extension and have made an appointment to return and visit with Dr. Norm Brown, Director of Extension for the University of Minnesota.

Peter Brown, formerly Director of the Public Service Options Program under the direction of the Citizens League and the Upper Midwest Council, is an independent contractor now working with large corporations in the Metro Area on this same program. Mr. Brown, until one month ago, was leading this activity as part of the CDC Urban Ventures and Rural Ventures programs. Mr. Brown is now working with several corporations rather than just one and the list does include working with Honeywell on these concepts. Mr. Brown indicated an interest in meeting with us to share ideas or experiences that he has gained that might be applicable to developing private sector support for the State sector Zoo.

Don Chapelaine, manager of the Cenex retail operation in South St. Paul, shared with me some thoughts as to how the State-wide association of local managers might also be of help. Mr. Chapelaine believed that the greatest interest that might be developed would be to encourage tour groups that are sponsored by Cenex to visit the Zoo while they are in the Twin City area. Many school groups do come to the Twin Cities to visit the livestock auctions, Grain Exchange, GTA, Cenex, and other major facilities as part of the related programs. Beyond working on tours as a joint effort which also is a minimal cost, Mr. Chapelaine did not believe that there would be great probability in getting local co-op managers support in developing programs of financial assistance or participation at the local level. Other tour groups who could be encouraged to include the Zoo on their Twin Cities visit would include the Minnesota LP Gas Association and the Minnesota Association of Cooperatives. Other groups like Midland Cooperative and Land-o-Lakes could help reach many people throughout the entire State.

Ed Kohn and his staff are working on a response to the request for additional Zoo information as requested by the Committee. The Zoo's O and P Committee will be meeting on Friday, May 8th to review this information.

Karla Williams is helping to assemble information on how other zoos are working with organizations or groups throughout their region or state constituency as well as examining the capabilities of Society membership to help in this effort.

Stan Nelson is providing constant counsel on process and is also preparing a letter to Chairman Hetland of the Zoo Board and the letter will summarize the current feeling of Foundation need for a number of specific statements and supporting information in a case for support. Included in this request will be a Zoo Board developed statement of what does the Zoo offer to the State, information on the economic impact and more specifically, a request that someone such as Kent Ecklund, Director of the State's Department of Economic Development, go on record as to the value of the Zoo.

Memo to Members of the Special Projects Committee
Page Four
May 5, 1981

Cheryl Dickson, Executive Director of Minnesota Humanities Commission, visited with me about areas of mutual interest and state-wide programming. She mentioned a very positive interest in discussing our proposed program of sharing Zoo information with the outstate communities and offered to assist in discussing processes that might be similar to or supported by the Humanities Commission.

Leonard Harkness also told me of another program in which he's involved that works with high school youth programs throughout District #595 of Rotary. A regional meeting was held over the weekend of May 3-5 at the St. Paul YMCA Camp south of Hudson, Wisconsin. We were unable to gain a part of the program but Mr. Harkness has offered to help distribute information to the 135 students who were in town for that conference.

Dick Gray is chairing a meeting of the P.R. Advisory Committee on Thursday, May 7th, to consider the next steps based on his replies to the proposed Task Force.

Dean McNeal and Firmin Alexander have provided counsel on the assembly of ideas for the letter from President Nelson to Chairman Hetland of the Zoo Board.

Foundation staff are continuing to assemble examples of other operating programs and budgets expended to obtain results achieved.

Winston Borden, President of MACI, has offered to study the Zoo situation and write an article (or several, if needed) for the visiting editorial section of the Minneapolis, Star.

The Marketing Nonprofits statement distributed to the committee has generated very favorable comments and support. The summary was taken from a book by James Gregory Lord, Vice President of Goettler Associates, Columbus, Ohio.

To identify the Zoo's current organizational affiliations, Kathryn Rosebear met with Dave Bender at the Zoo to discuss the Zoo's previous and current contacts and programs with various groups. Mr. Bender prepared a list of many organizations working with the Zoo, and the type of relationship between the Zoo and those groups was discussed. Additional organizational lists are being prepared by staff in the Public Affairs Division and will be forwarded when completed. The most recent organizational affiliations were also discussed by Ed Kohn at the Special Projects Committee meeting (minutes, attached).

Kathryn Rosebear also met with Susan Hoffman, the Zoo's Group Sales Manager, to discuss the Zoo's affiliation with employee clubs, civic and social groups, and any other group which consistently uses the Zoo's facilities and group sales program. A list of more than 100 companies currently involved in the Group Sales Program was developed and the involvement of various groups noted. Susan Hoffman suggested hosting a joint "Employees' Club Representative Day" at the Zoo on June 13th. The leaders of active employees' clubs and their families would be invited to the Zoo for a day to see facilities available for group use, learn about group sales programs, meet with Zoo and Foundation staff and perhaps consider various ways in which their groups could participate in other Zoo and Foundation programs. This meeting would offer the Foundation an opportunity to begin meeting with employees' groups to consider any future involvement in participatory and development programs.

Vicki Uchida, a development staff member from the Multiple Sclerosis Society, and Kathryn Rosebear met to discuss the very successful approach to group events the MS Society has developed. During their current fiscal year, the

May 5, 1981

MS Society expects to raise three-fourths of their \$1.1 million fund-raising goal through special and group events. The MS Society works primarily in the metropolitan area with established organizations; not many outstate projects are created as the MS Society does not have the staff to service the groups. Small outstate projects may be provided with the "paperwork" necessary to complete a project without staff assistance.

Groups involved in the MS program include the United Snowmobilers Association, which raises \$125,000 annually for MS, the Minnesota Jaycees, who raise \$25,000 through bowling events, American Youth Hostels who, with local bicycle shops, sponsor biking events, and a great number of smaller organizations such as the Lions and Kiwanis who raise \$1,000 to \$2,000 annually. The MS Society also works aggressively to gain corporate sponsors to underwrite the costs of events and attempt to keep their fund-raising costs within 20 percent. As often as possible, they also attempt to "piggyback" events - for instance, they have scheduled a beachside event during the Aquatennial. In creating fund-raising events, MS Society staff follow the philosophy that people will raise money for their organization if they have fun doing it.

Lars Carlson of the H. B. Fuller Company met with Kathryn Rosebear to discuss his input on the potential of corporate employee club participation in the Zoo's and Foundation's programs. Mr. Carlson suggested that greater involvement between H. B. Fuller employees and the Zoo could be achieved through a variety of methods. He noted that the prerequisite to greater participation is the generation of personal involvement and interest in the Zoo through Zoo visits, Zoo programs and positive Zoo publicity. Mr. Carlson felt increased interest could be generated through Zoo memberships and suggested increasing corporate use of the Society's membership program as an initial involvement. The H. B. Fuller Company will be holding their annual picnic at the Zoo this summer, and Mr. Carlson stated he would purchase several memberships to be given away as door prizes. He suggested other corporations could be encouraged to purchase memberships for employee prizes or awards for sales promotions or events.

Mr. Carlson also suggested the Foundation research the corporate affiliations of Zoo volunteers and people involved in continuing education or other programs. Because corporate giving at the H. B. Fuller Company is handled through local councils, the input of council members can affect giving decisions. Mr. Carlson also stated that the H. B. Fuller Company has considered expanding its matching gifts program -- in which employee gifts to an educational institution are matched equally by the company -- to other institutions. Should the H. B. Fuller Company expand this program, the Foundation might develop programs which more actively solicit employee gifts. Mr. Carlson stated the Corporate Contributions Committee would review giving policy in November or December and consider the expansion of its matching gifts program at that time; program expansion would not occur during this year.

Roger Forrester, President of the Twin City Personnel Association, and U of M Personnel Services Manager, has offered to assist with both distributing Zoo promotional information to 1300 members as well as helping to arrange a Zoo presentation to the associations. I visited with Mr. Forrester upon the recommendation of Ken Hall, Vice President of Human Resources of the Tennant Co., a Foundation contributor and former president of the TC Personnel Association. Both of these contacts were made with the awareness and support of the ad hoc committee.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION
Special Projects Committee Meeting
April 23, 1981

A meeting of the Special Projects Committee of the Minnesota Zoological Garden Foundation was held on Thursday, April 23, 1981, at 2:00 p.m. in the Conference Room of the Investors Group of Companies, Minneapolis.

Members Present: Malcolm McDonald, Firmin Alexander, Richard Gray, Dean McNeal, Edward Kohn, Karla Williams.

Staff Present: Robert Voigt, Executive Director, and Kathryn Rosebear, Administrative Assistant.

The Special Projects Committee was formed as an ad hoc committee to consider the feasibility of raising funds through the memberships of local employee groups and selected statewide organizations with common interests.

Malcolm McDonald chaired the meeting.

Mr. McDonald asked Ed Kohn to first present to the committee a summary of organizations involved with the Zoo. Mr. Kohn stated that the Zoo is currently heavily involved with three organizations, and that other organizational relationships had been discussed by Kathryn Rosebear and Dave Bender in a meeting earlier during the week.

1. The 4-H program has been involved in the Zoo for several years, cooperating on a Zoo mural project and offering booth space in the 4-H Building during the State Fair. Currently, the Zoo's Education Department is also considering Dakota County 4-H as a labor resource for the Zoo's farm exhibits in the Children's Zoo.
2. The Zoo has also had extensive involvement with the Educational Cooperative Service Units (ECSU's) throughout the State of Minnesota. Through the nine state ECSU's, the Zoo has provided in-service educational programs and the dissemination of information on the Zoo.
3. The Zoo has also been approached by the Honeywell Technical Service Center, which would like to develop a major computer/communications program at the zoo. Minor involvement has also occurred with garden clubs, foundations, and other groups.

Malcolm McDonald suggested that the Society and the Zoo consider how they might participate in the development of the proposed program and assist the Foundation in an emissary role.

Dean McNeal commented that, at the Foundation Board meeting on April 9th where Mr. McDonald originally submitted his proposal for this program, two needs were discussed. The Foundation needs to develop fund-raising programs and needs funds to operate. In addition, there is a need for broad-based programs which may initially raise only minor funds but will also build a constituency statewide for the Zoo.

Bob Voigt reported that he had talked to five people for their reaction to the program. Len Harkness, formerly the State Program Director of the 4-H Youth Development Organization, had suggested the potential might exist for the Zoo and Foundation to increase their activities with 4-H leading to the establishment of fund-raising programs on behalf of the Zoo. Joe Klauwitter of Courage Center had relayed experiences of Courage Center in working with FFA and FHA. Courage Center has three people outstate working on special projects for Courage Center. Other discussions have been held with Ken Hall, Vice President, Human Resources of the Tennant Co., Winston Borden, President of MACI, and John McKay, Foundation board member and former President of Cenex, Inc.

Malcolm McDonald stated that the Foundation needs to reach a point where it is not only raising monies but holding them for the Zoo and this could be achieved through efforts to build a broad-based constituency. The Zoo has proposed a good list of projects which might be completed through an organizational affiliation. The Zoo also needs to develop support statewide to maintain and increase attendance, to develop a more positive statewide public image, and to effectively work with the Minnesota legislature. Finally, Mr. McDonald suggested that the proposed program could be taken to the Bush Foundation as a part of the Foundation's total program, for which funds are needed. Mr. McDonald suggested the Foundation begin talking to groups of people and asking them to adopt projects over a period of time; a whole series of organizational projects could be implemented.

Firmin Alexander suggested the committee develop a statement on the proposed special project program and examine the potential of specific organizations. Karla Williams added that other zoos often establish affiliations with other organizations to raise funds; she suggested these relationships be surveyed and investigated. She added that the feasibility study being implemented should establish program goals for public relations and image-building as well as fund-raising, and the proposed programs should not be eliminated when their fund-raising impact is low if their public relations potential is high.

It was noted that nearly all of the Zoo Society's membership lives in the seven-county metropolitan area. Malcolm McDonald suggested the composition of other organizational memberships, such as the Art Institute's, Walker Art Center's, and Minnesota Orchestra, be researched to determine the percentage of their membership which occurs outstate.

Firmin Alexander stated the Foundation needs a developed position paper on what the Zoo means to Minnesota and surrounding communities. The paper should include data on attendance, usage by outstate individuals, programs reaching people outstate, financing of Zoo operations and the amount of money necessary to complete capital development currently proposed. Ed Kohn added that state legislators need to know how the Zoo is reaching their constituents. He suggested developing an information piece which could be sent to legislators once or twice a year. He added that the Zoo needs to measure group involvement not only from a financial perspective but also from a public image perspective.

Dean McNeal reported on the state's 4-H program, of which he was once a Board member. The Minnesota 4-H program is divided into seven separate regions. Each individual group has competitive projects which feed into regional projects and finally into statewide projects at the State Fair. Parents are closely involved in the programs. Mr. McNeal suggested the Foundation begin work with the top state staff of the 4-H program. In meeting with 4-H staff, he suggested the Foundation offer several ideas for involvement but also let the 4-H staff know that the Zoo Foundation is aware of the 4-H organization. Mr. McNeal added that involvement with the 4-H program could lead to additional involvement of farm bureaus and farm organizations. He suggested the Foundation begin its work with 4-H in priority areas rather than with the entire state program.

Mr. McNeal then stated that a total case statement is needed for the Zoo. Funding agencies receive requests from many sources but fund only those which have the strongest case. He suggested the case statement stress how the Zoo is managed and present a businesslike approach. Malcolm McDonald agreed that the Foundation needs a Zoo case statement which stresses that the Zoo is well managed and a major state institution.

Firmin Alexander suggested the Foundation send a letter requesting a case statement to the Zoo Board. Dean McNeal agreed that the Zoo Board should lead in the development of a Zoo case statement, or sales package. Dick Gray noted that the case statement could be useful in countering questions on mismanagement.

It was the consensus of the committee that a letter requesting the case statement should be presented by Foundation President Stan Nelson to Zoo Board Chairman Jim Hetland at the next Zoo Board meeting on May 21st.

Firmin Alexander suggested the committee also determine staffing needs when considering fund-raising through statewide organization. It was noted that Foundation staff had prepared a feasibility study format for consideration of this program which included the need to consider staffing and many other items (see attached). Bob Voigt stated that assistance from the committee would be required to fully complete the study.

The meeting adjourned at approximately 4:00 p.m.

DISCUSSION DRAFT (5/28/81)

PROPOSED MZGF COMMITTEE STRUCTURE 1981-1982

The following is a proposal to the Foundation's Executive Committee for discussion at its meeting on May 28, 1981. This paper presents a revised Foundation committee structure. If approved:

- a. All committees and sub-committees should meet during June, 1981, to review and update their committee/sub-committee job descriptions and chairperson job description, and
- b. Rewrite committee/sub-committee job descriptions and chairperson job descriptions according to input from committee members, and
- c. Present a written report from each committee/sub-committee at the Foundation's next Board of Directors meeting on June 25, 1981.

The Board of Directors is the primary "committee" responsible for the establishment of policy and determination of programs for the Zoo Foundation. The By-Laws state, in Article III, Section 3.01, that the property, affairs and business of the corporation shall be managed by the Board of Directors.

The Executive Committee consists of the President and not less than four members of the Board of Directors who are designated by the Board of Directors, provided at least two members of the Executive Committee are Appointed Directors. The Executive Committee has the full power and authority of the Board in the management of the property, affairs and business of the Zoo Foundation in intervals between meetings of the Board of Directors and subject to the control and direction of the Board of Directors.

The Foundation may have additional committees with membership, authority and duties as prescribed by the Board of Directors, provided at least one member of each committee is an Appointed Director.

Beginning with this proposal, the following committees are recommended for the operating year July 1, 1981, through June 30, 1982:

I. DEVELOPMENT COMMITTEE

Goal: to build a Zoo Foundation case for support based on Zoo Board-approved capital improvement programs. To consider the wide range of private sector fund raising approaches, options and processes that complement the public sector fund-raising approaches by the Zoo Board with the State. To recommend and implement Zoo Foundation development programs to help meet these needs. In order to accomplish these goals, committee recommendations will be through Foundation Board review and approval. Decisions will be communicated by the Foundation President to the Zoo Board Chairman.

A. CAPITAL PROGRAM SUB-COMMITTEE

OBJECTIVE: Provide the leadership necessary to insure the successful development of a structured approach which seeks community support and funding of the Minnesota Zoological Garden Capital Program.

RESPONSIBILITY: Develop programs to identify, evaluate, cultivate and solicit major prospect groups -- foundations and corporations.

AUTHORITY: Plan and recommend to the Board through the Development Committee the organizational steps or phases needed to implement the Capital Program. Upon approval, has the full responsibility for carrying out the approved program.

RELATIONSHIP: Work closely with Foundation staff and consultants for operational plans, accessing human resources, researching prospects, preparing materials, establishing schedules and timetables, rating prospects. Most cultivation and solicitation of prospects will be the responsibility of Board or committee members.

ACTIVITIES: These include establishing a structure, recruiting leadership and committee members, designating primary prospects, establishing priorities, rating prospects, training volunteers, developing materials and brochures, publicizing, soliciting, following through where necessary and evaluating and reporting on the program results.

B. SPECIAL EVENTS SUB-COMMITTEE

OBJECTIVE: Plan, designate and implement special events for the Minnesota Zoo Foundation and the Minnesota Zoo.

RESPONSIBILITY: Varies according to events and appeals chosen. In general, to direct activities which result in favorable promotion of the Zoo and the Foundation and financial benefits.

AUTHORITY: The chairperson plans and chairs regular meetings of the sub-committee, determines priorities and prospects, acts as events spokesperson in the community and prepares special events budgets. Various responsibilities are identified by the sub-committee and assigned by the chairperson.

RELATIONSHIP: Coordinates with staff of Foundation, Society and Zoo, acts as liaison to the media and other organizations as needed.

ACTIVITIES: Determines need to implement the special events; recruits and trains sub-committee members and volunteers; oversees the preparation of promotional materials, press releases and publicity; coordinates events in all arrangements and details; evaluates and makes recommendations for the future.

C. SPECIAL PROJECTS SUB-COMMITTEE

Objectives, responsibilities, authority, relationships and activities to be determined by Special Projects Committee following completion of the feasibility study on Minnesota organizations.

D. INDIVIDUAL GIFTS SUB-COMMITTEE

OBJECTIVE: To establish support processes and programs through which individuals may identify personal approaches that fund development needs of the Zoo. Adaptations of options or alternatives are required to meet individual giving preferences.

RESPONSIBILITY: First, in capital programs, responsible for the solicitation of major individual gifts; and, secondly, in all individual giving programs, propose policy and directions and provide leadership to implement a variety of programs. Approaches may include a variation on the annual giving or sustained giving approach, deferred giving, or others that could be tailored to individual situations.

AUTHORITY: The chairperson plans and chairs regular meetings of the committee; recruits and orients committee members; recommends schedules and approaches to the Board of Directors through the Development Committee.

RELATIONSHIP: With Foundation staff, develops training sessions and solicitation information for committee members; leads training and planning sessions; evaluates program outcome and coordinates progress reports and annual reports of the sub-committee.

ACTIVITIES: Coordinates and approves individual gift solicitation literature and promotion; assigns prospects to committee members; actively solicits current gifts and deferred gifts and encourages solicitation activity of committee members; keeps activities on schedule; leads an on-going prospect identification effort; continually is alert to new prospects as well as new ideas for encouraging individual support.

E. FOUNDING FUND

Goal: To establish a special gifts program to solicit and accept contributions to a "Founding Fund" (outright gifts or even a pooled income fund or similar trust instrument), in recognition and honor of those individuals who have contributed of their time, ideas and energies towards the establishment of the Minnesota Zoo...and continued leadership towards accomplishing Zoo goals. The identification of Zoo projects and the application of these funds will be administered on a shared responsibility basis between the Foundation Board and the Zoo Board. This committee will be responsible for determining the specific program, initiating the process to solicit funds, and administering the on-going effort.

F. DONOR RECOGNITION SUB-COMMITTEE

Objectives, responsibilities, authority, relationships and activities to be determined upon reactivation of Donor Recognition Committee.

II. OPERATIONS COMMITTEE

Goal: To provide overall management and control of the Foundation, review budgets, by-laws, Board memberships and recommend internal administrative policies and procedures to fulfill legal requirements and operational responsibilities. Reports will be made both monthly and annually to the Board of Directors.

A. FINANCE COMMITTEE

OBJECTIVE: Provide Board control over financial policy and action requiring financial decisions.

RESPONSIBILITY: Develop budget, review control procedures, report to Board, establish investment policy, meet audit and reporting needs.

AUTHORITY: Access to all financial records. Establish staff process for assigned responsibility. Report to Board and Executive Committee on a monthly basis.

RELATIONSHIP: Treasurer and staff determine process to manage funds. Advice sought from accounting firm on internal control and reporting procedures. Recommend banks or other financial institutions for holding and investing Foundation funds.

ACTIVITIES: Review program needs and zoo request each year (or more often as needed) in order to prepare budgets and establish operating program. Work closely with other committee chairpeople to evaluate potential sources of income and expense. Maintain current knowledge of investment options. Report monthly to the Board of Directors on the status of Foundation funds.

B. BY-LAWS SUB-COMMITTEE

OBJECTIVE: To insure that the Foundation's By-Laws are adequate to meet the operating needs of the Foundation.

RESPONSIBILITY: Reviews as needed the by-laws and makes recommendations for Board consideration of additions or deletions that will strengthen the Foundation program.

AUTHORITY: The chairperson brings committee recommendations to the Operations Chairperson for subsequent presentation to the Board of

Directors for discussion and decision.

RELATIONSHIP: Staff will assist whenever appropriate. Advice will be sought from legal counsel as needed. Interpretation will also be secured from the Internal Revenue Service and other governmental agencies which influence or control the status of the Foundation.

ACTIVITIES: Questions of existing structure or suggestions for change may be directed to the chairperson of the By-Laws Sub-Committee by any Board member. Investigation of the inquiry or proposal will proceed and a response given to the Board at the next official Board of Directors meeting.

C. NOMINATING COMMITTEE

Membership, responsibilities and authority are detailed in the Foundation's By-Laws:

"The persons who are, on the first day of September each year, members of the Executive Committee, together with such two non-officer members of the Board of Directors as the President shall appoint, shall constitute the Nominating Committee of the corporation provided that at least one member of the Nominating Committee shall at all times be an Appointed Director as that term is used in the By-Laws. The Nominating Committee shall, at each annual meeting of the corporation, nominate one candidate as a successor to each Elected Director whose term expires in the year of such meeting, and also shall have and perform such other related duties as may from time to time be prescribed by the Board of Directors."

III. PUBLIC AFFAIRS COMMITTEE

Goal: To build individual support (understanding, attitude, image, perception, belief, positive action, etc.) throughout all levels of our state community in order to gain the real dollar support that the Zoo deserves for completing the building program. The process includes expanded understanding and support from the Interboard Committee for Foundation proposals and positioning needed to accomplish essential operating functions. It also includes improved communication with our communities' (state's) decisionmakers. This committee may also consider proposals to assist with other marketing efforts of the Zoo. All efforts are predicated upon coordination with the Zoo Board's approved policies and philosophies as well as Zoo Board approval of Foundation approaches to secure support for selected programs.

A. INTERBOARD COMMITTEE

Objectives, responsibilities, authority, relationships and activities as defined by the Interboard Committee.

B. PUBLIC RELATIONS ADVISORY SUB-COMMITTEE

OBJECTIVE: To assure community leadership of the positive impact and benefits of the Zoo, positioning the Zoo as a leading cultural institution in our State; to assist the Zoo in expanding the Zoo's positive story to the total community; to inform target audiences and the general public of the Zoo's capital building program and to prepare the private sector to participate in the development programs as needs are announced

RESPONSIBILITY: The committee is responsible for maintaining the visibility of the Foundation's development program in the community.

AUTHORITY: The chairperson coordinates all public relations and promotional aspects of the Foundation's development programs.

RELATIONSHIP: With the Development Committee chair, recruit dedicated volunteer public relations professionals and specialists from our community. Work with Foundation committees in development of material, i.e., letterhead, posters, billboards, slide and multi-media presentations, brochures and/or other promotional appeal material.

ACTIVITIES: Effectively utilize both print and visual media, write and distribute progress report releases, schedule radio and television appearances, prepare and distribute public service announcements and organize special kick-off, volunteer and donor recognition events (coordinate with Donor Recognition Sub-Committee).

C. LEGISLATIVE SUB-COMMITTEE

Goal: Develops, with input from the Zoo Board, a strategy for informing and communicating to Minnesota legislators the purpose and program of the Minnesota Zoo Foundation and the on-going need for State capital support.

JOB DESCRIPTION, CHAIR

DEVELOPMENT COMMITTEE
OPERATIONS COMMITTEE
PUBLIC AFFAIRS COMMITTEE

The following tasks are the primary responsibility of each Committee Chair:

1. Schedules and chairs meetings of committee as needed
2. Monitors sub-committee meeting activities and progress through contact with sub-committee chairs on a monthly basis or more often, as needed
3. Reports monthly on committee and sub-committee activity to the Foundation's Board of Directors and/or Executive Committee
4. Presents program recommendations developed by the committee or respective sub-committees to the Foundation's Board of Directors and/or Executive Committee for review and approval
5. Monitors preparations of committee and sub-committee annual programs, timelines and budgets; works with sub-committee chairpeople to coordinate
6. Recruits additional committee members from the community as needed and assists sub-committee chairpeople in recruiting sub-committee members
7. Coordinates activities through Foundation staff to prevent committee or sub-committee overlap
8. Recommends to the Board of Directors any special recognition for leadership and effort due members of the committees and sub-committees.

MANAGEMENT COMMITTEE

In addition to the Board committees already identified, if and when we ever establish a major capital drive, we will need to consider the establishment of a separate Management Committee under the direction of the Capital Programs Sub-Committee Chairperson.

The Management Committee Chairperson will actively and capably lead the campaign. (This is emphatically not an honorary position; the chair could easily require a major time commitment for the course of the campaign.) He or she should be a Board member; hopefully, this person will hold a position on the Foundation's Executive Committee.

To enlist effective leadership, this person should be out-going, aggressive, well-known in the community, and totally committed to the goals of the Zoo and the Foundation. The chairperson should be capable of motivating the participation of community leaders, creating and transmitting enthusiasm among workers for the duration of the campaign, and acknowledging and assisting fellow workers throughout the campaign. He or she should have strong leadership qualities and administrative skills; the chairperson should be a person other people want to work for.

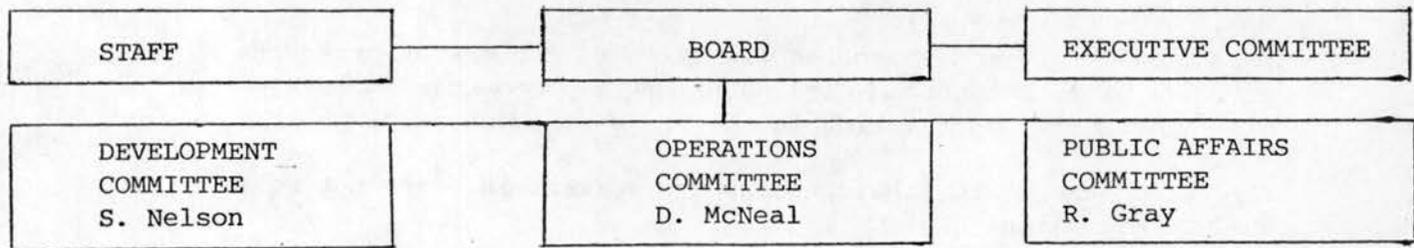
Above all, the chairperson should be able and willing to devote large amounts of time to the campaign; nearly full-time leadership may be necessary to insure campaign success.

Primary duties of the Chairperson of the Management Committee are as follows:

1. recruits and orients committee chairpersons
2. plans and chairs regular meetings of the Management Committee
3. Leads the committee effort to analyze the MZG's financial needs and priorities and designate the campaign financial goal and committee goals
4. Leads the committee effort in developing campaign approaches, organizational charts and schedules
5. Works with committee chairpersons to coordinate committee timelines and schedules
6. Works with committee chairpersons to insure coordinated effort on campaign objectives and approaches
7. Oversees the development of the management budget and committee budgets
8. Insures that all committees are progressing towards their objectives and are on schedule
9. Assists committee chairpersons on policy matters
10. Acts as campaign spokesperson in the community

11. Attends all zoo-sponsored events where members or prospects may be in attendance, including monthly Zoo Board meetings and other meetings relating to the Zoo's building program
12. Leads the Board, chairpersons and workers in contributing to the campaign.

PROPOSED
1981-1982 FOUNDATION COMMITTEES



- CAPITAL PROGRAMS
SUB-COMMITTEE
 S. Nelson, Chair
 J. McKay
 W. Petersen
 H. Reinhardt
 J. Smith
 J. Tilton

- FINANCE
SUB-COMMITTEE
 A. Boss
 T. Andersen

- PUBLIC RELATIONS
ADVISORY SUB-COMMITTEE
 R. Gray
 H. Webster

- SPECIAL EVENTS
SUB-COMMITTEE
 M. Kinney, Chair
 T. Andersen
 D. McNeal
 C. Morrison

- BY-LAWS
SUB-COMMITTEE
 D. McNeal
 F. Alexander
 J. O'Neill

- LEGISLATIVE
SUB-COMMITTEE
 J. O'Neill
 H. Goldenberg
 G. Rosenmeier

- SPECIAL PROJECTS
SUB-COMMITTEE
 M. McDonald, Chair
 F. Alexander
 C. DeLand

- NOMINATING
COMMITTEE
 (By-Laws)

- INDIVIDUAL GIFTS
SUB-COMMITTEE
 M. McDonald, Chair
 W. Dayton
 K. Gretsches
 K. Knopf

- PERSONNEL
SUB-COMMITTEE
 President
 Past President
 One Board Member

- FOUNDING FUND
 R. Engels
 R. Harmon
 S. Farley

- DONOR RECOGNITION
SUB-COMMITTEE
 D. Onan
 C. DeLand
 M. Scroggins

- INTERBOARD COMMITTEE
 C. DeLand
 M. McDonald
 S. Nelson

DATE: November 6, 1980

TO: BOARD OF DIRECTORS
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

FROM: Connie DeLand, President

RE: NOMINATING COMMITTEE REPORT

Term Ending November, 1981

1. Dayton, Wallace C.
2. Gray, Richard G., Sr.
3. Harmon, Reuel
4. McKay, John C.
5. Morrison, Chy
- * 6. Nelson, Stanley J.
7. Onan, David W., II
- 8.

Term Ending November, 1982

1. Alexander, Firmin
- * 2. Boss, W. Andrew
- * 3. DeLand, Connie
4. Gelfand, Louis I.
5. Gretsches, Kathy
6. Knopf, Kenneth
7. Rosenmeier, Gordon
- * 8. Tilton, John E.

Term Ending November, 1983

1. Andersen, Anthony
2. Farley, D. Stephen
- * 3. Kinney, Margee
- * 4. McDonald, Malcolm
- * 5. McNeal, Dean
6. O'Neill, Joseph T.
7. Petersen, Wayne
- 8.

Board Members Appointed

1. Goldenberg, Herbert
2. Reinhardt, Hazel
3. Scroggins, Mary Ann
4. Smith, James
5. Webster, Harold
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.

Officers

President: Stanley J. Nelson
Vice
President: Margee Kinney
Vice
President: Malcolm McDonald
Secretary: Dean McNeal
Treasurer: W. Andrew Boss

* Members of Executive Committee

cc Div. Dir.
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MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Board of Directors' Meeting
April 9, 1981

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Thursday, April 9, 1981, at 3:00 p.m. in the Board of Directors Room at Northwestern National Bank of Minneapolis.

Members Present: Stanley Nelson, President; Margee Kinney, Vice President; Malcolm McDonald, Vice President; Dean McNeal, Secretary; Firmin Alexander, Connie DeLand, Louis Gelfand, Richard Gray, Kathy Gretsche, John McKay, Chy Morrison, Wayne Petersen, Mary Ann Scroggins, James Smith, John Tilton, Harold Webster, Ed Kohn, ex officio.

Staff Present: Robert Voigt, Executive Director; Kathryn Rosebear, Administrative Assistant; Deana Miller, Secretary.

Others Present: Phil Brain, Minneapolis YMCA.

The meeting was called to order at 3:10 p.m. by Stan Nelson, presiding.

I. Minutes of Meeting, February 26, 1981

A copy of the minutes of the Board of Directors' meeting held February 26, 1981, was mailed to each member prior to the meeting.

II. Reports

A. Financial Report

A copy of the latest Financial Statement, dated March 31, 1981, was circulated to all Board members for their reviewal.

B. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt, who circulated a written report of activities and calls and contacts for the previous month to all Board members.

Calling attention to segments of the report, Mr. Voigt mentioned that he and Stan Nelson had met several times with representatives of the Legislative Auditor's Office who are in process of preparing a financial and operational audit of the Zoo. Discussions were focused on the Zoo's Short-Range Development Program and the Foundation's systems for disbursing funds for the program. Ed Kohn noted that the auditors planned to finish the audit by April 15th and that a report could be expected approximately six weeks after that date.

Bob Voigt reported briefly on the National Society of Fund Raising Executives National Conference in St. Louis March 1 through 4. A written report was distributed. Through discussions with staff from five other zoos throughout the country, he learned that the problems confronting the

Minnesota Zoo are not unique. Many zoos are confronted with major capital needs and the problem of raising monies for capital improvements.

Stan Nelson reported that, at the last meeting of the Executive Committee, concepts for a Foundation program plan had been considered and approved. It was the consensus of the committee that the Foundation should begin fund-raising for the Zoo at a smaller level than the major capital plan originally considered. A goal of \$1 million annually for several years was suggested until positive public relations and a statewide approach to a major campaign could be achieved. Bob Voigt and Ed Kohn had met to consider the capital needs of the Zoo. Mr. Kohn and his staff developed an initial "shopping list" of projects totalling \$1.9 million. Various proposed Foundation goals were tested with Board members and community foundation executives. Stan Nelson stated that Malcolm McDonald had suggested another dimension to fund-raising for the Foundation on the basis of discussions at the last Executive Committee meeting. He asked Mr. McDonald to present his proposal.

Malcolm McDonald noted that both Dick Gray and Firmin Alexander had commented on the need to make the Zoo a focus of activity for the state and to involve the Foundation in working to create that focus. Mr. Alexander had suggested the Foundation consider fund-raising in terms of particular Zoo projects. Dick Gray has proposed a Zoo project -- the Zooquarium -- which would require the cooperation of the Freshwater Foundation and Freshwater Society. Mr. McDonald stated that in considering who could use the Zoo, all sorts of groups could be identified with a real role in the Zoo and real participation in its programs. He suggested that while waiting for the state and the Governor to determine the state's long-term role in building the Zoo, the Foundation begin fund-raising programs working with groups on a statewide basis. In effect, he suggested the Zoo provide the projects and the groups provide the "energy." He noted that the number of groups and the development of statewide programs through these groups could lead to long-term benefits to the Zoo.

Dick Gray stated that, just as the Society's Animal Sponsorship Program offered Zoo participation on an "animal by animal" basis, this program could offer participation to geographic areas by geographic areas on a project by project basis.

Responding to a question from Stan Nelson, Malcolm McDonald added that groups could be offered the opportunity to "adopt a project" at the Zoo, this proposed approach being flexible enough to meet the needs of a variety of groups. The idea list of capital needs prepared by Ed Kohn offered one example of the sorts of projects groups might want to "adopt;" they might also want their own input. Dick Gray noted that most groups are in business either for recreational purposes or to support projects; the Zoo can supply the projects.

Responding to another question from Stan Nelson, Malcolm McDonald suggested consideration of the program begin with meetings with Ed Kohn's staff to determine groups which have already contacted the Zoo

for projects or organizations using Zoo facilities for tours or special events.

Firmin Alexander suggested Mr. McDonald's proposal be pursued and asked for a feasibility study to identify appropriate groups and determine their giving potential. Mr. Alexander also suggested caution in diluting energy of the Foundation away from major gifts. Stan Nelson noted that Mr. McDonald's approach was basically to create an on-going, base-broadening program not tied to capital goals. He asked whether any Board members disagreed with the approach. Several Board members noted that it was the final responsibility of the Foundation to raise money for the Zoo and that the feasibility of this approach should be considered. John Tilton noted that this idea has been tested before but not effectively.

Ed Kohn noted that some ventures being studied now for funding through Zoo Foundation contacts are similar to the program proposed by Mr. McDonald. He commented that on-going programs reaching a statewide constituency do have a positive political value for the Zoo. Dean McNeal suggested the Foundation begin with selected groups with the capability and potential of working on Zoo projects easily through their state and regional organizations, i.e., 4H, Shriners, etc.

Malcolm McDonald stated he would call a meeting to develop a proposed feasibility study for the program and would then test the approach and report back to the Board at a future meeting.

Stan Nelson introduced Phil Brain, retired Vice President of Development for the Minneapolis YMCA, who made a special presentation to the Board entitled "Raising Major Gifts Between Major Capital Campaigns."

Mr. Brain outlined the four areas of development -- annual, capital, endowment, and special projects -- and added that many organizations do not consider the need for special projects in particular. Special projects, like annual giving, can be particularly beneficial to an organization in that they prepare an organization for a major capital effort by building on-going support from constituencies. As an example, Mr. Brain explained that the YMCA had completed a \$15 million campaign in the early 1970's following 10 years of positive action to create the climate for that campaign. During the 1960's, the "Y" had failed to meet a capital campaign goal and had to reevaluate their fund-raising activities. The major capital plan was split into manageable components and funds raised for each component in succession. Following these efforts, the major capital campaign was a success. (Note: The Minneapolis YMCA is currently beginning solicitations for a \$26 million campaign that has not been announced.)

Mr. Brain then discussed the organizational requirements he feels are necessary to receive a major corporate gift. These include a good long-range master plan, evidence of good management, and a good track record in managing previous gifts and donations. A case statement should

detail who the organization is serving and what the donor will be helping to achieve.

Phil Brain noted that not many people get a thrill from raising money. The key to making fund-raising interesting is to divide major capital programs into manageable and interesting parts so that each Board member and donor can have some interest in a specific project.

Finally, Mr. Brain noted that the basic premise of fund-raising is that people give to people and they give because people have convinced people the project is worthwhile. He suggested the Foundation develop its future programs by looking at what a group can do and what individuals can do either as parts of a group or as individuals. Spheres of influence are important. Credibility is basic. The solicitor's reputation is also at stake for the request. The organization and its solicitors have to be visible to the donor on a regular basis.

Stan Nelson thanked Mr. Brain for his presentation.

III. New Business

- MZG - Sustained Improvement Program
- MZF - Annual Capital Program

Stan Nelson reiterated to Board members the steps necessary to implement fund-raising plans, including the identification, rating and assignment of prospects. He reviewed various plans the Foundation has considered on behalf of the Zoo and noted that most programs had called for a matching funds program with the State of Minnesota. He suggested the Foundation now approach its fund-raising efforts without consideration of a state match as the state seemed to be facing a financial crisis of its own and the allocation of state funds for Zoo capital purposes seemed unlikely. Other Board members added the state has seemed unwilling to participate in Zoo capital expansion for several sessions; a decision to go ahead without state support seemed necessary. Mr. Nelson urged Board members to start identifying possible "lieutenants" to help, those who can best request assistance from friends.

Dean McNeal stated that the Foundation's former consultants, C. W. Shaver and Company, had prepared a feasibility study that indicated it would be difficult for the Foundation to raise monies for the Zoo without state support. Stan Nelson added, however, that the Shaver Feasibility Study dealt specifically with the issue of raising \$6.5 million for a major capital drive rather than smaller amounts for specific projects; he suggested the Foundation sell the future of the Zoo rather than its past. A change in public relations and public attitudes towards the Zoo would facilitate Foundation fund-raising; the Task Force under formation by Dick Gray is expected to aid in a change of public attitudes. Dean McNeal suggested a major issue for the Task Force would be methods of motivating the community to accept its private sector role of providing financial support to the Zoo's building program.

Dick Gray stated that dreams are easiest to sell. He suggested the Foundation Board be optimistic in its fund-raising and not attempt to sell the past.

Mr. Gray then reviewed the history leading to the formation of the Task Force. Letters were mailed two days earlier to top business people asking for their participation in the Task Force. The Task Force will meet for a six-week period beginning the later part of April to consider Zoo problems, contribute imaginative thinking, provide recommendations and help carry them out. The purpose of the Task Force is to help bring the Zoo into the Twin Cities cultural community. Mr. Gray added that with the proper support in this community a fund-raising goal of \$500,000 annually would be manageable. He stated that to gain financial support a Board needed a good project, good plans, good presentation and enthusiasm.

In response to Mr. Gray's comments, Wayne Petersen reviewed the process by which the Honeywell Contributions Committee makes funding decisions. He felt organizations basically needed to make a good "sell" to the committee to gain their support. Although only 10 percent of requests are funded, those requests are from organizations which make the best presentations.

Bob Voigt circulated to members a discussion draft of the Foundation's operating budget which included actual and proposed fund-raising goals and Foundation budget needs. Reviewing actual income and expenditures for the previous five years, Mr. Voigt reported that pledges for the Zoo and receipts were substantial for the fiscal years 1976 to 1979. The Foundation then spent two years "on hold" submitting only a few new proposals to donors and prospects. Much effort has been directed towards planning and establishing future plans. Income for the Foundation's operations originally came from a Bush Foundation grant and other minor grants and, in the last few years, has been derived from interest income. At the end of this current fiscal year, the Foundation will have approximately \$39,000 available for its future operations. Additional funds will have to be raised to support the Foundation's programs.

Mr. Voigt explained that three optional development goals had been outlined for the next five-year period based on input from Foundation Board members and community foundation executives Paul Verret and Tom Beech. A variety of opinions were expressed as to how to set the Foundation's next fund-raising goal. Mr. Verret and Mr. Beech both suggested the Zoo Foundation needed a substantial Zoo development program to gain support for Zoo Foundation operational expenses; they encouraged the Foundation not to set its goal too low. Several Board members have suggested the Foundation set a minimum goal of \$500,000 annually for on-going sustaining Zoo improvements separate from a major capital campaign. To raise funds for the Foundation's operations, the Foundation must first have a Zoo-defined and approved building program and goal. Funds are available to cover Foundation expenses until November or December of 1981.

Mr. Voigt explained to Board members that no official action on the proposed budget and goal can be taken at this meeting; the information

was presented to update members on the status of the Foundation. With Zoo Board approval of projects, an operating budget can be more firmly established.

John Tilton inquired whether the proposed budget and goals were within charitable review ratios required by law. Bob Voigt stated that they are -- that the proposed ratio for future years is approximately 20 percent. Over the last five years, the Foundation has averaged a 20 percent ratio of expenses to total contributions raised. However, the Foundation has funded separately its operating budget which was not a percentage withheld from Zoo funds received.

Mary Ann Scroggins asked which Zoo capital projects were approved and given priority by the Zoo Board. Ed Kohn responded that the \$21 million major capital program had been approved by the Zoo Board. This program includes the continuation of Northern Trail exhibits, the addition of large Asian mammal exhibits, and the Zooquarium. Stan Nelson added that until fund-raising for this capital program seemed feasible, the Foundation was proposing an annual program. The Zoo Board will consider Zoo staff recommendations for smaller capital programs fundable through an annual program at their meeting on April 16, 1981.

A report on activities with the Minnesota Legislature was presented by Ed Kohn. Mr. Kohn stated the possibility of a small capital grant of \$500,000 existed though any capital expenditures for the Zoo seemed a "long shot." Legislative committees have recommended an effective operating budget for the Zoo and have suggested an increase of \$175,000 in the biennial marketing budget over the recommendations of the Governor. Both the House Appropriations Committee and the Senate Finance Committee are aware of the willingness of the Foundation to raise Zoo monies for capital projects and the concept of a public/private partnership for capital expansion has been accepted by both committees.

Mary Ann Scroggins expressed her concern that the Foundation and Zoo might lose sight of major capital projects by focusing on smaller, less expensive projects. Firmin Alexander stated the Zoo Foundation should have an on-going yearly capital program and the list developed by Ed Kohn is a beginning to that approach. After developing a larger constituency, the Foundation proposes to hold a major drive for major projects. Stan Nelson added that the Foundation must make its public aware that the Foundation raises funds for major and minor capital projects and that, while the Foundation is currently soliciting smaller amounts of dollars, it will return with a major request.

Harold Webster expressed his concern that the Foundation has only \$39,000 on which to operate during the next fiscal year. The Foundation will need a program based on real Zoo objectives to raise funds for its own programs; if the Zoo Board does not pass its own program, the Foundation may have problems raising funds in a timely manner. Mr. Webster suggested developing press kits, slide shows and other materials after the Zoo Board

has made its decisions on Zoo capital programs. Ed Kohn suggested the list of minor projects for which funds are needed be presented as a part of the total Zoo capital program. Phil Brain suggested the Zoo needed to have its entire master plan in evidence to raise funds; he added that the Zoo Foundation needs to raise even small amounts of funds rather than to stay "on hold."

Firmin Alexander stated the Zoo and Foundation have good plans for the future and reaffirmed the Zoo Board's need for and support of the Foundation. Mr. Alexander also noted the list of Zoo capital projects would be discussed by the Zoo Board on April 16th and would probably receive approval by the Zoo Board meeting on May 21st.

The meeting was adjourned at 5:10 p.m.



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

March 31, 1981

OFFICERS AND DIRECTORS:

STANLEY J. NELSON
President
Minneapolis
MARGEE KINNEY
Vice President
Wayzata
MALCOLM McDONALD
Vice President
North Oaks
DEAN McNEAL
Secretary
Mound
W. ANDREW BOSS
Treasurer
St. Paul

FIRMIN ALEXANDER
Apple Valley
ANTHONY L. ANDERSEN
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LOUIS I. GELFAND
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RICHARD G. GRAY, SR.
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KATHY GRETSCH
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REUEL HARMON
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Wayzata
JOSEPH T. O'NEILL
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WAYNE E. PETERSEN
Minneapolis
HAZEL REINHARDT
Minneapolis
GORDON ROSENMEIER
Little Falls
MARY ANN SCROGGINS
Afton
JOHN E. TILTON
Hopkins

EX-OFFICIO MEMBERS:

ROBERT L. BONAWITZ
President
Minnesota Zoological Society
JAMES L. HETLAND
Chairman
Minnesota Zoological Board
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Mr. Edward Kohn
General Director
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, MN 55124

Dear Ed:

During the process of assembling sources of potential financial support for the Minnesota Zoo, these Federal Assistance activities (enclosed 29 pages) appear to have some value for consideration. These Federal agencies are listed in the 1980 Catalog of the Federal Domestic Assistance. I don't know how we sort out this information but perhaps we could jointly review the list and determine which, if any, of these are worth pursuing further. Maybe some of these you already have under consideration or some are already eliminated because of your awareness of their programs. Also, I don't know what the current attitude towards Federal cutbacks might be in regard to these sources but I would glad to explore them with you.

Also, during a recent conversation which I had with a friend, he expressed a belief that perhaps some of the Federal spending for defense might subsequently provide more Federal surplus property. This is kind of a paradox but at least he suggested exploring the availability of good existing or unused equipment through either the local or regional office of the General Services Administration. Some of the types of Federal agencies excess equipment he thought might include audiovisual equipment, maintenance equipment, shop equipment such as saws, welders, generators, tents, etc., that again might have some Zoo use or application. I do not know the process beyond this suggestion but I am wondering whether or not this approach might be on Pat Burns list to consider.

Just thought I would send this information on to you - hope they might be of some help.

Sincerely,

Robert S. Voigt
Executive Director

RSV/dm
attachment

FEDERAL ASSISTANCE

<u>AGENCY</u>	<u>REFERENCE*</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE**</u>
Agriculture	10.054	Emergency Conservation	C
	10.063	Agricultural Conservation Program	C
	10.064	Forestry Incentives	C
Contact: Agricultural Stabilization and Conservation Service, local or state office			

Economics, Statistics and Cooperative Service	10.250	Agric. and Rural Economic Research	L
Contact: Deputy Administration 500 12th Street, SW Washington, DC			20250

Farmers Home Administration	10.409	Soil & Water Conservation	F
	10.413	Recreation Facility	F
	10.414	Resource Conservation Devel.	F
	10.416	Soil and Water	F
	10.419	Watershed protection, Flood prevention	F
	10.422	Business & Industrial	F
	10.423	Community Facilities	F
Contact: Farmers Home Administration, local or state office			

Forest Service	10.652	Forestry Research	B
	10.661	Youth Conservation Corps-State	B
	10.663	Young Adult Conservation Corps-State	B
	10.664	Cooperative Forestry Assistance	A,B
Contact: Forest Service, local or state office			

Science and Education Admin.	10.875	Agricultural Research, Basic and Applied	B,L
	10.876	Agr. Research-Special Research	B
	10.877	Cooperative Forestry Research	A
	10.884	Agr. Competitive Research	B
Contact: Science and Education Administration, Dept. of Agriculture, Washington, DC			20250

Soil Conservation Service	10.901	Resource Conservation E Development	B,K
	10.902	Soil & Water Conservation	K
	10.903	Soil Survey	L
	10.905	Plant materials for conser.	H
	10.909	Resource Appraisal & Program Development	B,L
Contact: State or local office, Soil Conservation Service			

*From 1980 catalog of Federal Domestic Assistance

**For explanation, see final pages

FEDERAL ASSISTANCE

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
International Trade Administration	11.105	Importation of Duty-free Educational & Scientific Materials	J

Economic Development Administration	11.300	Economic Development-Grants & Loans for Public Works & Development Facilities	B,E
	11.303	Economic Development-Technical Assistance	B,L
	11.304	Economic Development-Public Works Impact Projects	B
	11.305	Economic Development-State & Local Economic Development Planning	B
	11.306	Economic Development-District Operational Assistance	B
	11.307	Special Economic Development & Adjustment Assistance Program-Long-Term Economic Deterioration	B
	11.308	Grants to States for Supplemental & Basic Funding of Titles I,II,III, IV, VI Activities	B,E
	11.311	Special Economic Development & Adjustment Assistance Program-Sudden and Severe Economic Dislocation	B

National Oceanic and Atmospheric Admin.	11.405	Anadromous & Great Lakes Fisheries Conservation	B
	11.406	Commerical Fisheries Disaster Assistance	B
	11.417	Sea Grant Support	B
	11.419	Coastal Zone Management Program Admin.	B
	11.420	Coastal Zone Mgmt. Estuarine Admin.	B
	11.421	Coastal Energy Impact Program-Formula Grants	A
	11.422	Coastal Energy Impact Program-Planning Grants	B
	11.423	Coastal Energy Impact Program-Loans and Guarantees	E

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
	11.424	Coastal Energy Impact Program-Environmental Grants	B
	11.425	Coastal Energy Impact Program-Outer Continental Shelf State Participation Grants	B

National Telecommunications and Information Admin.	11.551	Public Telecommunications Services Program	B

National Technical Information Service	11.650	National Technical Information Service	L
	11.651	Science Information Exchange, Inc.	L

Department of the Army, Office of the Chief of Engineers	12.100	Aquatic Plant Control	J,L
	12.101	Beach Erosion Control Projects	J
	12.102	Flood Control Works & Federally Authorized Coastal Protection Works, Rehabilitation	J
	12.104	Flood Plain Management Services	K,L

Department of Health and Human Services	13.211	Crippled Children's Services	A,B
	13.235	Drug Abuse Community Service Programs	B
	13.242	Mental Health Research Grants	B
	13.252	Alcoholism Treatment & Rehabilitation/Occupational Alcoholism Services Programs	B
	13.267	Urban Rat Control	B

Office of Human Development Services	13.600	Administration for Children, Youth & Families-Head Start	B
	13.608	Administration for Children, Youth and Families-Child Welfare Research and Demonstration	B
	13.612	Native American Programs	B
	13.623	Administration for Children, Youth and Families-Runaway Youth	B
	13.628	Child Abuse and Neglect Prevention and Treatment	B
	13.631	Administration for Development Disabilities-Special Projects	B
	13.632	Developmental Disabilities-University Affiliated Facilities	B
	13.633	Special Programs for Aging-Title III Parts A&B-Grants for State and Community Programs on Aging	A

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
	13.634	Special Programs for the Aging-Title IV C-Discretionary Projects and Programs	B
	13.636	Special Programs for the Aging-Title IV Part B-Research and Development	B
	13.642	Social Services for Low Income and Public Assistance Recipients	A
	13.655	Special Programs for the Aging-Title VI-Grants to Indian Tribes	B

Public Health Service	13.961	Public Health Special Project Grants	B
	13.969	Curriculum Development Grants	B

Community Planning and Development	14.203	Comprehensive Planning Assistance	B
	14.219	Community Development Block Grants/ Small Cities Program	B
	14.221	Urban Development Action Grants	B
	14.223	Indian Community Development Block Grants Program	B

Department of the Interior (Bureau of Indian Affairs)	15.108	Indian Employment Assistance	B,K

Heritage Conservation and Recreation Service	15.400	Outdoor Recreation-Acquisition, Development and Planning	B
	15.411	Historic Preservation Grants-in-Aid	B
	15.417	Urban Park and Recreation Recovery Program	B

Water and Power Resources Service	15.503	Small Reclamation Projects	B,E

U.S. Fish and Wildlife Service	15.600	Anadromous Fish Conservation	B
	15.605	Fish Restoration	B
	15.611	Wildlife Restoration	B
	15.612	Endangered Species Conservation	B
	15.613	Marine Mammal Grant Program	B

Office of Water Research and Technology	15.950	National Water Research and Development Program	B

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
Law Enforcement Assistance Administration	16.531	Part F-Discretionary Grants	B
	16.535	Law Enforcement Assistance Admin.-Office of Community Anti-Crime Programs	B
	16.537	Urban Crime Prevention	B
	16.542	National Institute for Juvenile Justice and Delinquency Prevention	B

Bureau of Prisons	16.601	Corrections-Training and Staff Development	B,J,L,M

Employment and Training Administration	17.211	Job Corps	B
	17.219	Institutional Grant Program	B
	17.230	Migrant and Seasonal Farm Workers	A,B
	17.232	Comprehensive Employment and Training Programs	A,B
	17.233	Employment and Training Research and Development Projects	B
	17.235	Senior Community Service Employment Program	A,B
	17.241	Youth Incentive Entitlement Pilot Projects	B
17.243	Special Programs and Activities for the Disadvantaged	B	

Department of State (Federal Highway Admin.)	20.205	Highway Research, Planning, and Construction	A,B
	20.214	Highway Beautification-Control of Outdoor Advertising, and Control of Junkyards	B
	20.216	Highway Educational Grants	B

Urban Mass Transportation Administration	20.500	Urban Mass Transportation Capital Improvement Grants	B
	20.506	Urban Mass Transportation Demonstration Grants	B

Appalachian Regional Commission	23.002	Appalachian Supplements to Federal Grant-in-Aid(Community Development)	B
	23.012	Appalachian Vocational & Other Facilities and Operations	B
	23.013	Appalachian Child Development	B

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
Coastal Plains Regional Commission	28.001	Coastal Plains Regional Economic Development	B
	28.002	Coastal Plains Technical and Planning Assistance	B
	28.003	Coastal Plains Supplements to Federal Grant-in-Aid	B
	28.004	Coastal Plains Regional Trans- portation	B
	28.005	Coastal Plains Energy Demonstra- tion Projects and Programs	B
	28.007	Coastal Plains Health and Nutrition Demonstration Projects	B
	28.008	Coastal Plains Education Demonstra- tion Projects	B

Four Corners Regional Commission	38.001	Four Corners Regional Economic Development	B
	38.002	Four Corners Technical and Planning Assistance	B
	38.003	Four Corners Supplements to Federal Grant-in-Aid	B
	38.004	Four Corners Regional Transportation	B
	38.005	Four Corners Energy Demonstration Projects and Programs	B
	38.007	Four Corners Health and Nutrition Demonstration Projects	B

General Services Admin.	39.006	National Historical Publications and Records Grants	B

National Foundation on the Arts and the Humanities (National Endowment for the Arts)	45.001	Promotions of the Arts-Design Arts	B
	45.002	Promotion of the Arts-Dance	B
	45.003	Promotion of the Arts-Artists-in- Schools	B
	45.004	Promotion of the Arts-Literature	B
	45.005	Promotion of the Arts-Music	B
	45.006	Promotion of the Arts-Media Arts: Film/Radio/Television	B
	45.007	Promotion of the Arts-State Program/ Partnership Coordination	A,B,K
	45.008	Promotion of the Arts-Theatre	B
	45.009	Promotion of the Arts-Visual Arts	B
	45.010	Promotion of the Arts-Expansion Art	B
	45.011	Promotion of the Arts-Inter-Arts	B,K,M
	45.012	Promotion of the Arts-Museums	B
	45.013	Promotion of the Arts-Challenge Grants	B
	45.014	Promotion of the Arts-Opera and Musical Theatre	B
	45.015	Promotion of the Arts-Folk Arts	B
45.020	Promotion of the Arts-National Endowment Fellowship Program	B	

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
National Endowment for the Humanities	45.104	Promotion of the Humanities-Media Humanities Projects	B
	45.109	Promotion of the Humanities-Fellowships and Stipends for the Professions	B
	45.111	Promotion for the Humanities-Higher Education/Regional and National Grants	B B
	45.113	Promotion of the Humanities-Program Development	B
	45.115	Promotion of the Humanities-Youth-grants	B
	45.116	Promotion of the Humanities-Summer Seminars for College Teachers	B
	45.121	Promotion for the Humanities-Summer Stipends	B
	45.122	Promotion for the Humanities-Fellowships at Centers for Advanced Study	B
	45.123	Promotion of the Humanities-Consultant Grant Program	B
	45.124	Promotion for the Humanities-Research Resources	B
	45.125	Promotion of the Humanities-Museums and Historical Organizations Humanities Projects	B
	45.127	Promotion of the Humanities-Elementary and Secondary Education Program	B
	45.128	Promotion of the Humanities-Planning and Assessment Studies Program	B
	45.129	Promotion of the Humanities-State Programs	B
	45.130	Promotion of the Humanities-Challenge Grant Program	C
	45.131	Promotion of the Humanities-Special Projects	B
	45.132	Promotion of the Humanities-Research Materials: Publications	B
	45.133	Promotion of the Humanities-Science, Technology and Human Values	B
	45.134	Promotion of the Humanities-Research Conferences	B
	45.135	Promotion of the Humanities-Youth Projects	B
45.137	Promotion of the Humanities-Division of Public Programs, Libraries Humanities Projects	B	
45.138	Promotion of the Humanities-Education Pilot Grants	B	
45.139	Promotion of the Humanities-Education Implementation Grants	B	
45.140	Promotion of the Humanities-Basic Research	B	
45.141	Promotion of the Humanities-State, Local and Regional Studies	B	
45.142	Promotion of the Humanities-Fellowships for Independent Study & Research	B	

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
	45.143	Promotion of the Humanities-Fellowships for College Teachers	B
	45.144	Promotion of the Humanities-Residential Fellowships for College Teachers	B
	45.145	Promotion of the Humanities-Research Material/Tools and References Works	B
	45.146	Promotion of the Humanities-Research Materials/Editions	B
	45.147	Promotion of Humanities-Research Materials/Translations	B

National Science Foundation	47.009	Scientific Personnel Improvement	B
	47.036	Intergovernmental Program	B
	47.038	Science and Society Program	B
	47.041	Engineering and Applied Science	B
	47.048	Science Education Development and Research and Resources Improvement	B
	47.049	Mathematical and Physical Sciences	B
	47.050	Astronomical, Atmospheric, Earth and Ocean Sciences	B
	47.051	Biological, Behavioral, and Social Sciences	B
	47.053	Scientific, Technological, and International Affairs	B
	47.054	Industry/University Cooperative Research	B
	47.055	Two-Year and Four-Year College Research Instrumentation	B
	47.056	Research Initiation in Minority Institutions	B

New England Regional Commission	48.001	New England Regional Economic Development	B
	48.002	New England Technical and Planning Assistance	B
	48.003	New England Supplements to Federal Grant-in-Aid	B
	48.004	New England Regional Transportation	B
	48.005	New England Energy Demonstration Projects and Programs	B

Community Services Administration	49.002	Community Action	B
	49.005	Community Food and Nutrition	B,M
	49.010	Older Persons Opportunities and Services	B
	49.011	Community Economic Development	B
	49.013	State Economic Opportunity Offices	B
	49.014	Emergency Energy Conservation Services	B

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
	49.015	Summer Youth Recreation	B
	49.016	National Youth Sports Program	B
	49.017	Rural Development Loan Fund	E,F
	49.018	Housing and Community Development	B

Ozarks Regional Commission	52.001	Ozarks Regional Economic Development	B
	52.002	Ozarks Technical and Planning Assistance	B
	52.003	Ozarks Supplements to Federal Grant-in-Aid	B
	52.004	Ozarks Regional Transportation	B
	52.005	Ozarks Energy Demonstration Projects and Programs	B
	52.007	Ozarks Health and Nutrition Demonstration Projects	B

Smithsonian Institution	60.001	Smithsonian Institution Programs in Basic Research in Collaboration with Smithsonian Institution Staff	B,I,J,K,M
	60.007	Museums-Assistance and Advice	C,K,L,M
	60.013	Smithsonian Institution Traveling Exhibition Service	I,J
	60.016	Smithsonian Special Foreign Currency Grants for Museum Programs, Scientific and Cultural Research and Related Educational Activities	B,C

Upper Great Lakes Regional Commission	63.001	Upper Great Lakes Regional Economic Development	B
	63.002	Upper Great Lakes Technical and Planning Assistance	B
	63.003	Upper Great Lakes Supplements to Federal Grant-in-Aid	B
	63.004	Upper Great Lakes Regional Transportation	B
	63.005	Upper Great Lakes Energy Demonstration Projects and Programs	B
	63.006	Upper Great Lakes Indigenous Arts and Crafts Demonstration Projects	B
	63.007	Upper Great Lakes Health and Nutrition Demonstration Projects	B
	63.008	Upper Great Lakes Education Demonstration Projects	B

Department of Memorial Affairs	64.203	State Cemetary Grants	B

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
Environmental Protection Agency (Office of Air, Noise, and Radiation)	66.001	Air Pollution Control Program Grants	B

Old West Regional Commission	75.001	Old West Regional Economic Development	B
	75.002	Old West Technical and Planning Assistance	B
	75.003	Old West Supplements to Federal Grant-in-Aid	B
	75.007	Old West Health and Nutrition Demonstration Projects	B

Pacific Northwest Regional Commission	76.001	Pacific Northwest Regional Economic Development	B
	76.002	Pacific Northwest Technical and Planning Assistance	B
	76.004	Pacific Northwest Regional Transportation	B
	76.005	Pacific Northwest Energy Demonstration Projects and Programs	B
	76.008	Pacific Northwest Education Demonstration Projects	B

Southwest Border Regional Commission	79.001	Southwest Border Regional Economic Development	B
	79.002	Southwest Border Technical and Planning Assistance	B

Department of Energy	81.007	Teacher Development Projects in Energy	B,M
	81.041	State Energy Conservation	B
	81.042	Weatherization Assistance for Low Income Persons	B
	81.043	Supplemental State Energy Conservation	B
	81.050	Energy Extension Service	A,B
	81.051	Appropriate Energy Technology	B
	81.052	Energy Conservation for Institutional Buildings	A

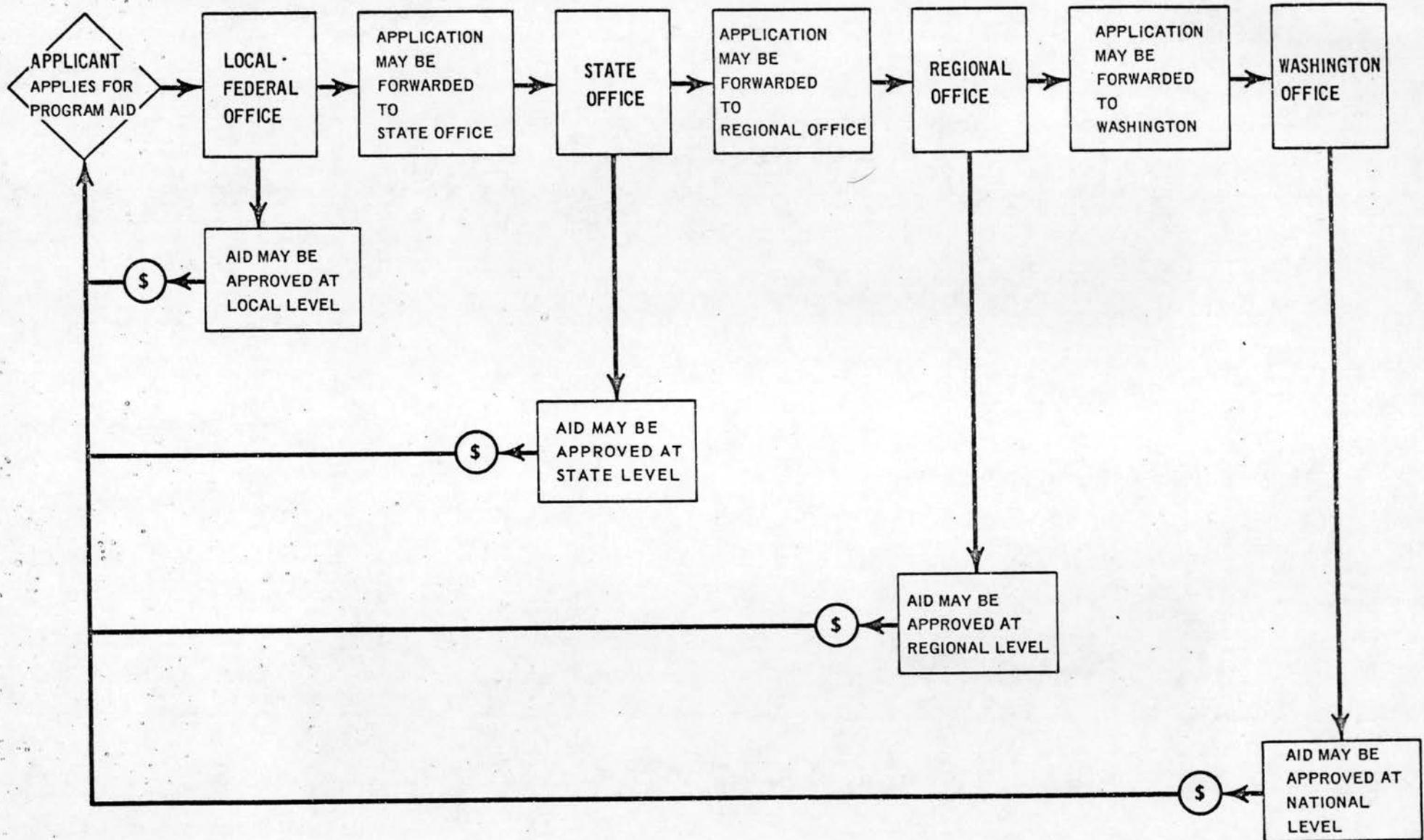
Department of Education	84.001	Academic Facilities Reconstruction and Renovation for Removal of Architectural Barriers	A
	84.002	Adult Education-State-Administered Program	A
	84.003	Bilingual Education	A,B
	84.004	Civil Rights Technical Assistance and Training	B

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
	84.005	College Library Resources	B
	84.006	Teacher Centers	B
	84.008	Alcohol and Drug Abuse Education Program	B
	84.009	Program for Education and Handicapped Children in State Operated or Supported Schools	A
	84.010	Educationally Deprived Children-Local Educational Agencies	A
	84.011	Educationally Deprived Children-Migrants	A
	84.012	Educationally Deprived Children-State Administration	A
	84.013	Educationally Deprived Children-in State Administered Institutions Serving Neglected or Delinquent Children	A
	84.014	Follow Through	A,B
	84.015	International Studies Centers and Foreign Language Area Studies-Fellowships	B
	84.018	Teacher Exchange	B
	84.023	Handicapped-Research and Demonstration	B
	84.024	Handicapped Early Childhood Assistance	B
	84.025	Handicapped Innovative Programs-Deaf Blind Centers	B
	84.026	Handicapped Media Services and Captioned Films	B,C
	84.027	Handicapped Preschool and School Programs	A
	84.028	Handicapped Regional Resource Center	B
	84.029	Handicapped Personnel Preparation	B
	84.047	Upward Bound	B
	84.052	Vocational Education-Special Programs for the Disadvantaged	A
	84.057	Emergency School Aid Act-Grants to Nonprofit Organizations	B
	84.058	Emergency School Aid Act-Educational Television and Radio	B
	84.059	Emergency School Aid Act-Special Programs and Projects	B
	84.061	Indian Education-Special Programs and Projects	B
	84.062	Indian Education-Adult Indian Ed.	B
	84.063	Basic Educational Opportunity Grant Program	C
	84.066	Educational Opportunity Centers	B
	84.067	Use of Technology in Basic Skills Instruction	B
	84.070	Ethnic Heritage Studies Program	B
	84.072	Indian Education-Grants to Indian Controlled Schools	B
	84.073	National Diffusion Program(National Diffusion Network)	B,K,L
	84.076	Community Service and Continuing Ed. Special Projects	B

<u>AGENCY</u>	<u>REFERENCE</u>	<u>ACTIVITY</u>	<u>TYPE OF ASSISTANCE</u>
	84.077	Bilingual Vocational Training	B
	84.078	Regional Education Programs for Deaf and other Handicapped Persons	B
	84.079	Education for the Use of the Metric System of Measurement	B
	84.080	Education for Gifted and Talented Children and Youth	B
	84.081	Community Education	B
	84.082	Consumers' Education	B
	84.083	Women's Educational Equity	B
	84.084	Elementary and Secondary School Education in the Arts	B
	84.086	Innovative Programs for Severly Handicapped Children	B
	84.095	Citizen Education for Cultural Understanding Program	B
	84.111	Emergency School Aid Act-Grants for the Arts	B
	84.115	Institute of Museum Services	B
	84.116	Fund for the Improvement of Post- secondary Education	B
	84.117	Educational Research and Development	B
	84.118	National Adult Education Development and Dissemination Program and Plan- ning Grants	B

- A Formula Grants
- B Project Grants
- C Direct Payments for Special Use
- D Direct Payments Unrestricted Use
- E Direct Loans
- F Guaranteed Insured Loans
- G Insurance
- H Sale or Exchange of Property or Goods
- I Use of Property or Equipment
- J Provision of Specialized Services
- K Advisory
- L Dissemination of Technical Information
- M Training Programs

FEDERAL GRANT APPLICATION AND APPROVAL PROCESS



cial assistance awarded and subsequent related transactions including changes in the value or duration of a grant. For basic reporting (grants awarded to States or political subdivisions), Federal agencies submit a Report of Federal Action to the appropriate SCIRA using SF 424. Supplemental reporting (all other Federal assistance to any recipient) is submitted to the SCIRA using individual agency procedures. (See Appendix I of the Catalog for programs designated as basic or supplemental.) The SCIRA in each State is set up primarily to serve the Governor and the legislature. The extent to which it is equipped to serve others such as local governments or the general public varies from State to State.

B. Information Sources

United States Government Manual
Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402

OMB Circular Nos. A-21, A-95
(Parts I and III), A-102, A-110,
A-111, and FMC 74-4.
Publications Office
Office of Administration
726 Jackson Place, N.W., Room G-236
Washington, D.C. 20503

Treasury Circular 1082
Department of Treasury
Budget and Program Analysis, Room 2449
Washington, D.C. 20220

The Federal Granting System: A Guide for Local Governments in Massachusetts
Bulletin Center
Cottage A
Thatcher Way
University of Massachusetts
Amherst, Massachusetts 01003

Guide for Preparation of Proposals and Operations of Projects
National Science Foundation
Division of Undergraduate Education in Science
Washington, D.C. 20550

Guide for the Preparation of Proposals for the Prefreshman and Cooperative
Education for Minorities in Engineering (Preface) Program
Department of Energy
Washington, D.C. 20545

Guide for the Submission of Unsolicited Research and Development Proposals
Department of the Interior, Office of Research and Development
Washington, D.C. 20240

Guide for the Submission of Research and Development Proposals by Individuals
and Organizations Other than Educational Institutions
Department of Energy
Washington, D.C. 20545

Guidelines for the Preparation of Unsolicited Proposals,
Research Applied to National Needs Program
National Science Foundation
Washington, D.C. 20550

by oral presentations. Through the publication of proposed rules and notices of public meetings, citizens are given the opportunity to be informed about and participate in the workings of their Government.

The Federal Register Index is based on a consolidation of entries appearing in the issues of the Federal Register together with broad references. It is published monthly and is cumulated for 12 months. All Federal Register publications are available for purchase from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

THE CODE OF FEDERAL REGULATIONS

The Code of Federal Regulations (CFR) is a codification of the general and permanent rules published in the Federal Register by executive departments and agencies of the Federal Government. It includes all statutory regulations of Federal agencies, and is divided into 50 titles which represent broad subject areas of Federal regulations (e.g., Housing and Urban Development, Public Health, Public Welfare, or Transportation). Each title is divided into chapters which usually bear the name of the issuing agency. Each chapter is further subdivided into parts covering specific regulatory areas. The number preceding the CFR citation is the title or volume number. The CFR is kept up-to-date by the individual issues of the Federal Register, these two publications must be used together to determine the latest version of any given rule. Individual volumes of the CFR are revised at least once each calendar year and issued on a staggered quarterly basis. The CFR thus serves as a convenient reference for the citizen desiring a comprehensive source for general and permanent Federal regulations.

A General index to the entire Code of Federal Regulations, the CFR Index, is revised as of July 1 each year. The numerical Finding Aids, a cumulative list of CFR Sections affected is published monthly and is cumulated for 12 months, keyed to the revision dates of the various CFR volumes.

The Federal Register and the Code of Federal Regulations are available in Federal depository libraries and most major libraries or Federal bookstores. Individual copies may be purchased from the Government Printing Office.

THE FEDERAL BUDGET

There are four budget documents; The Budget of the U.S. Government, The Budget of the U.S. Government Appendix, The Budget in Brief, and The Special Analyses, Budget of the U.S. Government.

The Budget of the U.S. Government provides information on spending programs that the President proposes for the coming fiscal year. For program identification purposes, the last three digits of the identification code in the Financial Information section of the program description is the functional code. (The functional code permits the budget to be stated in terms of the single function which represents its major purpose e.g., Education, Energy, Health, Transportation, etc.). These codes are contained in the back section of the Budget (Budget Outlays by Function).

Each chapter of the Appendix to the Budget is divided by programs authorized by existing legislation (including extensions and renewals) and programs requiring new legislation. The Appendix provides information on Federal programs, and is a more detailed document which identifies specific amounts (as shown in the budget) for each existing or proposed program. Supplemental proposals and amendments for the current year are also identified.

The Budget in Brief is a more concise document which provides a technical overview of the budget. It also provides graphic displays, and summary and historical tables on the Federal budget.

The Special Analyses, Budget of the U.S. Government contains special analyses that are designed to highlight specific program areas or provide other significant presentations of Federal budget data.

STATE CENTRAL INFORMATION RECEPTION AGENCIES

A State Central Information Reception Agency (SCIRA) is an office or unit of State government designated by the Governor to receive notification of grant awards issued under the provisions of Treasury Circular 1082. Federal agencies are required to notify the appropriate SCIRA in each State of Federal finan-

tributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

It is very important to become familiar with Government-wide circular requirements. The Catalog identifies in the program description section the particular circulars applicable to a Federal program, and summarizes circular requirements in Appendix I. The applicant should thoroughly review the appropriate circulars since they are essential in determining items such as cost principles and conforming with Government guidelines for Federal domestic assistance.

VI. REVIEW

A. Criticism

At some point, perhaps after the first or second draft is completed, seek out a neutral third party to review the proposal working draft for continuity, clarity and reasoning. Ask for constructive criticism at this point, rather than wait for the Federal grantor agency to volunteer this information during the review cycle. For example, has the writer made unsupported assumptions or used jargon or excessive language in the proposal?

B. Signature

Most proposals are made to institutions rather than individuals. Often signatures of chief administrative officials is required. Check to make sure they are included in the proposal where appropriate.

C. Neatness

Proposals should be typed, collated, copied and packaged correctly and neatly (according to agency instructions, if any). Each package should be inspected to ensure uniformity from cover to cover. Binding may require either clamps or hard covers. Check with the Federal agency to determine its preference. A neat, organized and attractive proposal package can leave a positive impression with the reader about the proposal contents.

C. Mailing

A cover letter should always accompany a proposal. Standard U.S. Postal Service requirements apply unless otherwise indicated by the Federal agency. Make sure there is enough time for the proposals to reach their destinations. Otherwise, special arrangements may be necessary. Always coordinate such arrangements with the Federal grantor agency project office (the agency which will ultimately have the responsibility for the project), the grant office (the agency which will coordinate the grant review) and the contract office if necessary (the agency responsible for disbursement, grant award notices, etc.).

VII. ADDITIONAL SOURCES OF INFORMATION

Below are resources for more detail about grants and grantwriting. There are several very good private resources available which can be identified by consulting a public library.

A. Research Tools

THE FEDERAL REGISTER

The Federal Register, published daily, is the medium for making available to the public Federal agency regulations and other legal documents of the Executive Branch. These documents cover a wide range of Government activities. Here, Government requirements are published which involve environmental protection, consumer product safety, food and drug standards, occupational health and safety, and many more areas of concern to the public.

Perhaps more importantly, the Federal Register includes proposed changes in regulated areas. Each proposed change published carries an invitation for any citizen or group to participate in the consideration of the proposed regulation through the submission of written data, views, or arguments, and sometimes

methodologies, legal papers, personal vitae, letters of support, endorsements, etc. are examples of appendices.

F. Evaluating the Program

Most Federal agencies now require some form of program evaluation among grantees. The requirements of the proposed project should be explored carefully. Evaluations may be conducted by an internal staff member, an evaluation firm or both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Evaluation designs may start at the beginning, middle or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:

1. Convincing evaluations require the collection of appropriate data before and during program operations; and,
2. If the evaluation design cannot be prepared at the outset then a critical review of the program design may be advisable.

Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not well defined and carefully analyzed for cause/effect relationships then a good evaluation design may be difficult to achieve. Sometimes a pilot study is needed to begin the identification of facts and relationships. Often a thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among program decision makers (if known). Above all, the Federal grantor agency's requirements should be highlighted in the evaluation design. Also, Federal grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system) or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the Criteria For Funding Proposals section of the Catalog program description to determine the exact evaluation methods to be required for the program if funded.

V. BUDGET FORMULATION

A. Planning the Budget

Funding levels in Federal assistance programs change yearly. It is useful to review the appropriations over the past several years to try to project future funding levels (see Financial Information section of the Catalog program description).

However, it is safer to never anticipate that the income from the grant will be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases. Some vulnerable budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, insurance and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation and phasedown costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information systems and accounting systems and other long-term financial commitments.

A well prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are: the salaries in the proposal in relation to those of the applicant organization should be similar; if new staff are being hired additional space and equipment should be considered, if necessary; if the budget calls for an equipment purchase it should be the type allowed by the grantor agency; if additional space is rented the increase in insurance should be supported; if an indirect cost rate applies to the proposal the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; if matching costs are required the con-

The following information (Sections D, E, F and Parts V and VI) is generally adaptable to all proposals, and will test both creativity and resourcefulness of the applicant.

D. Developing Program Objectives

Program objectives refer to specific activities in a proposal. It is necessary to identify all objectives related to the goals to be reached, and the methods to be employed to achieve the stated objectives. Consider quantities or things measurable and refer to a problem statement and the outcome of proposed activities when developing a well stated objective. The figures used should be verifiable. Remember, if the proposal is funded, the stated objectives will probably be used to evaluate program progress, so be realistic. There is literature available to help identify and write program objectives.

E. Writing the Solution — A Program Design

The program design refers to how the project is expected to work and solve the stated problem. Sketch out the following:

1. The activities to occur along with the related resources and staff needed to operate the project (inputs).
2. A flow chart of the organizational features of the project. Describe how the parts interrelate, where personnel will be needed and what they are expected to do. Identify the kinds of facilities, transportation and support services required (throughputs).
3. Explain what will be achieved through 1 and 2 above (outputs); i.e., plan for measurable results. Project staff may be required to produce evidence of program performance through an examination of stated objectives during either a site visit by the Federal grantor agency and or grant reviews which may involve peer review committees.
4. It may be useful to devise a diagram of the program design. For example, draw a three column block. Each column is headed by one of the parts (inputs, throughputs and outputs), and on the left (next to the first column) specific program features should be identified (i.e., implementation, staffing, procurement, systems development, etc.). In the grid specify something about the program design, for example, assume the first column is labeled inputs and the first row is labeled staff. On the grid one might specify under inputs five nurses to operate a child care unit. The throughput might be to maintain charts, counsel the children, set up daily routine, etc., and outputs might be to discharge 25 healthy children per week. This type of procedure will help to conceptualize both the scope and detail of the project.
5. Wherever possible, justify in the narrative the course of action taken. The most economical method should be used that does not compromise or sacrifice project quality. The financial expenses associated with performance of the project will later become points of negotiation with the Federal program staff. If everything is not carefully justified in writing in the proposal, after negotiation with the Federal grantor agencies, the approved project may resemble less of the original concept. Carefully consider the pressures of the proposed implementation, that is, the time and money needed to acquire each part of the plan. A Program Evaluation and Review Technique (PERT) chart could be useful and supportive in justifying some proposals.
6. Highlight the innovative features of the proposal which could be considered distinct from other proposals under consideration.
6. Whenever possible use appendices to provide details, supplementary data, references, and information requiring indepth analysis. This type of data, although supportive of the proposal, if included in the body of the design, could detract from its readability. Appendices provide the proposal reader with immediate access to details if and when clarification of an idea, sequence or conclusion is required. Time tables, work plans, schedules, activities,

A. Preorganization

Prior to any formal development of a proposal the applicant should first complete the task of accumulating information, and then begin writing the proposal. The applicant should also have the grant application kit in hand.

One of the first steps in the development of an application is to identify a coordinating person and have this person thoroughly review the application kit. This task is best performed by the person with the major responsibility for the coordination of the proposal development tasks and may or may not be the person who knows the most about the proposal subject area. These are often two different persons. Make an outline of the forms, copy each one and put the originals in a secure file. Use these copies only when ready to type the final draft. Then substitute the filed copies in the application kit. It may be useful to develop a milestone chart (a type of schedule which charts significant events in the development of a proposal over time) to address and identify the implementation dates of the following:

1. Formatting the available information not requiring additional development;
2. Gathering data necessary for development of the proposal and where to get it;
3. Who and when staff will be available to assist with the project;
4. Item—by—item development to the first draft;
5. Schedule for the completion of the second and final drafts to be inspected by the coordinator.

Whenever steps in the milestone chart are delayed it is advisable to immediately negotiate the earliest possible new deadline with the affected parties. Care should be exercised to guarantee that the newly selected date does not throw off the entire project schedule. Most grant proposals will need to be copied four times or more. The original and copies will go to the Federal grantor agency's program and/or grant office. Other copies may go to single State agencies, regional and local government officials and board members (if any). If the copying is done internally it may be wise to identify a backup copy machine in case of mechanical failure. This may be critical when working against strict deadlines. Typist should be notified and scheduled in advance if possible. Prepare to commit enough financial resources to producing a proposal. It is difficult to gauge how much money, material and personnel will be needed, but some considerations are: person power (writers, typist, clerks, researchers, statisticians, consultants, etc.), supplies (typewriter, paper, copy machine, postage, binders, pencils and pens, correction fluid, types of stylus apparatus for charts, etc.), office space, a telephone and office equipment.

B. Getting Organized to Write the Proposal

Throughout the proposal writing stage keep a notebook handy to write down ideas. Periodically, try to connect ideas by reviewing the notebook. Never throw away written ideas during the grant writing stage. Maintain a file labeled 'Ideas' or by some other convenient title and review the ideas from time to time. The file should be easily accessible. The gathering of documents such as articles of incorporation, tax exemption certificates, bylaws, etc., should be completed, if possible, before the writing begins.

C. A Note on Special Technical Services

States and political subdivisions can obtain technical information services from Federal agencies when preparing proposals. A written request from the chief executive officer (governor, mayor or county executive) is required. Services are provided according to the Federal agency's special capabilities, mission and authorization by law. Assistance may include: statistical or other studies and compilations, development projects, technical tests and evaluations, technical information, training activities, surveys, reports and documents. All services must relate to either current or future needs of the Federal Government. Some form of proof is required to ensure that these services can be procured reasonably and expeditiously by the requesting agency through ordinary business channels. Federal agencies may require considerable time in supplying information. Consider such possible time lags when requesting assistance.

Deadlines for submitting applications are often unnegotiable. They are usually associated with strict timetables for agency review. Some programs have more than one application deadline during the fiscal year. Applicants should plan proposal development around the established deadlines.

The timing used by the applicant in implementing Part II Section A, B and C above depends upon the stage of development of each section. The applicant should carefully balance the knowledge and understanding of each part prior to determining the first step and before proceeding to the formal development of the proposal.

III. WRITING AND DEVELOPING A PROPOSAL

A. Gathering Applicant Organizational Data

The applicant should gather data about its organization from all available sources. Most proposals require a description of an applicant's organization to describe its past and present operations. Some features to consider are:

1. A brief biography of board members and/or key staff; and
2. The organization's goals, philosophy, track record with other grantors and any success stories.

The data should be relevant to the goals of the Federal grantor agency and should establish the applicant's credibility.

B. Problem Statement Development

One of the key elements of a proposal is a clear, concise and well-supported statement of the problem to be addressed. The best way to collect information about the problem is to conduct and document both a formal and informal needs assessment for a program in the target or service area. There is a considerable body of literature on the exact assessment techniques to be used. Any local, regional or State government planning office or local university offering course work in planning and evaluation techniques should be able to provide excellent background references. Types of data that may be collected include: historical, geographic, quantifiable, factual, statistical, unobstrusive and philosophical information as well as studies completed by colleges, and literature searches from a public or university library. Local colleges or universities which have a department or section related to the proposal topic may help determine if there is interest in developing a student or faculty project to conduct a needs assessment. It may be helpful to include examples of the findings for highlight in the proposal. The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document are:

1. The purpose for developing the proposal;
2. The beneficiaries, who they are and how they will benefit;
3. The social and economic costs to be affected;
4. The nature of the problem (provide as much hard evidence as possible);
5. How the applicant organization came to realize the problem exists, and what is currently being done about the problem.
6. The alternatives when the funding is over. Explain what will happen to the project and the implications;
7. Most important, the specific manner through which problems might be solved. Review the resources needed, how they will be used and to what end.

IV. ACT OF WRITING

B. Community Support

Community support for most proposals is essential. Once an outline or concept paper has been developed, look for individuals or groups representing academic, political, professional and lay organizations who may be willing to support the proposal in writing. The type and caliber of community support is critical in the initial and subsequent review phases. Numerous letters of support can be persuasive to a grantor agency. Do not overlook support from local government agencies and public officials. Letters of endorsement detailing exact areas of project sanction and commitment are often requested as part of a proposal to a Federal agency. Several months may be required to develop letters of endorsement since something of value (e.g., buildings, staff, services) is sometimes negotiated between the parties involved. Many agencies require, in writing, affiliation agreements (a mutual agreement to share services between agencies) and building space commitments prior to either grant approval or award. A useful method of generating community support may be to hold meetings with the top decision makers in the community who would be concerned with the subject matter of the proposal. The forum for discussion may include a query into the merits of the proposal, development of a contract of support for the proposal, to generate data in support of the proposal, or development of a strategy to create proposal support from a large number of community groups.

C. Identification of a Funding Resource

A chart is provided in the Introduction (see, How to Use the Catalog) to guide users through Catalog sections and retrieve all pertinent program information available in the Catalog. For new Catalog users this chart may be consulted first for an orientation to the suggested method for identifying Federal financial assistance in the Catalog. A review of the Objectives and Uses and Use Restrictions sections of the Catalog program description can point out which programs might provide funding for an idea. Do not overlook the related programs as potential resources. Both the applicant and the grantor agency should have the same interests, intentions and needs if a proposal is to be considered an acceptable candidate for funding. Once a potential grantor agency is identified, call the contact person/number identified in Information Contacts and ask for a grant application kit. Later get to know some of the grantor agency personnel. Ask for suggestions, criticisms and advice about the proposed project. In many cases the more agency personnel know about the proposal the better the chance of support and of an eventual favorable decision. Sometimes it is useful to send the concept paper to a specific agency official in a separate cover letter, and ask for review and comment at the earliest possible convenience. Always check with the Federal agency to determine its preference if this approach is under consideration. If the review is unfavorable and differences cannot be resolved, ask the examining agency (official) to suggest another department or agency which may be interested in the proposal. A personal visit to the agency's regional office or headquarters is also important. A visit not only establishes face to face contact, but also may bring out some essential details about the proposal or help secure literature and references from the agency's library or clearinghouse. At the outset, applicants whose proposals are subject to OMB Circular No. A-95, Part I, are reminded that contact with Federal agency officials prior to project clearance does not circumvent the A-95 process. Such communication should occur only when specific advice is sought or clarification is required about the contents of the proposal, regulations and/or legislation. Applicants should be aware of and comply with OMB Circular No. A-95 requirements when applicable (see Catalog Introduction).

It may be useful to consider consulting the State Central Information Reception Agency (SCIRA) to learn the types and dollar amounts of programs approved or rejected in the applicant's State. This organization is coordinated through the Governor's office in each State. Federal agencies are required to report funding information as funds are approved, increased or decreased among projects within a given State depending on the type of required reporting (see, Treasury Circular 1082 in the Catalog Introduction). Also, consider reviewing the Federal Budget for the current and budget fiscal years to determine proposed dollar amounts for particular budget functions.

The applicant should carefully study the eligibility requirements for each Federal program under consideration (see the Applicant Eligibility section of the Catalog program description). The applicant may learn he or she is required to provide services otherwise unintended such as a service to particular client groups, or involvement of specific institutions. It may necessitate, in some way, the modification of the original concept in order for the project to be eligible for funding. Questions about eligibility should be discussed with the program officer of the Federal program of interest.

SUGGESTIONS FOR PROPOSAL WRITING AND FOLLOWING GRANT APPLICATION PROCEDURES

I. INTRODUCTION

This section is designed to assist persons and institutions seeking a grant from a Federal assistance program.

The ideas and suggestions in this section are not all-inclusive. They are intended as a general guide. The material applies to most assistance proposals. Applicants should remember that the basic requirements, application forms, information and procedures vary with the Federal agency making the grant award.

The legislative intent and the administrative guidelines of Federal programs (the Authorization section of the Catalog program description) are useful as a starting point in considering if and how a proposal matches the needs of the Federal granting agency. The remaining sections of the Catalog program description further define features of the Federal program.

A telephone call or a letter to the Federal agency contact person (the Information Contacts section of the Catalog program description) can provide invaluable help in the beginning stages of proposal development. The potential applicant should consult the program's information contact person before developing a proposal to determine whether an application should be made, if there is money available, applicable deadlines, and the process used by the agency in accepting applications. It is important to identify any priorities the Federal agency considers significant. Agencies often prepare guidelines for specific programs to assist applicants in proposal development. These guidelines should be requested by the applicant.

Individuals without prior grant writing experience may find it useful to attend a grantsmanship workshop. A workshop can amplify the basic information presented here. Applicants requiring additional readings on grantsmanship and proposal development should consult the references listed at the end of this section and other library resources.

II. INITIAL PROPOSAL DEVELOPMENT

A. The Concept Paper

After outlining the idea for a proposal, it is useful to develop a concept paper (preliminary proposal) perhaps one or two pages in length. The paper should attempt, at a minimum, to outline proposed goals, rationale, population to be served, estimate of cost, and expected program achievements. The author periodically should revise the paper as ideas about the proposal or grant requirements of the Federal program change. The paper should be distributed to interested persons and agencies in the community. They can be helpful by providing both review and comment on the proposal contents. Select someone who knows and someone who does not know about the subject matter of the paper. This procedure will serve to provide at least two perspectives on the contents; first, a substantive review of the material, and, second, insight into the clarity of the writing style and grammatical accuracy. Further, a review by someone who has submitted a proposal to the funding source in the past will yield information regarding experience with the agency's proposal preferences. The concept paper may be used later for both clearinghouse review (Notification of Intent), and if necessary, for the proposal summary page of the application which is usually one of the most important pages in the grant package. (Refer to the application kit for details on the development of the proposal summary page.) When developing an idea for a proposal it is important to determine if the idea has been or is now being considered in the applicant's locality or State. A careful check should be made with legislators and area government agencies and related public and private agencies which may have (or have had) grant awards or contracts to do similar work. If a similar program exists (or has existed in the past), the applicant may need to reconsider submitting the proposed project particularly if duplication of effort is perceived. Provided significant differences can be established between the existing and proposed project it may be unwise to pursue Federal assistance. The applicant must strive to select a 'fundable' project which can be supported in view of the local need. Alternatives, in the absence of Federal support, should be pointed out. The influence of the project both during and after the project period should be explained. The consequences of the project as a result of funding should be highlighted.

10. Applicant submits application to the funding agency along with all clearinghouse comments and a statement that those comments were considered. Comments generated by the review process may be both positive and negative; thus, the applicant may choose to include a rebuttal to negative comments.

11. The Federal funding agency.

The Federal funding agency considers the application and the comments from the clearinghouses and public agencies and informs the applicant and the clearinghouse of any major action (awards, rejections, deferrals, withdrawals, returns for amendments) taken on the application within seven working days.

proposed within their jurisdictions so that they may coordinate internal reviews by municipal and county agencies.

4. Public agencies review proposed project.

The public agencies will review the proposed project and inform the clearinghouses of their interest, if any. The staff of an areawide clearinghouse also conducts its own review to evaluate the consistency and significance of proposed projects to State, areawide, and local plans and programs for the area.

5.(a) No issues raised by public agencies or clearinghouses.

If no issues are raised, the clearinghouse 'signs off' and notifies the applicant. The applicant has fulfilled the requirements of Part I and may complete the application and submit it to the funding agency unless the clearinghouse specifies that it wishes to review the completed application. If it does, the clearinghouse will have an additional 30 days for review. The applicant then submits the application to the funding agency. The majority of applications do not raise any issues and do not go past this stage of the review process.

5.(b) Issues raised by public agencies or clearinghouses.

Public agencies and/or the clearinghouses may find that a project 1) is not consistent with area planning (duplicates or conflicts with existing programs), 2) would be minimally effective, 3) would adversely affect the environment, 4) would not meet civil rights requirements, etc. These issues will be resolved in conferences held with the applicant.

Although areawide review procedures vary widely, many clearinghouses have project review committees and/or boards (usually consisting of local elected officials) that will become involved in formal review of the application, after initial staff reviews have been made and issues identified. The project review committee will consider the application and make its recommendations, the board then considers the reviews and adopts the official position of the clearinghouse on the applications at regularly scheduled meetings. The meetings are often open to the public and may be attended by the applicant (clearinghouse procedures will govern).

6. Clearinghouse arranges conference with applicant.

The clearinghouse will arrange conference as necessary with the applicant within 30 days of NOI to apply for assistance. Conferences may be held between the applicant, concerned public agencies, and the clearinghouses staff to 1) explore the project in greater detail, 2) strengthen the project, 3) identify possible conflicts, differences or mutuality of interest, or 4) resolve conflicts. If there is continued interest by the public agencies, the applicant, the clearinghouse, and the agencies may cooperate in developing an application.

7.(a) Conflicts resolved.

When conflicts are resolved and the clearinghouse is satisfied with the application, the clearinghouse 'signs off' and the applicant is notified. The clearinghouse may request review of the final application to make sure it reflects any changes in the project that may have been negotiated.

7.(b) Conflicts cannot be resolved.

When the parties involved agree that conflicts or differences concerning the proposed project cannot be resolved, the clearinghouse notifies the applicant that it will supply comments to that effect which must accompany the final application.

8. The clearinghouse requests the applicant to submit a completed application for final review. During the second 30-day review period, the clearinghouses and interested public agencies prepare comments on the proposal.

9. Clearinghouse has 30 days to submit formal comments to applicant.

review upon request by the clearinghouse. Part I of Circular A-95 also requires clearinghouse review of proposed amendments to applications as well as review of the original application. Review of amendments is normally completed within 30 days.

Special Purpose Unit of Local Government Versus General Local Government

If assistance is being sought by a special purpose unit of local government, the clearinghouses must assure that any unit of general local government having jurisdiction over the area in which the project is to be located has the opportunity to confer, consult, or comment upon the project and its application.

In the case of an application submitted by a special purpose unit of local government, where accompanying comments indicate that the unit of general local government having jurisdiction over the area in which the project is to be located has submitted or plans to submit an application for assistance for the same or similar type of project, clearinghouses will assure that appropriate considerations and preferences are accorded the unit of general local government as specified in Section 402 of the Intergovernmental Cooperation Act of 1968.

Applications for Housing Programs

For housing programs of the Department of Housing and Urban Development (HUD), the Veterans Administration, and the Farmers Home Administration of the Department of Agriculture, the developer submits a preliminary application to the funding agency. The application should describe the project in enough detail for evaluation purposes, but lacking detailed construction plans, so that the agency can establish the feasibility and/or eligibility of the proposed project for the type of funding sought. The funding agency will transmit a copy of the initial application to the appropriate State and areawide clearinghouses for review. The clearinghouses will have 30 days to review the application and forward comments to the agency. Processing of applications at the agency will proceed concurrently with the clearinghouses' review. This procedure includes only applications involving new construction or substantial rehabilitation, and will apply to applications for loans, loan guarantees, mortgage insurance or other housing assistance. (Additional units in a substantially completed - partially built up - subdivision are not subject to a funding review. Federal agencies do not finance subdivisions, but evaluate the subdivision plan.)

As an alternative to the above procedure, the developer may submit the application directly to the appropriate clearinghouses for review prior to submitting it to the funding agency to identify any potential difficulties that could cause delay or rejection of the project. This procedure, however, involves 60 days for review. (Some HUD offices have required developers to contact clearinghouses before submitting an application to them.) The extent to which this approach and associated procedures are used should be worked out between the regional offices of the Federal agency and the clearinghouses.

Land/Water Use Programs and Construction in the National Capital Region

For project applications involving land or water use and development or construction in the National Capital Region (the District of Columbia; Prince Georges and Montgomery Counties, Maryland; Arlington, Fairfax, Prince William, and Loudoun Counties and the City of Alexandria, Virginia), a copy of the application is to be sent to the National Capital Planning Commission, the official Federal planning agency for the National Capital Region, in addition to the State and areawide clearinghouses.

3. Clearinghouses notify public agencies.

Upon receipt of the NOI, the clearinghouses have a total of 30 days to react to and gather comments about a project from public agencies.

State clearinghouse will disseminate project notification to the appropriate State and multistate agencies which might have programs affected by the proposed project, including where appropriate, environmental agencies and State agencies responsible for enforcing or furthering the objectives of civil rights laws. The areawide clearinghouse will disseminate project notifications to local government agencies or regional bodies whose interest might be affected by the proposed project, and where appropriate, local agencies with environmental and civil rights responsibilities and, upon request, to the local chief executives for projects

Program Application Procedures

1. Applicant contacts Federal funding agency to:

(a) request the agency's written procedures and regulations implementing the requirements of A-95, Part I;

(b) obtain the address of the clearinghouses in whose jurisdiction the proposed project is located;

2. Applicant submits the Notification of Intent (NOI) to apply for assistance to clearinghouses for a 30 day review.

The NOI may be submitted on Standard Form 424. However, many clearinghouses have developed their own notification forms and instructions. Applicants are urged to contact the clearinghouses for this information in order to expedite the review process.

The NOI should include a summary description of the project for which assistance is being sought. Where not otherwise prescribed by the Federal funding agency, the summary should contain the following information, as appropriate and to the extent available (A-95, Part I):

(a) identity of the applicant agency, organization, or individual applying for assistance;

(b) the geographic location of the project to be assisted;

(c) a brief description of the proposed project (type, purpose, general size or scale, estimated cost, beneficiaries, or other characteristics which will enable clearinghouses to identify agencies of State or local government having plans, programs or projects that might be affected by the proposed project);

(d) a statement as to whether the applicant has been advised by the funding agency that environmental impact information is required;

(e) the Federal program title, Catalog program number, and the Federal funding agency as listed in the latest Catalog of Federal Domestic Assistance.

(f) the estimated date the applicant expects to formally file the application with the funding agency.

Exceptions and Variations

If the applicant submits a completed application to the clearinghouse without having submitted a NOI (because of the project's simplicity or because the clearinghouse's procedures do not require a review at the notification stage), the clearinghouse may have a total of 60 days to review the completed application.

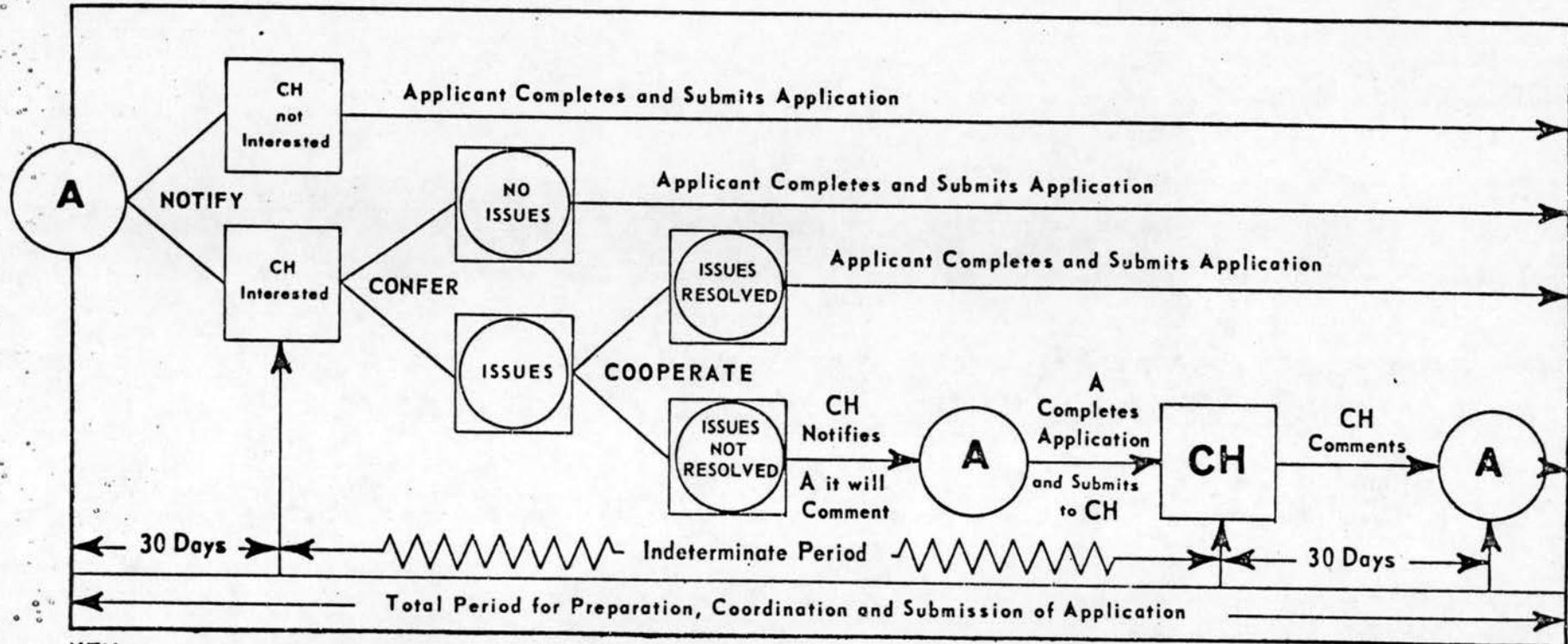
If the applicant submits both the NOI and the completed application within the first 30 days, the clearinghouse may have the number of days remaining in the initial 30-day notification period and the second 30 days to complete the review. (The submission of the completed application initiates the beginning of the second 30-day period.) If the clearinghouse cannot complete the review within 30 days, normally the applicant is notified to that effect.

If the applicant receives no response from the State or areawide clearinghouse within the allotted 30 days for review of the NOI, the applicant may contact the clearinghouse to ascertain the status of the NOI, or submit a completed application to the clearinghouse initiating final review of the application.

The clearinghouse may not wish to review the completed application; however, after the initial review, an information copy of the completed application may be requested by the clearinghouse at the time it is submitted to the funding agency.

Applications for renewal or continuation of grants, or applications not submitted to or acted on by the funding agency within one year after completion of clearinghouse review will be subject to a second

The Project Notification and Review System



KEY

- A Applicant
- CH State or Areawide Planning and Development Clearinghouse

The Project Notification and Review System (PNRS) is a two-part system consisting of two separate 30-day periods for review of applications by State and areawide clearinghouses commencing with the clearinghouses' receipt of the Notification of Intent (NOI) to apply for assistance. During the first 30-day period, the NOI is reviewed by the clearinghouses and submitted for comment to State agencies, local governments, and other public agencies whose projects or programs may be affected by the proposed project. During the second 30-day period, the completed, formal application is reviewed by the clearinghouses and comments returned to the applicant. The applicant then submits the completed application, including clearinghouse comments, to the Federal funding agency. The following pages contain detailed procedures applicants should follow in applying for Federal assistance programs covered by Attachment A, Part I of OMB Circular No. A-95 (revised).

1) basic reporting of Federal assistance information which includes all grants or grants-in-aid in the form of cost reimbursable contracts awarded to State and local governments, and 2) supplemental reporting of Federal assistance information which includes all other financial assistance regardless of the recipient type, where there is a perceivable need for such information to facilitate State and local government planning, budgeting, or program administration. For basic reporting, Federal agencies submit a Report of Federal Action to the appropriate SCIRA using SF 424. Supplemental reporting is submitted to the SCIRA using the most practicable means available to the agency. As indicated in Appendix I, programs with one asterisk have been identified by agencies as basic reporting. Programs having two asterisks have been identified as basic as well as supplemental reporting. Reference to this circular appears in the Award Procedure section of programs to which the requirements apply.

Applicants: The requirements of this circular are applicable only to Federal agencies administering grant-in-aid programs.

Application procedure: This circular does not contain requirements for the applicant in applying for Federal assistance.

ENVIRONMENTAL IMPACT STATEMENTS

Purpose: Specific programs listed in the Catalog have been determined to have a significant effect on the environment and require an environmental impact assessment or an environmental impact statement under the National Environmental Policy Act of 1969 and Executive Order 11514 of March 4, 1970. (Significant effects include actions that may have both beneficial and detrimental effects.) Reference to this requirement appears in the Preapplication Coordination section of programs that apply.

Applicants: The requirements apply to applicants seeking assistance under programs identified in the Catalog, or other programs so identified by the grantor agency, as requiring an environmental impact statement or an environmental impact assessment.

Application procedure: In the early stages of project application, and in all cases prior to agency decisions concerning major actions on applications, the applicant should be advised by the Federal funding agency that environmental impact information is required (to be submitted under the agency's guidelines) in connection with the proposed project for an environmental assessment (to be made by the Federal agency), or an environmental impact statement (to be supplied by the Federal agency) concerning the project. Although the list in Appendix I is not conclusive, it contains programs normally requiring either an environmental assessment or an environmental impact statement.

Appendix II — Authorization Appendix: This appendix lists Acts, Executive Orders and Public Law numbers which mandate programs in the Catalog. Acts and Executive Order citations are listed in alphabetic sequence and Public Law citations are listed numerically by the Congress. The citations are followed by their corresponding program numbers.

Appendix III — Commonly Used Abbreviations and Acronyms.

Appendix IV — Agency Regional and Local Office Addresses: This appendix lists the names, addresses and telephone numbers of the regional and local offices which should be contacted for detailed information concerning a program and for initiating the process for applying for assistance. In cases where a Federal agency does not have a regional or local office, the headquarters office listed in the program description should be contacted.

Appendix V — Sources of Additional Information Contacts: Additional information concerning Federal programs is available from Federal Information Centers, Federal Regional Councils, and Federal Executive Boards as listed in this Appendix.



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

Capital Campaign

January 6, 1981

OFFICERS AND DIRECTORS:

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MARGEE KINNEY
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Minneapolis

GORDON ROSENMEIER
Little Falls

MARY ANN SCROGGINS
Afton

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Bloomington

EX-OFFICIO MEMBERS:

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President

Minnesota Zoological Society
JAMES L. HETLAND
Chairman

Minnesota Zoological Board
EDWARD KOHN
General Director

Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

James L. Hetland
First National Bank of Minneapolis
Urban Development Department
515 Marquette Avenue
Minneapolis, MN 55402

Dear Jim:

Your gift of \$250.00 to the Minnesota Zoological Garden Foundation is sincerely appreciated. Thank you. Your confidence in the Zoo Foundation and understanding of both the organizational basics that must exist in order to develop positive community understanding of the Zoo as well as the positive community climate that supports a major capital campaign is also appreciated.

The Foundation Board met yesterday for the first weekly meeting in a series of work sessions. We believe we have a general awareness of most of the essential ingredients in the ten-year building plan. But, there still is need to structure the materials into a shorter statement of specifics. We are working on that...as well as the process of cultivation and presentation processes...and identifying and assigning prospects for subsequent contacts.

Our most major concern still deals with the confusion and continued community conversation over the calamity between the Zoo and the Society. What positive steps are you and the Zoo Board taking to tell the real story? How aggressive will you be to assure the community that good management decisions are being made? How do you propose building up confidence in both present action and justifying future goals? Where does the Society fit into future Zoo plans and what are they proposing to do? There still seems to be real clouds hanging around that cause most of our cultivation conversation to deal with problem issues and relationships rather than allowing us the opportunity to talk about benefits that are there at the Zoo now and opportunities to be part of an exciting and rewarding future for the Zoo.

Questions were also raised on really clarifying the membership program materials, too, to make sure there isn't continued confusion about where funds are directed like there has been in the past with the Society. It is our most positive recommendation, again, that the membership materials explicitly show that funds received over and above basic operating costs of the program are discretionary funds of the Zoo Board for either operating or program needs and does not confuse the issue with the Capital Completion Plan that the Foundation

Mr. James Hetland
January 6, 1981

Page 2

has been asked to center on for its fund-raising objective. The "air" needs to be clear on the application of these funds so that the Foundation has an explicit objective that it can focus on for its development efforts.

Thanks, Jim, for your suggestion on Lloyd Brandt. He has been most interested in and supportive of the Zoo and related projects for years. We will look to you for suggestions on the next step or a visit or whatever is best with Lloyd and First Bank System.

Also, we need to talk soon about developing stronger liaisons and stronger working relationships between the Zoo Board and the Foundation Board. We both need to have a better understanding of each others concerns and recommendations. I look forward to visiting with you soon about this.

Sincerely,



Stanley J. Nelson
President

SN:kr



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

Jim: For your information!

TO: BOARD OF DIRECTORS

FROM: Stanley Nelson

DATE: January 6, 1982

RECEIVED
JAN 11 1982
MIDWEST DEVELOPMENT

OFFICERS AND DIRECTORS:

STANLEY J. NELSON
President
Minneapolis
MARGEE KINNEY
Vice President
Wayzata
MALCOLM McDONALD
Vice President
North Oaks
DEAN McNEAL
Secretary
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Minnesota Zoological Board
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Our first meeting this year to work on the job of getting our development program moving occurred yesterday. A brief summary will follow later in this memo.

The next meeting will occur as proposed -- on Tuesday, January 12th, at 3:00 p.m. in my office, 1930 Midwest Plaza Building, Minneapolis.

(a Review of prospect lists)

Most of you have previously indicated your availability or inavailability for each of the proposed meetings in January. If your schedule changes so that you can attend, please come. I hope all of you will be able to participate in some part of this preparation process.

Now, a summary of yesterday's meeting:

1. Concern continues to rank foremost about the community image of the Zoo and Society situation. This problem ranks high on the list of needs which need to receive attention and clarification. The committee urged me to contact the Zoo Board leadership in order to find out what other approaches or proposals are being considered in order to help clarify the misunderstandings and confusion that still exists within the community regarding the Zoo and Society. This image problem is most significant and needs to be improved in order for the Foundation to have a successful fund-raising campaign.
2. Realization that the campaign will require additional Board members, campaign leaders and volunteers. Your suggestions in all of these areas are urgently requested. Please think about this need and bring your recommendations with you to the next meeting of our committee. If you cannot attend, please write to me with your recommendations of individuals, their associations, address and who would be the best contact in order to involve them in our effort.
3. Review of jobs to be done, materials to be used and approaches that will bring about the most success in our campaign -- the "how-to" consideration was discussed in beginning stages.

4. Reference to the first list of prospects (see enclosed materials) as prepared by the Foundation staff. These corporate and foundation names would appear to be prime candidates for eventual solicitation.

-Please review the enclosed list.

-Add any new recommendations of your own.

-Mark the list of prospects that you would be willing to cultivate and contact.

-Add names of contact people and similar relevant information.

-Return to me

5. Some of you are now or will be out of town during the next couple months. Please write to me with the information as to when you will be back in the Twin Cities area and how you will be available to help. Your recommendations of prospects, people to add to our campaign committee and also thoughts on process are urgently requested. Thanks.

Thanks to each one of you for continuing to believe firmly and strongly in the Minnesota Zoo. Collectively, we can make this campaign a real winner.

March 1978

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I. MINNESOTA ZOOLOGICAL GARDEN

A. Introduction

The Minnesota Zoological Garden has been conceived and designed as a major zoological park of national scope, incorporating a variety of unique display concepts. Animals are separated from visitors by moats, low walls, and other natural or hidden barriers; bars, fences, and mesh are minimized. Vegetation and landscaping are an integral part of the zoo.

Animals can be viewed from a variety of angles and approaches and, in some cases, in the privacy of their dens by closed-circuit television. Underwater and underground viewing is available when applicable so visitors can more fully understand the habits of animal groups.

The interrelationship of animal species can be closely examined through the zoogeographic design of the zoo. Animals from specific regions of the world, predominately northern hemisphere, are housed in nature-duplicating habitats. The animals, in most cases, live in breeding groups, sometimes with several compatible species sharing exhibit areas. Displays illustrate biological principles, such as predator/prey relationships or social interaction. Each major exhibit area has been designed to give the zoo visitor a greater understanding of the total ecological structure within various world regions.

The physical and mental wellbeing of the zoo's animals has been a critical factor in its design. Animal habitats have been designed to stimulate natural animal activity and to eliminate the stresses of confinement. Nature-duplicating habitats have been constructed not only for the pleasure of zoo visitors, but because they are an important factor in successful breeding.

The zoo's modern facilities and exhibitry techniques combine to create an environment in which visitors may experience the animals in naturalistic surroundings, thus gaining a better understanding of the interconnection of life and the life-supporting habitats of our planet.

The Minnesota Zoological Garden has also been designed as a year-round facility taking advantage of Minnesota's seasonal climate. Emphasis has been placed on exhibiting northern climate species which are well adapted to climatic changes. Visitors may view both indoor and outdoor exhibits in comfort year-round from heated walkways, pedestrian concourses, or aboard the Minnesota Zoo's monorail.

To the people of Minnesota, the Minnesota Zoological Garden offers benefits encompassing recreation, education, conservation, and research.

Zoos in this country have attracted more visitors annually than most of the cultural and sports attractions in communities where these options are available. Zoo attendance does not seem to be limited by race, religion, sex, geographic region, socioeconomic status, educational achievement, or age. As a leisure pursuit, zoos are family-oriented to a degree rarely found in today's leisure time and cultural activities; three or more generations can and do enjoy visiting zoos equally -- and together.

Attendance projections indicate that more than 1.8 million people will visit the Minnesota Zoological Garden annually. Attendance at the Minnesota Zoo will exceed the combined totals of several of the other major cultural and sports attractions in the Twin Cities metropolitan area. (Projected attendance for the Minnesota Zoological Garden has been compared to the reported attendance of metropolitan cultural and sports attractions in the Appendices.)

The Minnesota Zoological Garden offers an unparalleled educational experience to its visitors. Education programs include guided tours, or learning excursions, resource materials for curriculum enrichment, teacher training, outreach programs to schools throughout the state, and interdisciplinary programs and curriculum tying the zoo to many fields of study, including art, history, the life sciences, and energy education.

The Minnesota Zoo includes comprehensive facilities for educational experiences. Classrooms, a theater, and laboratory facilities are included in the Main Building Complex; the Minnesota Zoo is probably the only zoo in the nation to include such extensive laboratory facilities for educational purposes. Graphics and signage have been designed to educate, and closed-circuit television creates additional educational opportunities at exhibit sites and in the classrooms. The educational program is being designed for all ages.

A major justification for maintaining animal groups in captivity is their role in environmental education -- to create a widespread and deeply rooted belief in the necessity of conserving the world's animal heritage. By providing examples and inspiring people, the Minnesota Zoological Garden can indirectly support continued attention to preserving animals and animal habitats in the wild.

Conservation efforts at the Minnesota Zoological Garden thus include both environmental awareness programs and active animal breeding. Many of the animals on exhibit at the Minnesota Zoo are endangered and face the immediate threat of extinction. Through selective animal breeding, the Minnesota Zoological Garden can help to maintain, and perhaps enhance, the world populations of these rare species.

The Minnesota Zoological Garden also houses the International Species Inventory System (ISIS), the first and only program existing to identify and inventory all wild animal species in captivity throughout the world. Through computer and telemetry systems,

ISIS collects information on animal health and sexual proclivity; this data is used by more than 100 zoos worldwide to develop breeding programs and insure stable breeding populations for future attractions. The potential of this program for conserving critically endangered species is as yet unmeasurable.

With its varied collection of animals available for study, the Minnesota Zoo will offer unique research opportunities for many fields of investigation. Studies of animal physiology, comparative nutrition, behavior, and animal medicine, for instance, can ultimately benefit both animals and man. The knowledge of species requirements which can be obtained through working with captive animal groups can have great value to those charged with maintaining species in their native habitats. Research on captive animals can also have direct application to human welfare and medicine.

In order to fully benefit all potential visitors, twelve free days are scheduled each year at the zoo, and all organized school groups with prior reservations are admitted free of charge.

B. History

1. Community Planning

Plans for a major innovative zoological garden in Minnesota date back almost two decades. Initial concepts centered around an expanded Como Park Zoo. Subsequent studies by the Minnesota Zoological Society, the Citizens League, and the Metropolitan Council's Zoo Advisory Committee focusing on the need for a metropolitan Twin Cities area facility were undertaken from 1964 to 1968. Each study concluded that a zoological garden would fill a massive cultural void in the Twin Cities, that it would be economically viable, and that it would bring benefits ranging from increased tourism to enrichment of educational experiences to providing a major contribution to "quality of life" standards in the area.

In 1967, the Metropolitan Council prepared a Development Guide for the proposed zoo. The proposed facility was intended to be a "new zoo" in concept, serving the entire metropolitan area. It would provide large open exhibit areas for the more natural behavior, social grouping, and propagation of the animals. The objectives would be conservation, education, and recreation. The large site would have to be carefully selected and environmentally compatible with the surrounding area. It would require state funding assistance.

2. Legislative Action

Based upon recommendations from the Metropolitan Council, legislative action was sought to fund and establish such a facility through

state tax revenues. The 1969 Legislature accepted in principle the concept of a major zoological garden, with the stipulation that the facility should be designed and operated to serve all the people of Minnesota and be located in the seven-county metropolitan Twin Cities area. It would become, in fact, the first "state zoo" in the United States. The Minnesota Resources Commission appropriated \$500,000 for the development of a master plan to be considered by the Legislature in 1971 for full funding.

An eleven-member, Governor-appointed Minnesota Zoological Board was also created in 1969 (Minnesota Statutes, Chapter 85A; see Appendices) with authority to study, plan, and acquire the Minnesota Zoological Garden. A current list of members of the Minnesota Zoological Board (Zoo Board) is included in the Appendices.

Prior to site selection, the Zoo Board was required to prepare a "comprehensive plan for site location and development" and submit it to the Metropolitan Council for approval. No funding was provided for the site acquisition at that time.

Following policy guidelines provided by the Metropolitan Council for the proposed zoo, the Zoo Board began an extensive search for an appropriate site. After reviewing a substantial number of sites, the Apple Valley site was recommended to the Metropolitan Council based on its size, terrain, and road access; the site was also preferred by U. S. Department of Agriculture officials who would be required to approve the zoo once it was constructed. The Metropolitan Council reviewed and approved the site in June, 1970.

During this time, the Zoo Board prepared a master plan for zoo development and a legislative recommendation for capital funding. The Metropolitan Council reviewed and, subject to later review of specific development issues, approved site development in February, 1971. The 1971 Legislature considered but did not approve the funding recommendation.

A funding proposal for a revised master plan at a reduced cost was submitted to the 1973 Legislature. The site proposal submitted for Legislative Committee review was the Apple Valley site. The 1973 Legislature approved the bonding program for the development of the zoo with the requirement that the site be acquired by the metropolitan county involved at no cost to the state.

Dakota County acquired and transferred to the state 456 acres of the site. Three life estates have been granted within the area acquired. The Zoo Board, using its statutory authority, has acquired an additional 22 acres within the defined zoo site.

Enabling legislation passed by the 1973 Legislature provided bond authority as follows:

- a) \$23,025,000 in general obligation bonds were authorized

- b) \$2,350,000 in additional general obligation bonds would be issued upon a matching basis, provided that:
- c) \$2,350,000 from non-state sources of support would be secured by the Minnesota Zoological Board through grants, gifts, and donations from non-state sources.

3. Zoo Board Planning and Policy

The Zoo Board began action on the zoo project by creating a project management system and selecting a design team. Based on the assumption that fifty percent of matching funds could be expected, an initial budget of \$26,036,000 was established with \$23,551,000 directly assigned to construction, site and animal acquisition, and equipment.

The policy framework for design included the 1971 and 1973 master plans and a statement of objectives and guidelines (see Appendices) approved by the Zoo Board. An analysis of societal trends was also used to direct the design approach.

Within the policy framework, the Zoo Board prepared a Services Program which outlined what kinds of zoo site activities were to be accommodated. From that and from prior master planning, a Facilities Program was developed. The program elements were used to guide design.

Design then progressed from refined master planning to schematic design approval in February, 1974. Following that came the process of detailed design (design development and contract documents) for individual elements of construction, or contract packages.

The project management system, implemented under the leadership of a project director associated with the Zoo Board, emphasized communication, cost control, schedules, and a careful approval sequence of the contract packages comprising the project. This process has provided a consistent and continued level of control by the Zoo Board.

At the request of the Zoo Board, the municipalities of Apple Valley, Eagan, and Rosemount began joint land use planning during the early project stages. With the cooperation of these municipalities, an area development guide was established which will insure compatible development with areas adjacent to the zoo.

To assist in the planning and implementation of the zoo project, the Zoo Board authorized three separate studies to determine patronage projections, operational costs, and economic viability of the zoo. In 1970, a Financial Feasibility Study was completed by Stanford Research Institute. Real Estate Research Corporation prepared an update analysis in 1974. Additional financial and

patronage projections were completed by Midwest Research Institute in 1976. Most recent projections, adjusted to reflect zoo capacity based on research supplied by the design team, indicate a probable annual attendance of 1,832,000 with paid attendance of 1,422,534 (see Appendices).

As additional matching funds and interest accumulated, the Zoo Board increased the capital budget to provide for necessary construction adjustments and modifications. Items originally deleted from the master plan were also reinstated.

The current approved capital budget is \$30,760,221 with \$27,287,521 directly assigned to construction, site and animal acquisition, and equipment. The capital construction budget and source of funds are detailed in the Financial Appendices.

In 1977, the Zoo Board approved a Capital Improvements Plan Study which defined continued zoo development following the completion of the Phase I zoo for the five-year period 1978 to 1982. The plan recommended new objectives and guidelines, identified objectives for construction and fund-raising, and identified responsibilities for implementation of the plan. Phase II of the Northern Trek was identified as a construction priority.

4. Staff

The Zoo Board has carefully secured highly qualified individuals for top management positions. Donald Bridgwater, formerly General Curator for the National Zoo in Washington, D.C., is currently the zoo's General Director. Gerard Hegstrom, formerly Project Director for the zoo's design team, is currently Chief Operating Officer. Hugh B. House, formerly Curator of Mammals for the Bronx Zoo, is Associate Director for Animal and Plant Sciences. William Arthur Young, formerly the Project Manager for the zoo's design team, is now Associate Director for Physical Facilities and Planning.

C. Current Development

1. Existing Facilities

Current development, designed and constructed prior to zoo opening, can be divided into three major development areas: a) the internal services area, b) the main building complex, and c) the first phase of the Northern Trek and the Children's Zoo.

Current development has been entirely funded through general revenue bonds and matching funds authorized by state legislation, gifts, grants, donations, and accrued interest. A detailed outline for initial construction has been included in the Financial Appendices.

a) Internal Services

Completed in 1976, the first development area of the zoo, referred to as "internal services," provides the basic operational support for the zoo. Five separate structures located in the northeastern corner of the zoo site, comprise the internal services area. An animal hospital provides headquarters for animal holding, quarantine, and medical treatment. A separate animal holding building has been constructed for large animals and hoofstock. The operations and maintenance building houses offices for animal care staff, an animal commissary, photographic studios and darkrooms, a carpentry shop, machine shop, exhibit preparation shop, and general storage. The garage provides a facility for vehicle maintenance and storage. In the greenhouse, plantings are grown and maintained for exhibits and outdoor areas.

b) Main Building Complex

Located in the southeastern corner of the zoo site next to the parking lots, the Main Building Complex is the focal point of visitor entry to the site. Completed just prior to zoo opening, the Main Building Complex houses administration and education facilities, and three major exhibit areas -- The Tropics, Sea Life Exhibits, and the Minnesota Exhibit.

Located in the central portion of the main building, administrative facilities include staff and security offices, a conference room, zoo-operated gift shops and stroller/wheelchair rental.

Concessions located in the central portion of the main building complex provide fast food services. A concessions contract for the operation of fast food services has been negotiated with International Dairy Queen.

The education facilities, located in the western wing of the main building, include classrooms, laboratory facilities, a reference library, theater, video production studio, and an interpretive area with items to "touch, see, smell, and hear." Although education programs utilize the entire zoo, this area is equipped to receive all groups through a separate entrance. Along the education concourse is an outdoor exhibit featuring the Japanese macaque, or snow monkey.

The Tropics houses 80 species of tropical animals from the Southeast Asian region of the world. Nearly one and one-half acre in size, the exhibit is climate-controlled and skylighted. Waterfalls, ponds, artificial rockwork, and over 600 varieties of plants contribute to its tropical atmosphere.

Sea Life Exhibits include the half-million gallon aquarium housing the beluga, or white, whales, and a series of smaller aquaria. Marine life from polar, temperate, and tropical oceans is displayed.

The Minnesota Exhibit features over 100 species of Minnesota wildlife in a combination of indoor and outdoor exhibits. Exhibit areas can be viewed from enclosed concourses and walkways. Representative plantings and artificial rockwork create nature-duplicating habitats where natural animal activity and behavior are encouraged.

c) Northern Trek and Children's Zoo

The largest developed portion of the zoo site is the Northern Trek, an 80-acre exhibit of large cold weather animals. The Northern Trek is intended to give zoo visitors the impression that they are traveling across the northern hemisphere of the world and viewing northern hemisphere animals in habitats resembling those found in their native areas. Habitats resembling plains, mountains, forests, tundra, and marshland will include musk oxen, moose, Siberian tigers, Bactrian camels, wild horses, polar bears, bearded seals, caribou, wolves, snow leopards, grizzly bears, Rocky Mountain goats, and bighorn sheep.

Located primarily on the western half of the zoo site, the Trek has been designed to take advantage of existing open areas and vegetation so that the natural attributes of the site can provide a habitat substantially larger than the land developed for the animal exhibit. Construction has included roads and walkways, rest stops, animal barns and dens, and moats and other containment facilities for the animal exhibits.

A \$6.7 million monorail will circle the Northern Trek, making its exhibits accessible to zoo visitors year-round. The monorail has been privately financed through a private non-profit corporation, Zoo Ride, Inc. Installation is scheduled for completion by the fall of 1978. The Zoo Ride will be operated by the Minnesota Zoological Garden under an installment purchase contract with Zoo Ride, Inc.

Initially, only four exhibits of the Northern Trek have been constructed. These include exhibits for Siberian tigers, Bactrian camels and Asiatic wild horses, moose, and musk oxen.

The Children's Zoo is situated between the Main Building Complex and the Northern Trek. Designed to provide children and adults with opportunities for contact with animals, the Children's Zoo includes exhibit areas for domestic animals, such as goats, sheep, ponies, waterfowl, and poultry, and an outdoor contact arena and ponycart

track. Facilities include a pony barn, a special exhibits building featuring small educational exhibits and unusual animal species, and a fully-equipped animal nursery where visitors may watch the hand-rearing of young animals through large picture windows.

2. Basic Systems

Current development has included not only general construction of structures, fences, exhibit areas, and landscaping, but also the construction of internal roadways and utility systems throughout the site.

Energy conservation techniques have been explored in depth. Design objectives include the use, where possible, of heat recovery ventilation, partial burying of structures, selection of animals tolerant of a broader range of temperatures for outdoor exhibits, minimal heating of separate animal structures and, where temperature control is required for animal health, establishing the broadest temperature ranges possible.

Heat is supplied to all major buildings by a central gas/oil heating plant. The plant is located in a separate area which would permit building and boiler additions to convert to coal if necessary in the future. Oil storage is also provided. Space has been allocated for future underground storage of coal. The widely dispersed facilities of the Northern Trek will have all energy needs, including heating, provided by electricity.

Through a Department of Energy grant, a solar energy facility has been constructed at the base of the monorail station which will initially provide heat for the station and may heat portions of the Children's Zoo in the future. An interpretive energy exhibit, illustrating not only solar energy but many energy concepts, has been included as a part of the facility.

Water is supplied by an internal water system drawing from the Jordan Sandstone Strata. Treatment includes iron removal to avoid staining of structures and animals. Chlorine is not added because of the threat it poses to marine life in the aquaria exhibits. Future or emergency connection to the Apple Valley water system is provided.

At the same time the electrical service was installed by direct burial, cables were laid for central telephone. A major internal communications program on site uses zoo-owned coaxial cables and twisted hardwire pairs for closed-circuit television, telemetry of animal conditions, monitoring of mechanical systems, and security.

Liquid wastes are handled by direct sewer connections through the City of Eagan into the Metropolitan Sewage Disposal System. Solid wastes, including public waste such as paper, are

composted on the site. Natural runoff from non-exhibit areas is contained in ponding areas on the site. Under USDA provisions, drainage off the site is not permitted. This self-contained drainage requires enclosure of all ponding areas at site perimeters.

3. Access

During the first years immediately following zoo opening, upgraded municipal roads and county roads will serve as the major access road system to the zoo. The main entry gate to the zoo is located along Johnny Cake Ridge Road, which has been upgraded into a four-lane municipal road from the north to the point of zoo entry; the southern portion of Johnny Cake Ridge Road will be upgraded during the summer of 1978.

Johnny Cake Ridge Road is accessible from the north via Cliff Road and from the south via County Road 42. Both Cliff Road and County Road 42 intersect Highway 35W, Cedar Avenue, and Highway 3.

Cliff Road, a two-lane county road east of Rahn Road, will be upgraded to a four-lane road during 1978 and 1979.

Access to the zoo will be improved through the construction of Zoo Road, an extension of Minnesota Trunk Highway 36 (Cedar Avenue) to the southwest corner entry for the zoo. Construction is scheduled to begin in 1978; completion is expected in 1980.

The Metropolitan Transit Commission provides transportation to the zoo through the operation of two express bus routes from Minneapolis and St. Paul.

D. Proposed Future Development

Proposed future construction includes Phase II of the Northern Trek, a continuation of the existing Northern Trek exhibit of large northern hemisphere animals, and the Zoo Study Center, an educational facility to be located on the site.

Funding for future construction is expected from a variety of sources: gifts, grants, and donations from foundations, corporations, and individuals, special fund-raising projects (i.e., Zoo Walks, etc.), and an as yet undetermined amount designated as surplus funds from the retainage of initial zoo construction.

1. Northern Trek - Phase II

The Minnesota Zoological Board has designated Phase II of the Northern Trek as a construction priority. The original program and schematic design for the Northern Trek was accepted by the Zoo Board in February, 1974. There were 15 species in the exhibit at that time. Subsequently, one species (Bactrian camel) was added, and a number of species were deleted. Phase I of the Northern Trek, now constructed, includes five major species.

Phase II of the Northern Trek will include ten species deleted from Phase I. Phase II has been designed as an extension of Phase I, with northern climate animals on view in an exterior exhibit sequence. Schematic design for Phase II was approved by the Zoo Board in February, 1978.

Exhibit principles and design evident in Phase I have been used in the design of Phase II. As in Phase I, zoo visitors viewing Phase II exhibits will see animals in natural groupings, rather than a few specimens of a large number of species. Each exhibit will be contained visually by land forms or vegetation. All plantings, geological formations, and water bodies will be appropriate as possible to the exhibited animal's natural habitat. At exhibit areas, the animal and its habitat will appear to dominate; hence, visitors will feel that they are moving unobtrusively through the animals' environment.

At each major viewing station, graphics and interpretive displays will illustrate the exhibited species' characteristics, such as distribution, migration, social behavior, animal relationships with the environment, and conservation methods. Each viewing station will have the potential for television cameras and monitors.

The exhibits will be organized by habitat type; animals from each habitat -- taiga, polar marine, tundra, and alpine forest -- will be exhibited in sequence. Individual exhibits will be carefully located in areas that will most represent the animal habitats with the least disturbance to existing vegetation, water bodies, and land form.

Construction will include finish grading, paving, planting, waterfalls, streams, ponds, and hidden moats and barriers for the containment of animals. Rough grading and underground utilities installation were completed as a part of the Phase I zoo construction. The construction of barns, dens, aquatic exhibits, employee facilities, and heating, mechanical and electrical installation are also necessary. Service barns and dens for the animals will be incorporated into the rockwork or barriers whenever possible to hide them from public view.

Phase II will include ten species representing four northern hemisphere habitats and the mid-trek stop. Construction of Phase II has been divided into five packages:

a) Caribou/Wolf Exhibit

Caribou and wolves will inhabit ten acres of tundra-duplicating habitat, with hidden barriers separating predator from prey. The exhibit will include grasslands representative of the barren tundra environment. A natural marshland is included within the exhibit boundaries.

Construction will include animal holding barns, a continuation of the Phase I pedestrian walkway, and a visitor rest stop.

b) Polar Bear/Seal/Fox Exhibit

Arctic marine mammals -- polar bears and bearded seals -- will be exhibited in combination with arctic fox in an exhibit illustrating predator/prey/scavenger relationships. The exhibit has been designed to show the interrelationship of these species, though animals will be separated by moats and hidden barriers.

Construction will include extensive artificial rockwork and aquatic exhibits with underwater viewing. Animal dens and holding areas, service roads, and pedestrian pathways, including a shortcut return path to the Main Building Complex, will also be constructed.

The Polar Bear/Seal/Fox Exhibit in combination with the Mid-Trek Stop has been designated the initial construction priority of Northern Trek Phase II.

c) Mid-Trek Stop

The Mid-Trek Stop has been designed as a multi-purpose facility housing visitor services and small polar exhibits. Visitor services will include a restaurant with open terraces, a gift shop, lounge areas, and visitor rest stops.

Polar exhibits will allow visitors to fully explore all facets of the arctic environment. Animal exhibits will house smaller arctic wildlife. Graphics, closed-circuit television, and other visual media will combine to provide a multi-media experience on arctic wildlife, climate, seasonality, and the interrelationship of plant and animal species.

d) Musk Ox/Snow Leopard Exhibit

Musk oxen from the tundra and snow leopards from the high altitudes of Asia will be displayed in exhibits of five acres and one acre respectively. The alpine forest environment of the snow leopard exhibit should provide an interesting contrast to the tundra and polar exhibits preceding it.

Construction will include artificial rockwork and waterfalls, animal holding areas and dens, service roads and pedestrian walkways, and extensive meshing for the containment of the leopards.

e) Bighorn Sheep/Mountain Goat/Grizzly Exhibit

The final exhibit of the Phase II Northern Trek will include three North American species in exhibits duplicating mountain forest environments. Rocky mountain goats and bighorn

sheep will inhabit two displays, each nearly an acre in size, duplicating rocky mountain habitats. Grizzly bears will be exhibited on five acres of mountain forest-duplicating habitat; the grizzly exhibit will also include a marshland.

Construction will include extensive artificial rockwork, including a high, rocky promontory in the goat exhibit. Walkways, viewing stations, animal holding facilities, service roads, and a third visitor rest stop will also be constructed.

2. Zoo Study Center

The proposed Zoo Study Center, to be located on the grounds of the zoo, is conceived as a facility for housing scheduled groups of visitors overnight while they participate in intensive zoo educational programs. The Zoo Study Center will make it possible for groups from all parts of the state to visit the zoo and receive a personalized program of high quality. Out-state Minnesota and rural groups, for whom a one-day trip to the zoo site would be difficult, may thus easily participate in the zoo's educational programs.

The facility is designed for use by groups of all ages. The largest number of visitors is anticipated to be from schools throughout Minnesota, but other groups may include Boy Scouts, Girl Scouts and Campfire members, garden or bird clubs, or other special groups. The facility is also designed to house seminar or retreat groups.

The Zoo Study Center will also make possible very special programs designed to enrich and enhance the learning of the economically, culturally, emotionally, or physically handicapped persons.

The Zoo Study Center is designed as a two-story facility with informal areas for attending large or small group sessions, eating, sleeping, and relaxing. Included in the design is a lounge area, dining room, kitchen, sleeping rooms, an office and storage space.

The lounge, located on the second level, has been designed as a light, spacious informal space which will function as an auditorium for pre-zoo visit meetings and other programs. The area will include a large fireplace with comfortable, informal seating around it. The area is designed to accommodate up to 140 people for a formal presentation; an exterior deck will extend from the lounge.

The dining room, located on the first level, will be used for the service of evening meals and breakfasts. Meals will be served cafeteria-style on compartmented trays. Visitors will be seated at group tables of eight to ten people each.

The air-conditioned kitchen, located to the rear of the dining room, will be large enough to serve 140 people but, initially, will be equipped to serve 75. Generally, the menu will be simple, but the facility will be capable of occasionally handling a more elaborate meal for a special group.

Dormitory sleeping space will be located on both levels. Accomodations for 65 people are initially planned, with future expansion to 130. Single bunks in dormitory rooms will accomodate groups attending Center programs.

Sleeping space will be arranged to allow flexibility of use by sexes or different age groups. Sleeping spaces will include shower and bath facilities for separate sexes.

In addition to the dormitory sleeping space, there will be within the structure several double rooms which may be used as long-term residences for student interns, lecturers, or other zoo-related visitors. These units will include a separate bath.

The entire facility is designed with the special needs of the handicapped in mind; ramps make access by wheelchair between levels possible.

The proposed location of the Zoo Study Center on the zoo grounds is an old farmsite, which includes an old farm house and a windmill. The construction of the facility is not expected to greatly alter the wooded terrain surrounding the site; rather, the Center has been designed as an harmonious addition to the hillside on which it will be located.

II. MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

A. Introduction

As the primary fund-raising source for the Minnesota Zoological Garden, the Minnesota Zoological Garden Foundation offers individuals, corporations, foundations, and organizations the opportunity to provide direct financial assistance for the immediate and on-going capital needs of the zoo. Future development of the Minnesota Zoological Garden to the full extent of the master plan is encouraged through permanent Foundation programs of financial development and individual support.

As stated in its Articles of Incorporation, the Foundation is "organized and shall be operated exclusively for the benefit of the Minnesota Zoological Garden in the accomplishment of its purpose through the rendering of financial assistance, performing of services, and such other acts and benefits as are appropriate and helpful to further the authorized objectives of the Minnesota Zoological Garden and to assist the Minnesota Zoological Board which has been created to supervise and control the Minnesota Zoological Garden."

B. History

1. Organizational History

With the legislative provision of \$2,350,000 on a matching basis, a concentrated effort to identify non-state sources of support for the Minnesota Zoological Garden's capital development became necessary. State statutes, however, prevented the Minnesota Zoological Garden, a state agency, from soliciting funds to insure the matching funds goal. The Minnesota Zoological Garden Foundation was established as a private, non-profit corporation to operate a program which would provide immediate and on-going capital support for the development of future exhibits at the zoo.

On July 3, 1975, the Foundation filed its Articles of Incorporation with the Secretary of State and was approved as a public non-profit charitable foundation. On October 15, 1975, the Foundation received its Internal Revenue Service tax-exempt status letter confirming its status as an organization exempt from federal income tax under Section 501(c)3 of the Internal Revenue Code (see Appendices).

In February, 1976, the Foundation began operations, directing its efforts towards developing funds for the capital construction of the Minnesota Zoological Garden. Funding for the initial two years of operations were provided by the Bush Foundation and the Onan Family Foundation. The Foundation currently operates on interest income and a small retainage from undesignated grants made to the Foundation on behalf of the zoo.

In August, 1975, the Minnesota Zoological Board established Fund Development Guidelines outlining policy applicable to all fund development programs for the Minnesota Zoological Garden. The Minnesota Zoological Garden Foundation was designated the primary fund-raising source for the Minnesota Zoological Garden and was directed to cooperate with the Minnesota Zoological Board in the development of all fund-raising programs on behalf of the new zoo.

The Foundation's first goal was to raise \$2,350,000 from non-state sources needed to secure the matching funds appropriated by the state of Minnesota. After careful analysis of the zoo's goals and programs, and with planning geared to meet the needs of the Minnesota Zoological Garden, the Foundation embarked on a capital campaign to raise these funds. By the end of 1977, the necessary funds and commitments had been obtained, and the zoo was able to gain release of the matching funds.

The Foundation's next goal is to raise the \$6.5 million necessary to complete construction of the exhibits identified as Phase II of the Northern Trek. To accomplish this goal, the Foundation has restructured its programs and expanded its activities to reach all potential donors.

2. Board of Directors

Bylaws filed simultaneously with the Foundation's Articles of Incorporation created a twenty-six member Board of Directors with responsibility for the business, affairs, and property of the Foundation. Eleven members are appointed annually by the Chairperson of the Minnesota Zoological Board. Fifteen members are elected by the membership to terms of varying length.

Members of the Foundation Board of Directors (see Appendices) represent a cross section of the Minnesota community, including representatives from business, industry, education, agriculture, labor, the professions, and the arts. Their interest and purpose in serving on the Board is to build a permanent financial aid program for the growth and development of the zoo. Members participate in the official duties of the Foundation and actively participate in various levels of responsibility throughout the community through which they represent the programs and goals of both the Minnesota Zoological Garden and the Minnesota Zoological Garden Foundation.

John C. McKay, former President of Cenex and former Executive Director of the State of Minnesota Energy Agency, is currently the Foundation's President.

3. Staff

The Foundation operates under the direction of its Executive Director, Robert S. Voigt, whose record of expertise includes experience in the fields of banking, regional economic development, research, planning, and financial administration. Mr. Voigt is authorized by the Foundation's Board of Directors to make grant applications on behalf of the Foundation.

The Foundation staff also includes Kathryn Rosebear, Administrative Assistant, support staff, and temporary and seasonal personnel responsible for the implementation of special projects.

II. FINANCIAL APPENDICES

- Appendix A Minnesota Zoological Garden:
Phase I Construction Budget
- Appendix B Minnesota Zoological Garden:
Phase I: Source of Funds
- Appendix C Minnesota Zoological Garden:
Northern Trek Phase II Construction Budget
- Appendix D Minnesota Zoological Garden:
Northern Trek Phase II: Source of Funds
- Appendix E Minnesota Zoological Garden:
Zoo Study Center Construction Budget
- Appendix F Minnesota Zoological Garden:
Zoo Study Center: Source of Funds
- Appendix G Minnesota Zoological Garden:
Operating Budgets
- Appendix H Minnesota Zoological Garden:
Income Statement: Fiscal Year 1979
- Appendix I Minnesota Zoological Garden Foundation:
Gifts, Grants and Donations
- Appendix J Minnesota Zoological Garden:
Five-Year Audit Ending June 30, 1974

MINNESOTA ZOOLOGICAL GARDEN
PHASE I CONSTRUCTION BUDGET

Construction Budget

<u>Expense Item</u>	<u>Amount</u>
Perimeter Fence	\$383,637
Rough Grading	793,136
Site Adjustments	153,925
Construction Facilities	4,720
Well	65,222
Water Treatment Plant/Storage	401,626
Underground Sewers, Water Mains, Etc.	649,324
Communications	298,000
Central Heating Plant	662,867
Solar Energy Plant/Graphics	435,000
Internal Services	2,311,413
Main Building Complex	11,884,869
Main Building Exhibit Construction	1,092,000
Minnesota Exhibit	1,221,962
Northern Trek/Children's Zoo	2,837,400
Minnesota/Northern Trek Exhibit Construction	489,225
Children's Zoo Exhibit Construction	50,000
Plantings - Exhibit and Exterior	692,736
Signage and Graphics	478,162
Zoo Ride Station/Graphics	457,000
Food Services Facilities	334,090
Interior Furnishings	108,283
Land Acquisition	480,381
Animal Acquisition	402,313
Equipment	577,106
Construction Reserve	<u>23,124</u>
 SUB-TOTAL:	 <u>\$27,287,521</u>

Design and Management Budget

<u>Expense Item</u>	<u>Amount</u>
Architectural and Engineering Fees	\$2,886,441
Project Management	226,800
Consulting Fees	230,673
Consulting Reserve	<u>128,786</u>
 SUB-TOTAL:	 <u>\$3,472,700</u>
 TOTAL PHASE I BUDGET:	 <u>\$30,760,221</u>

MINNESOTA ZOOLOGICAL GARDEN

PHASE I: SOURCE OF FUNDS

<u>SOURCES</u>	<u>AMOUNT</u>
Original Bonding	\$23,025,000
Less Issue Costs	(10,297)
Matching Bonds	2,350,000
Interest	3,612,432
Dairy Queen Construction Contribution	234,500
Minnesota Zoo Ride Contribution	700,000
Bush Foundation Grant	710,000
Department of Energy Grant	313,458
Miscellaneous Gifts, Grants, Donations	<u>103,500</u>
TOTAL CONSTRUCTION FUNDS AVAILABLE:	\$31,038,593
APPROVED CONSTRUCTION BUDGET:	<u>30,760,221</u>
UNCOMMITTED RESERVE	\$278,372

MINNESOTA ZOOLOGICAL GARDEN
NORTHERN TREK PHASE II CONSTRUCTION BUDGET

<u>Expense Item</u>	<u>Amount</u>
A. Caribou/Wolf Exhibits	
--pathways, fencing, rest stop	\$960,000
--signage and graphics	20,000
--animal acquisition	<u>53,000</u>
SUB-TOTAL:	<u>\$1,033,000</u>
 B. Polar Bear/Seal/Fox Exhibits	
--structure and pathways	\$775,000
--signage and graphics	45,000
--interiors	10,000
--rockwork	390,000
--plantings	10,000
--animal acquisition	<u>75,000</u>
SUB-TOTAL:	<u>\$1,305,000</u>
 C. Mid-Trek Stop	
--structure and pathways	\$992,000
--exhibit units, signage and graphics	200,000
--interiors	55,000
--plantings	25,000
--animal acquisition	<u>132,000</u>
SUB-TOTAL:	<u>\$1,404,000</u>
 D. Musk Ox/Snow Leopard Exhibits	
--structure and pathways	\$775,000
--signage and graphics	15,000
--animal acquisition	<u>256,000</u>
SUB-TOTAL:	<u>\$1,046,000</u>
 E. Sheep/Goat/Grizzly Exhibits	
--structure, pathways, rockwork, rest stop	\$1,450,000
--signage and graphics	30,000
--animal acquisition	<u>248,000</u>
SUB-TOTAL:	<u>\$1,728,000</u>
 TOTAL NORTHERN TREK PHASE II BUDGET:	<u>\$6,516,000</u>

MINNESOTA ZOOLOGICAL GARDEN
NORTHERN TREK PHASE II: SOURCE OF FUNDS

<u>Sources</u>	<u>Amount</u>
Gifts, Grants and Donations to the Minnesota Zoological Garden Foundation	<u>\$1,477,190</u>
TOTAL CONSTRUCTION FUNDS AVAILABLE:	\$1,477,190
NORTHERN TREK PHASE II CONSTRUCTION BUDGET:	<u>\$6,516,000</u>
BALANCE NEEDED:	<u><u>\$5,038,810</u></u>

MINNESOTA ZOOLOGICAL GARDEN
ZOO STUDY CENTER CONSTRUCTION BUDGET

Construction Budget

<u>Expense Items</u>	<u>Amount</u>
Facility	\$354,240
Site Development, Roads, and Parking	10,000
Construction Reserve	<u>17,000</u>
SUB-TOTAL:	<u>\$381,240</u>

Design and Management Budget

<u>Expense Item</u>	<u>Amount</u>
Architectural Fees	<u>\$30,000</u>
SUB-TOTAL:	<u>\$30,000</u>

TOTAL ZOO STUDY CENTER CONSTRUCTION BUDGET: \$411,240

MINNESOTA ZOOLOGICAL GARDEN
ZOO STUDY CENTER: SOURCE OF FUNDS

<u>Source</u>	<u>Amount</u>
Bremer Foundation Grant	<u>\$40,000</u>
TOTAL CONSTRUCTION FUNDS AVAILABLE:	\$40,000
ZOO STUDY CENTER CONSTRUCTION BUDGET:	<u>\$411,240</u>
BALANCE NEEDED:	<u>\$371,240</u>

MINNESOTA ZOOLOGICAL GARDEN

OPERATING BUDGETSFiscal Years 1975-77: Actual Expenditures

<u>Expense Items</u>	<u>FY75</u>	<u>FY76</u>	<u>FY77</u>
Salaries	\$187,268	\$309,211	\$873,895
Rents and Leases	12,854	23,113	17,180
Advertising	254	1,118	-0-
Repairs/Services	2,129	1,363	2,325
Insurance	-0-	-0-	20,000
Printing	9,744	7,070	45,600
Consultant Services	32,466	50,065	38,100
Purchased Services	8,385	29,395	26,550
Communications	7,716	11,530	19,490
Travel	22,971	25,325	35,900
Utilities	-0-	6,605	132,000
Freight	173	65	200
Other Contract Services	846	8,752	16,000
Supplies and Materials	6,374	70,535	251,714
Equipment	31,161	150,503	233,183
Assessments	-0-	1,850	59,000
Maintenance Reserve	-0-	-0-	-0-
TOTAL EXPENSES:	<u>\$322,341</u>	<u>\$696,500</u>	<u>\$1,771,137</u>

Fiscal Years 1978-79: Budgeted Expenditures

<u>Expense Items</u>	<u>FY78</u>	<u>FY79</u>
Salaries	\$2,052,307	\$2,622,286
Rents and Leases	20,780	22,863
Advertising	230,000	385,000
Repairs/Services	3,725	9,257
Insurance	26,198	78,720
Printing	195,490	205,953
Consultant Services	9,500	9,650
Purchased Services	8,600	16,120
Communications	32,465	37,453
Travel	48,550	54,650
Utilities	462,450	506,000
Freight	500	550
Other Contract Services	42,200	34,500
Supplies and Materials	465,056	629,138
Equipment	57,230	72,539
Assessments	33,000	33,000
Maintenance Reserve	-0-	200,000
TOTAL EXPENSES:	<u>\$3,688,051</u>	<u>\$4,917,679</u>

MINNESOTA ZOOLOGICAL GARDEN
INCOME STATEMENT: FISCAL YEAR 1979

<u>SOURCE OF INCOME</u>	<u>AMOUNT</u>
Adult Admission (982,782 @ \$2.50)	\$2,457,180
Child Admission (439,752 @ \$1.25)	549,690
Less Group Sales Discount	(62,500)
Parking (4 visitors/car @ \$1.00)	458,000
Rentals	30,000
Gift Shop (50¢ per visitor)	916,000
Guidebooks (8 visitors/guidebook @ \$2.00)	458,000
Less Sales Tax	<u>(166,091)</u>
TOTAL REVENUE:	<u>\$4,640,279</u>
Total Revenue	\$4,640,279
Less FY79 Operating Budget	<u>(4,917,679)</u>
NET INCOME (deficit):	<u>(\$277,400)</u>

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Gifts, Grants and Donations
Jan. 1, 1976-July 31, 1978

<u>For Minnesota Zoological Garden</u>	<u>Commitments</u>
Allen, M/M John W.	1,000.00
American Linen Supply Fund	1,000.00
Bayport Foundation	6,000.00
Bell Foundation	10,000.00
Bigelow Foundation	36,673.50
Blandin Foundation	300,000.00
Blue Cross/Blue Shield: FRED Committee	200.00
Bremer Foundation	40,000.00
Central Exchange Foundation	12,500.00
Dain, Kalman and Quail, Inc., Foundation	500.00
Data 100	2,000.00
Davis Foundation	25,000.00
Degree of Honor Protective Association	1,500.00
Dellwood Foundation	15,000.00
Deluxe Check Printers Foundation	30,000.00
Donaldson Foundation	5,000.00
Edina Federated Junior Women's Club	1,500.00
Farmers and Mechanics Savings	15,000.00
Federated Garden Clubs of Minnesota	2,000.00
First Bank System	100,000.00
Flower Power Garden Club	100.00
Fuller, H. B., Company	10,000.00
Fund, The	200.00
General Mills Foundation	150,000.00
Graco Foundation	2,500.00
Hartzell Foundation	1,000.00
Hoerner-Waldorf	10,000.00
Honeywell Fund	100,000.00
Independent School District #194	500.00
Independent School District #271	1,900.00
International Multifoods	21,000.00
Josten's	5,000.00
Knopf, M/M Kenneth M.	3,000.00
Leslie Paper Company	300.00
Mardag Foundation	40,000.00
McQuay-Perfex	500.00
Miller Publishing Company	2,000.00
Minnesota Gas Company	15,000.00
Minnesota Rubber Company	4,000.00
MN Society American Institute of Architects	200.00
Minnesota Mutual Life Insurance	5,000.00
Northern Natural Gas Company	20,000.00
Northwest Bancorporation	100,000.00
Northwestern Bell Telephone Company	35,000.00
Northwestern National Life Insurance	7,500.00
Pacific Foundation	200.00
Pako Corporation	2,000.00
Peat, Marwick, Mitchell and Company	2,300.00

Gifts, Grants and Donations
Through July 31, 1978

<u>For Minnesota Zoological Garden (con't)</u>	<u>Commitments</u>
Peavey Company	\$ 30,000.00
Pillsbury Company Foundation	60,000.00
Plum Company	2,500.00
St. Paul Council of Camp Fire	1,100.00
Saint Paul Foundation	200,000.00
Sauby, M/M Vernon	1,000.00
Schutt Foundation	1,000.00
Skogmo Foundation	5,000.00
Tennant Company employees	2,250.00
Tennant Company Foundation	2,235.00
Toro Company	(7,766.00)
Twin City Federal Savings & Loan	10,000.00
Valspar Corporation	250.00
Villafana, Manuel	8,295.57
Xerox Corporation	2,087.00
Individuals	6,612.49
ZooNews Response	710.00
Whale Walk '77 (net)	68,520.55
Walk With The Animals	<u>221,000.00</u>
	<u>\$1,766,634.11</u>

SENATORS
EDWARD J. GEARTY,
VICE CHAIRMAN
NORBERT ARNOLD
ROBERT O. ASHBACH
WINSTON W. BORDEN
HARMON T. OGDahl
ALEC G. OLSON
A. J. PERPICH
RICHARD W. FITZSIMONS,
SECRETARY



REPRESENTATIVES
FRED C. NORTON,
CHAIRMAN
IRVIN N. ANDERSON
WILLIAM D. DEAN
WILLIAM N. KELLY
MARTIN O. SABO
HENRY J. SAYELKOUL
RODNEY N. SEARLE
HARRY A. SIEBEN, JR.

ROBERT A. WHITAKER,
EXECUTIVE SECRETARY
AND
LEGISLATIVE AUDITOR

LEGISLATIVE AUDIT COMMISSION
VETERANS SERVICE BUILDING
SAINT PAUL, MINNESOTA 55155
TELEPHONE 296-4708

December 30, 1975

Mr. Donald D. Bridgwater
Director, State Zoological Board
Wentworth Office Center
33 East Wentworth Avenue
West Saint Paul, Minnesota 55118

Dear Mr. Bridgwater:

Enclosed is a copy of the audit report for the
State Zoological Board covering the five years
ended June 30, 1974.

Sincerely,

A handwritten signature in cursive script that reads "Robert A. Whitaker".

Robert A. Whitaker
Legislative Auditor

RAW:djb
enc.

Auditor in Charge:
Earl M. Fisher, C.P.A.

AUDIT REPORT

STATE ZOOLOGICAL BOARD

Five Years Ended June 30, 1974

Operating Under Minn. Stat. Chapter 85A.

ROBERT A. WHITAKER,
Legislative Auditor,
Saint Paul, Minnesota.

State Zoological Board

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State Zoological Board

AUDITOR'S REPORT

This report on an audit of the State Zoological Board covers the five years ended June 30, 1974.

The audit was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial summary in this report presents fairly the financial transactions of the State Zoological Board during the periods indicated in the summary.

State Zoological Board

COMMENTS

The Minnesota Zoological Garden was established under the supervision and control of the State Zoological Board by Laws 1969, Chapter 868. The board consists of eleven members appointed by the governor with the advice and consent of the senate. In addition, the commissioner of economic development is a nonvoting ex officio member.

The current regular members of the board are John Tilton, Reuel Harmon, F. L. Alexander, Dr. P. Hofslund, Richard Salet, Dr. U. Seal, Adolf Tobler, Mary A. Scroggins, Steven Balach, Mrs. N. Hanson, and Jerome Wagner. Lyle Bradley, William Sell, A. N. Smith, George Thelen, Dr. P. Zollman, and Mrs. W. Weigelt were also members of the board during this audit period.

A director, appointed by the board, is the executive secretary and principal administrative officer of the board. Philip W. Ogilvie was appointed director effective October 10, 1969. Donald D. Bridgwater was named director July 9, 1971.

Duties of the board include acquiring, constructing, equipping, operating, and maintaining the Minnesota Zoological Garden. The board may conduct research studies and programs, collect and analyze data, and prepare reports and other information relating to the zoological garden or any wild or domestic animals.

The activities of the board are financed by appropriations, issuance of bonds, and grants and donations from foundations, organizations, and private individuals.

Financial Summary

A summary of receipts, disbursements, and transfers for the five years ended June 30, 1974 follows:

State Zoological Board

Financial Summary (Continued)

	Year Ended June 30				
	1970	1971	1972	1973	1974
Undisbursed balance July 1		\$333,777	\$ 12,710	\$ 14,380	\$ 11,447
Appropriations	\$500,000		75,016	75,821	168,179
Dedicated Receipts:					
Gifts and donations	25	55			6,270
Gifts for International Species Inventory System					16,000
Refund of prior years expenditures		7	241		
Bond proceeds					655,500
Net transfers, cancellations, and adjustments			3,704*	1,937*	406*
Total Available	<u>\$500,025</u>	<u>\$333,839</u>	<u>\$ 84,263</u>	<u>\$ 88,264</u>	<u>\$856,990</u>
Disbursements:					
Personal services - salaries and wages	\$ 41,290	\$ 79,799	\$ 49,069	\$ 50,694	\$ 76,163
Expense and contractual services - Note 1	115,063	223,326	17,019	23,907	722,199
Supplies and materials	1,651	2,469	561	652	2,940
Capital outlay - equipment	8,244	15,535	3,234	1,564	9,123
Total Disbursements	<u>\$166,248</u>	<u>\$321,129</u>	<u>\$ 69,883</u>	<u>\$ 76,817</u>	<u>\$810,425</u>
Undisbursed balance June 30	<u>\$333,777</u>	<u>\$ 12,710</u>	<u>\$ 14,380</u>	<u>\$ 11,447</u>	<u>\$ 46,565</u>

*Negative figure

Note 1: Amount shown for year ended June 30, 1974 includes \$645,025 disbursed from the zoological garden building account, primarily for architectural and engineering services.

Bonds Authorized and Issued

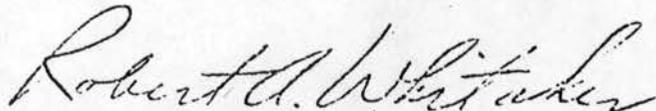
The issuance of bonds to provide money for the acquisition and betterment of public land, buildings, and improvements of a capital nature needed for the Minnesota Zoological Garden was authorized in Laws 1973, Chapter 207. Bonds in the amount of \$23,025,000 were authorized to be sold at the request of the board. An additional \$2,350,000 of bonds were authorized with the provision that no part thereof be expended unless equally matched by other than state appropriations.

Bonds Authorized and Issued (Continued)

Bonds in the amount of \$10,000,000 were issued in the year ended June 30, 1974. In that year, \$655,500 was transferred to the zoological garden building account. The balance of \$9,344,500 remained in the bond proceeds account for investment by the state board of investment. At June 30, 1974, the bond proceeds account had cash and investments, including reinvested earnings, of \$9,777,014 at cost, or \$10,011,284 at market value including accrued interest.

Zoological Garden Site

Land located in Dakota County has been conveyed by that county to the state for use as the site for the Minnesota Zoological Garden.


Legislative Auditor

Date field work completed: March 28, 1975

Date audit report signed: December 30, 1975

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III. APPENDICES

- Appendix A Minnesota Statutes, Chapter 85A
- Appendix B Minnesota Zoological Garden:
Objectives and Guidelines
- Appendix C Minnesota Zoological Garden:
Attendance Comparisons of Major Metropolitan
Area Attractions
- Appendix D Minnesota Zoological Garden:
Projected Attendance for the Days of the Year
for the Minnesota Zoological Garden's
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- APPENDIX E Minnesota Zoological Garden:
Minnesota Zoological Board
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Internal Revenue Tax-Exempt Status Letter

85A.01 MINNESOTA ZOOLOGICAL GARDEN

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CHAPTER 85A

MINNESOTA ZOOLOGICAL GARDEN

Sec.
85A.01 Creation; organization.
85A.02 Powers and duties.
85A.03 Director.

Sec.
85A.04 Zoological garden accounts in the general fund.
85A.05 Minnesota state zoological garden bonds.

85A.01 CREATION; ORGANIZATION. Subdivision 1. The Minnesota zoological garden is hereby established under the supervision and control of the state zoological board which is hereby created. The board shall consist of 11 members appointed by the governor with the advice and consent of the senate. The commissioner of economic development or his designee shall be an ex officio member of the board but shall not have a vote.

Subd. 1a. The membership terms, compensation, removal of members, and filling of vacancies on the board for all voting members shall be as provided in section 15.0575.

Subd. 2. The board shall annually elect a chairman from among its members and such other officers as it may deem necessary for the performance of its duties. It shall appoint a director to serve at its pleasure who is in the unclassified service of the state and who shall be chosen solely on the basis of his training, experience and other qualifications in the field of zoo management. The director shall act as executive secretary and appoint administrative officers and employees of the board with the approval of the board. With the approval of the board, he shall exercise the powers and duties set forth in section 85A.03.

Subd. 3. The director, officers and employees are included in the meaning of state employee under the provisions of section 352.01, subdivision 2A.

Subd. 4. The board shall meet at such times and places as it may determine.
[1969 c 868 s 1; 1976 c 134 s 19-21]

85A.02 POWERS AND DUTIES. Subdivision 1. The board shall possess the powers and shall be charged with the duties and responsibilities prescribed in this section.

Subd. 2. The board shall acquire, construct, equip, operate and maintain the Minnesota zoological garden at a site in Dakota county legally described in Laws 1975, Chapter 382, Section 12. The zoological garden shall consist of adequate facilities and structures for the collection, habitation, preservation, care, exhibition, examination or study of wild and domestic animals, including, but not limited to mammals, birds, fish, amphibians, reptiles, crustaceans and mollusks. The board may provide such lands, buildings and equipment as it deems necessary for parking, transportation, entertainment, education or instruction of the public in connection with such zoological garden.

Subd. 3. The board may conduct research studies and programs, collect and analyze data and prepare reports, maps, charts and other information relating to the zoological garden or any wild or domestic animals or may contract for any of such services without complying with the requirements of chapter 16.

Subd. 4. The board may appoint an advisory committee consisting of persons who are members of zoological societies or who have shown a background or interest in such societies or zoo management.

Subd. 5. The board may accept and use gifts, grants or contributions from any source or appropriations made by the legislature for the purpose of the establishment and operation of the zoological garden or for the establishment, improvement or operation of facilities related thereto and necessary therefor at the sites of other zoological gardens owned by governmental subdivisions of the state of Minnesota.

Subd. 6. Lands necessary for any of the purposes enumerated in this section may be acquired by eminent domain proceedings under the authority of chapter 117.

Subd. 7. The board may enact regulations governing the efficient protection of the Minnesota zoological garden and the related facilities and the conduct of persons entering therein. Regulations shall become effective in the manner provided by law for the promulgation of rules and regulations by state departments and agencies. A viola-

tion of any regulation promulgated by the board under this section is a misdemeanor.

Subd. 8. [Repealed, 1973 c 207 s 6]

Subd. 9. The board shall comply with all federal laws and any rules or regulations prescribed by any agency of the federal government, relating to the quarantine, transportation, examination, habitation, care, and treatment of wild animals. The department of natural resources may prescribe rules and regulations supplemental to such federal regulations, relating to the transportation, examination, care, and treatment of wild animals native to this state held or proposed to be acquired by the board and may inspect all such wild animals as often and at such times as it shall deem necessary.

Subd. 10. The board shall not be subject to the provisions of chapters 17, 19, 97, 98, 99, 100, and 101, and section 346.21, subdivision 8, relating to purchase, barter, sale, possession, breeding, or transporting wild animals.

Subd. 11. The board shall have all powers necessary or convenient to discharge the duties imposed upon it by law, and to operate the zoological garden in the manner which will best serve the public.

Subd. 12. The board shall report to the department of economic development on or before December 1 of each year on the activities of the board and the operation of the zoological garden. The commissioner of economic development shall evaluate the activities of the board and the operation of the zoological garden and report thereon to the legislature on or before November 15 of each even numbered year.

Subd. 13. The board may acquire by gift, purchase, or condemnation any real estate, not previously acquired and conveyed to the state by the county of Dakota, necessary to complete the zoo site as described in Laws 1975, Chapter 382, Section 12 or to meet United States department of agriculture certification requirements. Funds from the Minnesota zoological garden building account may be expended for the acquisitions.

Subd. 14. The board may sell or exchange animals determined by it to be superfluous to zoo operations, subject to all state and federal regulations.

Subd. 15. The board may provide for promotional and advertising programs which may be developed and implemented either by zoological garden personnel or by contract with outside personnel and which shall be paid for out of funds other than bond revenues.

[1969 c 868 s 2; 1969 c 1129 art 10 s 2; 1973 c 207 s 1,4; 1974 c 406 s 60; 1975 c 382 s 2,3]

85A.03 DIRECTOR. Subdivision 1. Subject to the other provisions of sections 85A.01 to 85A.04 the director shall have the powers and duties prescribed in this section.

Subd. 2. Subject to the approval of the board the director shall organize the Minnesota zoological garden and provide for such officers, agents and employees necessary for the operation thereof. Four such positions may be provided in the unclassified service of the state and be chosen solely on the basis of training, experience and other qualifications in the field of zoo management. All other such persons employed shall be in the classified service of the state civil service with the same rights and privileges as other state officers and employees.

Subd. 3. As the executive secretary and principal administrative officer of the board and subject to its approval, the director shall operate the Minnesota zoological garden and enforce all regulations and policy decisions of the board in regard thereto. He shall perform such other duties as may be directed by the board.

Subd. 4. As directed by the board, the director may:

(a) Establish a schedule of charges for admission to or the use of the Minnesota zoological garden or any related facility.

(b) Provide for the purchase, reproduction, and sale of gifts, souvenirs, publications, informational materials, food and beverages, and grant concessions for the sale of such items. Revenues received from the sale of gifts, souvenirs, publications, informational materials, food and beverages shall be deposited to the credit of the Minnesota zoological garden general account. The purchase of materials and commodities for resale and the granting of any concessions relative to food, beverages, and transit shall not be subject to the competitive bidding procedures of sections 16.06, 16.07, and

16.28 but shall remain subject to all other provisions of chapter 16. In other areas of concessions the commissioner of administration may determine that it is not feasible and not in the public interest to award a contract for the operation of such concession to the highest responsible bidder.

Subd. 4a. In the purchasing of such materials and commodities and the granting of such concessions, a contract for such purchases or concessions shall be made either upon sealed bids or by direct negotiation, by obtaining two or more quotations for the service when possible. At least 30 days before awarding a directly negotiated contract, the zoological board shall, by written published notice, request quotations for the service or materials for resale to be provided. All quotations obtained shall be kept on file for a period of at least one year after receipt thereof. If a contract is made upon sealed bids, the procedure for advertising and awarding bids shall conform to the provisions of chapter 16.

Subd. 5. In order to encourage and permit the use of and access to the Minnesota zoological garden, the board shall establish an admissions policy providing for free admission to the Minnesota zoological garden for all visitors on certain days distributed throughout each year.

[1969 c 868 s 3; 1973 c 207 s 5; 1974 c 348 s 1; 1974 c 543 s 1,2; 1975 c 382 s 4,5]

85A.04 ZOOLOGICAL GARDEN ACCOUNTS IN THE GENERAL FUND. Subdivision 1. Minnesota zoological garden general account. A Minnesota zoological garden general account is created in the general fund. All receipts from the operation of the Minnesota zoological garden shall be deposited to the credit of such account and are hereby appropriated annually to the state zoological board to carry out the terms and provisions of this chapter. Money in this account may be expended for operation, capital improvements, and equipment of the Minnesota zoological garden, including lease rentals and for acquisition of wild and domestic animals therefor and for payment of the principal of and interest on Minnesota state zoological garden bonds.

Subd. 1a. Minnesota zoological garden operating receipts investment account. A Minnesota zoological garden operating receipts investment account is created. As determined by the board, funds credited to the Minnesota zoological garden general account over and above those currently needed may be transferred to the operating receipts investment account to be invested by the state board of investment, pursuant to section 11.28, and are appropriated annually for the investment. When it appears to the board that funds so transferred are needed for current purposes, the board shall so certify to the state board of investment, and the funds will be transferred back into the zoological garden general account.

Subd. 1b. Transfer of excess funds to Minnesota zoological garden bond account. After the completion of the Minnesota zoological garden and related facilities, the balance, if any, on hand on November 1 in each year, in both the Minnesota zoological garden general account and operating receipts investment account in excess of the amount determined by the board to be needed for the maintenance of adequate working capital and for compliance with the terms of any gifts of money then in the account, shall be transferred to the state zoological garden bond account in the state bond fund, to the extent that the transfer is necessary to meet the requirements of section 85A.05, subdivision 4. The portion of the funds to be retained in the zoological garden accounts in the general fund and determined by the board not to be needed for current purposes may remain invested in the operating receipts investment account.

Subd. 2. Minnesota zoological garden building account. A Minnesota zoological garden building account is also created in the general fund, for the purpose of providing money to the state zoological board for the acquisition and betterment of public land, buildings, and improvements of a capital nature needed for the Minnesota zoological garden; including but not limited to interest to accrue during the period of the construction thereof on money borrowed by the state for such construction. On November 1 in each year prior to the completion of the Minnesota zoological garden and related facilities the balance, if any, on hand in this account in excess of the amount determined by the board to be needed for the payment of claims then due and payable, encumbrances, and projected expenditures for necessary expenses of such completion shall be transferred to the state zoological garden bond account in the state bond fund, to the amount required for compliance with section 85A.05, subdivision 4. Proceeds of state bonds and income from investment of that money credited to this fund are appropriated for land acquisition, animal acquisition, construction, and other

permanent improvement and shall be available until the purposes for which the appropriation was made have been accomplished or abandoned, and none of such money shall be canceled. Income from investment of such money shall be credited to this account in each fiscal year. When the purpose of any such appropriation has been accomplished or abandoned, the state zoological board shall so certify to the commissioner of finance. Thereupon the unexpended balance of such appropriation, unless transferred under authority of the appropriation act to another purpose therein designated, shall be transferred and credited to the state bond fund. Amounts so transferred and credited are appropriated for the purpose of reducing the amount of tax otherwise required to be levied for the state bond fund by Article 11, Section 7, of the Constitution, or for reimbursing the bond fund for amounts previously transferred to the state zoological garden bond account so as to eliminate any prior deficiency covered by the state bond fund, the general fund in the state treasury, or through a tax levy.

[1969 c 868 s 4; 1973 c 207 s 2, 1973 c 492 s 14; 1975 c 382 s 6-9; 1976 c 2 s 172]

85A.05 MINNESOTA STATE ZOOLOGICAL GARDEN BONDS. Subdivision 1. Purpose and appropriation. For the purpose of providing money appropriated to the state zoological board from the Minnesota zoological garden building account for the acquisition and betterment of public land, buildings, and improvements of a capital nature, when authorized by law and requested by the board, the commissioner of finance shall sell and issue bonds of the state of Minnesota for the prompt and full payment of which, with interest thereon, the full faith, credit, and taxing powers of the state are irrevocably pledged. The proceeds of such bonds shall be credited to the building account, except that accrued interest and any premium received on sale of the bonds shall be credited to the state bond fund account referred to in subdivision 4, together with any additional sum directed to be so credited by any law authorizing an issue of such bonds. Bonds shall be issued pursuant to this section only as authorized by subdivision 6 or by another law in accordance with the provisions of the Constitution, Article 11, Section 7. Any law authorizing the issuance of bonds in the manner provided in this section shall, together with this section, constitute complete authority for such issue, and such bonds shall not be subject to restrictions or limitations contained in any other law.

Subd. 2. Issuance of bonds. Upon request by resolution of the state zoological board and upon authorization as provided in subdivision 1 the commissioner of finance shall sell and issue Minnesota zoological garden bonds in the aggregate amount requested, upon sealed bids and upon such notice, at such price, in such form and denominations, bearing interest at such rate or rates, maturing in such amounts and on such dates, without option of prepayment or subject to prepayment upon such notice and at such times and prices, payable at such bank or banks within or outside the state, with such provisions for registration, conversion, and exchange and for the issuance of notes in anticipation of the sale or delivery of definitive bonds, and in accordance with such further regulations, as the commissioner of finance shall determine, subject to the approval of the attorney general, but not subject to the provisions of sections 15.0411 to 15.0422. The bonds shall be executed by the commissioner of finance and attested by the state treasurer under their official seals. The signatures of the officers on the bonds and any appurtenant interest coupons and their seals may be printed, lithographed, engraved, or stamped thereon, except that each bond shall be authenticated by the manual signature on its face of one of the officers or of an officer of a bank designated by them as authenticating agent. The commissioner of finance shall ascertain and certify to the purchasers of the bonds the performance and existence of all acts, conditions, and things necessary to make them valid and binding general obligations of the state of Minnesota, subject to the approval of the attorney general.

Subd. 3. Expenses. All expenses incidental to the sale, execution, delivery and other expenses of bonds pursuant to this section, including but not limited to actual and necessary travel and subsistence expenses of state officers and employees for such purposes, shall be paid from the Minnesota zoological garden building account in the general fund, and the amounts necessary therefor are appropriated from that account; provided that if any amount is specifically appropriated for this purpose in an act authorizing the issuance of bonds pursuant to this section, such expenses shall be limited to the amount so appropriated.

Subd. 4. Minnesota state zoological garden bond account in the state bond fund. The commissioner of finance shall maintain in the state bond fund a separate book-keeping account which shall be designated as the state zoological garden bond account, to record receipts and disbursements of money transferred to the fund to pay Minnesota zoological garden bonds and income from the investment of such money, which income shall be credited to the account in each fiscal year. The amounts directed by section 85A.04, subdivisions 1b and 2 to be transferred annually to this bond account are appropriated thereto, and the legislature may also appropriate to the bond account any other money in the state treasury not otherwise appropriated. On November 1 of each year there shall be transferred to the bond account all of the money then available under any such appropriation or such lesser sum as will be sufficient, with all money previously transferred to the account and all income from the investment of such money, to pay all principal and interest then and theretofore due and all principal and interest to become due to and including July 1 in the second ensuing year on Minnesota zoological garden bonds. All money so transferred and all income from the investment thereof shall be available for the payment of such bonds and interest thereon, and so much thereof as may be necessary is appropriated for such payments. The state auditor and treasurer are directed to make the appropriate entries in the accounts of the respective funds.

Subd. 5. Tax levy. On or before December 1 in each year the state auditor shall levy on all taxable property within the state whatever tax may be necessary to produce an amount sufficient, with all money then and theretofore credited to the Minnesota zoological garden bond account, to pay the entire amount of principal and interest then and theretofore due and principal and interest to become due on or before July 1 in the second year thereafter on Minnesota zoological garden bonds. This tax shall be levied upon all real property used for the purposes of a homestead, as well as other taxable property, notwithstanding the provisions of section 273.13, subdivisions 6 and 7, and shall be subject to no limitation of rate or amount until all such bonds and interest thereon are fully paid. The proceeds of this tax are appropriated and shall be credited to the state bond fund, and the principal of and interest on the bonds are payable from such proceeds, and the whole thereof, or so much as may be necessary, is appropriated for such payments. If at any time there is insufficient money from the proceeds of such taxes to pay the principal and interest when due on Minnesota zoological garden bonds, such principal and interest shall be paid out of the general fund in the state treasury, and the amount necessary therefor is hereby appropriated, with such sums from tax levies and the general fund subject to future reimbursement to the bond fund by the Minnesota zoological garden bond account as indicated in section 85A.04, subdivision 2.

Subd. 6. Bond authorization and appropriations. For the purpose of providing money for the acquisition and betterment of public land, buildings, and improvements of a capital nature needed for the Minnesota zoological garden in accordance with the comprehensive plan of the state zoological board adopted in accordance with section 85A.02, subdivision 2, the commissioner of finance is directed to sell and issue Minnesota zoological garden bonds in the amount of \$23,025,000 in the manner and upon the conditions provided in subdivisions 1 to 5. The commissioner of finance may sell or issue an additional \$2,350,000 of bonds, but no part thereof shall be expended unless equally matched by other than state appropriations. Any gifts, grants, or contributions accepted pursuant to section 85A.02, subdivision 5, other than contribution of lands by governmental entities, for the establishment or operation of the Minnesota zoological garden, whether in cash or in kind, shall be considered as matching funds. Non-cash items shall be tangible real or personal property and shall be attributed as matching funds according to their fair market value at the time of receipt. The bonds may include a sum representing interest to accrue on the bonds from and after its date of issue through the anticipated period of construction and development of the zoological garden, which sum is needed for the payment and security of the interest payments during that period, but in no event shall the bonds exceed the maximum amount stated above. The bonds shall be sold, issued, and secured as provided in subdivisions 1 to 5 and in Article 11, Section 7, of the Constitution, except that none of the bonds of any series issued pursuant to this authorization shall mature earlier than one year after the date of completion of the Minnesota zoological garden and related facilities as estimated by the state zoological board at the time of the issuance of such series. The proceeds of the bonds, except premium and accrued interest, are appropriated to the Minnesota zoological garden building account in the general fund, for expenditure by the state zoological board for the purpose for which the bonds are autho-

rized in accordance with the provisions of section 85A.04, subdivision 2. In order to reduce the amount of taxes otherwise required by the Constitution to be levied for the payment of interest and principal on the bonds, there is also appropriated annually to the Minnesota state zoological bond account in the state bond fund from the general fund a sum of money sufficient in amount, when added to the balance on hand on November 1 in each year in the bond account, to pay all principal and interest due and to become due on the bonds to and including July 1 in the second ensuing year. The money received and on hand pursuant to this annual appropriation is available in the state bond fund prior to the levy of the tax in any year required by the Constitution and by subdivision 5 and shall be used to reduce the amount of the tax otherwise required to be levied.

[1973 c 207 s 3; 1973 c 492 s 14; 1975 c 382 s 10,11; 1976 c 2 s 172]

MINNESOTA ZOOLOGICAL GARDEN
OBJECTIVES AND GUIDELINES

OBJECTIVE A: Animals will be presented in ecological perspective.

Guidelines:

1. The overall zoo organization shall be zoogeographic in nature and shall be implemented in ecological units.
2. The planting in any specific area shall be ecologically appropriate.
3. Where possible, visitors will seem to move through the animal's environment rather than the animal displayed in the human environment.
4. Exhibits will be designed to illustrate specific biological characteristics and principles.
5. Exhibits will demonstrate man's relationship to his world by showing the universality of interdependence in nature.
6. Where possible, animals will be presented in mixed exhibits.

OBJECTIVE B: The zoo shall be a year-round facility designed to take advantage of the Minnesota climate.

Guidelines:

1. The animal collection shall emphasize northern climate and Minnesota species wherever practical.

OBJECTIVE C: The educational program shall have a statewide outreach and appeal to all ages and groups.

Guidelines:

1. There shall be a children's zoo in the interpretive center.
2. All presentations shall have a multi-level appeal.
3. A zoomobile operation shall be included in the zoo.
4. So far as possible, exhibits shall be tailored to support the biology curricula of Minnesota schools, including accomodation of students.

OBJECTIVE D: Major zoo programs of education, conservation, and research shall be designed to enrich the recreational function of the zoo.

Guidelines:

1. Research activities and facilities shall be incorporated into the entire zoo.
2. Animal-visitor interaction shall be encouraged by exhibit design.
3. Exhibit design and presentation shall utilize the most advanced display techniques available.
4. There will be no rides of the carnival type on the zoo site.

OBJECTIVE E: The zoo shall emphasize the propagation of exhibited species.

Guidelines:

1. The zoo shall specialize in breeding of one or more endangered species appropriate to the Minnesota climate.
2. The zoo shall display appropriate numbers of specimens representing relatively few species.

OBJECTIVE F: The zoo design shall preserve to the maximum degree possible the natural attributes of the site including land forms, desirable vegetation, ponds and existing wildlife habitat.

OBJECTIVE G: The design of zoo facilities and exhibits shall incorporate the special requirements of the elderly and handicapped.

OBJECTIVE H: Wherever possible, facilities shall be designed with flexibility sufficient to allow for future expansion and response to future development of transportation, exhibit, research, and educational techniques and technology.

Guidelines:

1. During design the Board shall be notified of instances where this objective is not possible or practical.

OBJECTIVE I: Visitor traffic and service traffic shall be separated to the maximum degree possible.

OBJECTIVE J: Design and construction of support facilities shall receive first priority.

Guidelines:

1. Facilities must allow acquisition and holding of zoo animals before zoo opening.
2. There must be facilities to establish and maintain plantings before zoo opening.
3. There must be on-site facilities to house zoological garden basic offices and staff concurrent with support facilities.

OBJECTIVE K: There shall be sufficient facilities and personnel for the normal maintenance, security, and operations of the zoo.

OBJECTIVE L: Cooperation with major public agencies shall be encouraged in the development of zoo facilities and programs and development of land adjacent to the site.

OBJECTIVE M: The zoo shall be designed as a USDA approved zoo.

OBJECTIVE N: The State Zoological Board will assist the activities and development of qualified zoos throughout the State.

OBJECTIVE O: The zoo shall be planned and programmed so that zoo operations will be self-financed and future critical zoo expansion may also be substantially financed.

OBJECTIVE P: All zoo facilities shall be designed to protect the health of visitors, employees, and animals.

Guidelines:

1. Facilities shall conform to all Federal, State and local codes and regulations in regard to safety.
2. Barriers and exhibit access shall be designed for maximum protection of visitors and animals.
3. All work areas shall be designed to maximize safety of employees.
4. There shall be a 24 hour a day internal security force.

5. The zoo will be enclosed with a continuous perimeter fence.
6. There shall be a first aid station.
7. There will be a system of direct communication with local fire, police and medical services.

OBJECTIVE Q: Adequate facilities for the on-going animal care and health programs shall be provided.

OBJECTIVE R: Best available technology and methods in management of large numbers of visitors shall be incorporated into the zoo design.

OBJECTIVE S: There shall be at least one exterior exhibit sequence featuring northern climate animals, providing both a vehicular and pedestrian viewing experience.

OBJECTIVE T: Zoo design and energy use shall emphasize energy conservation.

Guidelines:

1. Design of structures shall provide for efficient use of energy. In so doing, consideration shall be given to building locations, insulation techniques, and mechanical and electrical conservation techniques and devices.
2. Commercially available sources of energy shall be evaluated for environmental impact, efficiency, cost and predictions regarding long-term availability.
3. To the extent feasible, heating systems shall be designed to permit use of a variety of energy vehicles.
4. In the location and design of facilities, consideration shall be given to future on-site energy production.

OBJECTIVE U: When capital additions, improvements, or new programs are implemented, there should be reasonable evidence that the new project can be adequately supported upon completion by operational budgets, endowment programs or increased revenue resulting from the addition.

OBJECTIVE V: A Capital Improvements Plan shall be created and regularly reviewed to ensure that existing facilities are constantly maintained and improved and that new additions are planned and built in a timely manner to insure attractiveness and economic viability.

Guidelines:

1. The quality of the visitor experience shall be maintained by regular improvements of existing facilities.
2. The variety of zoo experience shall be increased through timely additions of new attractions, programs and concepts.
3. Facilities for visitor comfort, safety and access should be regularly reviewed and changes made where necessary.
4. Timely reviews of operations and service facilities shall be done and improvements made to insure an energy efficient, economic and quality operation.
5. Gifts and grants shall be sought to fulfill the needs of a Capital Improvements Plan.
6. All fund-raising activities shall consider the Board's Capital Improvements Plan as a guide for solicitation.

OBJECTIVE W:

Zoo stores and rental services shall be designed and operated as a part of the recreational and educational experiences, zoo services to the visitor, and as a significant source of operating income.

Guidelines:

1. There shall be multiple sales outlets located in high traffic areas accessible to visitors leaving the zoo or leaving popular exhibits.
2. Sales outlets shall be highly visible but must not interrupt essential circulation patterns, or visually detract from the exhibits.
3. Stores shall be designed for flexibility of layout and for mass merchandising, both self-service and over the counter, capable of servicing peak day attendance.
4. There should be sufficient indoor sales outlets to adequately service winter visitors.
5. The zoo stores shall offer a wide variety of merchandise. That variety shall include a full range of merchandise price levels and popular high turnover categories, with selection of items based upon comparative high quality in both design and workmanship within those price levels and categories.
6. Total storage capacity for the zoo stores should be on a 1.1 square foot ratio with the sales area and the storage space provided at or near each sales facility, as well as warehouse space in a functional location.

7. A) Storage design should be compatible with Zoo design.
B) Promotional signs and visual information dealing with merchandising should be compatible to the overall graphics system.
8. Enough zoo store facilities should be available by zoo opening to meet a ten percent of zoo gross income objective for the first year.
9. Rental units (strollers, wheelchairs, cameras, audio tape units, and such) shall be accessible to visitors entering and leaving the zoo and major outdoor exhibit areas, and part of or closely related to functional zoo stores.

MINNESOTA ZOOLOGICAL GARDEN
ATTENDANCE COMPARISON OF MAJOR
METROPOLITAN AREA ATTRACTIONS

These annual attendance figures have been obtained from each of the organizations listed for their most recently completed year of operations. The intent is to show a comparison of relative drawing power of major programs in the Minneapolis/St. Paul region.

I.	MINNESOTA ZOOLOGICAL GARDEN - Open May, 1978	
	Estimated First Year Attendance:	<u>1,832,000</u>
II.	VALLEY FAIR	
	First Year Attendance: May 17 - October 10, 1976	<u>500,000</u>
III.	SPORTS EVENTS	
	A. Professional Sports	
	Twins Baseball	737,156
	Vikings Football	339,089
	North Stars Hockey	543,460
	Saints Hockey	<u>327,978</u>
	Actual Annual Attendance:	<u>1,947,683</u>
	B. University of Minnesota Sports	
	University Football	220,081
	University Basketball	220,917
	University Hockey	<u>142,456</u>
	Actual Annual Attendance:	<u>583,454</u>
IV.	MINNEAPOLIS YMCA	
	Estimated Memberships	128,000
	Estimated Program Attendance	<u>1,200,000</u>
	Estimated Annual Attendance:	<u>1,328,000</u>

V. ART, DRAMA, MUSIC AND SCIENCE ATTRACTIONS

A. The Minneapolis Institute of Arts	
General Museum Attendance	217,623
Tours	47,904
Lectures, Films, Special Events	28,786
Young People's Program	3,335
Education Programs	36,572
Mobile Exhibitions	12,840
Public Usage of Facility	<u>25,655</u>
Actual Annual Attendance:	<u>372,715</u>
B. St. Paul/Ramsey Council of Arts & Sciences	
Chimera Theater	147,070
Community Programs in the Arts and Sciences (COMPAS)	66,210
Schubert Club	22,750
Science Museum (including Planetarium in Minneapolis)	558,986
Minnesota Museum of Art	170,091
St. Paul Chamber Orchestra	<u>100,587</u>
Actual Annual Attendance:	<u>1,065,694</u>
C. Walker Art Center (Exhibits, Films, Performing Arts)	
Actual Annual Attendance:	<u>421,834</u>
D. Minnesota Orchestra (204 Concerts)	
Actual Annual Attendance:	<u>447,009</u>
E. Tyrone Guthrie Theater (328 Performances)	
Actual Annual Attendance:	<u>361,378</u>

MINNESOTA ZOOLOGICAL GARDEN
PROJECTED ATTENDANCE FOR THE DAYS OF THE YEAR
FOR THE MINNESOTA ZOOLOGICAL GARDEN'S
FIRST YEAR OF OPERATION

Month	Day	Daily Attendance	Monthly Attendance
January	Weekday	400	18,200
	Weekend	1,000	
February	Weekday	400	25,700
	Weekend	1,100	
	President's Day	8,000	
March	Weekday	1,300	88,400
	Weekend	3,200	
	Week of School Vacation	8,000	
April	Weekday	2,400	109,100
	Weekend	6,000	
May	Weekday	5,600	247,000
	Weekend	13,000	
	Memorial Day	20,000	
June	Weekday	6,300	261,400
	Weekend	14,700	
	June Peak Day	20,000	
July	Weekday	7,500	347,200
	Weekend	17,500	
	July Peak Day & July 4	20,000	
August	Weekday	8,500	355,000
	Weekend	19,900	
	August Peak Days (2)	20,000	
September	Weekday	3,600	165,900
	Weekend	8,300	
	Labor Day	20,000	
October	Weekday	2,000	102,900
	Weekend	5,100	
	Teachers Convention	8,000	
November	Weekday	900	43,600
	Weekend	2,200	
	Friday after Thanksgiving	8,000	
December	Weekday	400	67,600
	Weekend	1,000	
	Week after Christmas	8,000	

TOTAL: 1,832,000

MINNESOTA ZOOLOGICAL GARDEN

MINNESOTA ZOOLOGICAL BOARD

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MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

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Office Telephone: 338-6727; Home Telephone: 448-3222.

Department of the Treasury

District Director

Internal Revenue Service

Date: October 15, 1975 | In reply refer to: Miss McMahon
612-725-7344
StP:EO:75-1365 LMM:ag



▷ Minnesota Zoological Garden Foundation
Wentworth Office Center
33 East Wentworth Avenue
West St. Paul, Minnesota 55118

Purpose: Educational, Charitable
Accounting Period Ending: June 30

Gentlemen:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

We have further determined you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in section 509(a)(3).

You are not liable for social security (FICA) taxes unless you file a waiver of exemption certificate as provided in the Federal Insurance Contributions Act. You are not liable for the taxes imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes under sections 2055, 2106, and 2522 of the Code.

If your purposes, character, or method of operation is changed, you must let us know so we can consider the effect of the change on your exempt status. Also, you must inform us of all changes in your name or address.

If your gross receipts each year are normally more than \$5,000, you are required to file Form 990, Return of Organization Exempt From Income Tax, by the 15th day of the fifth month after the end of your annual accounting period. The law imposes a penalty of \$10 a day, up to a maximum of \$5,000, for failure to file a return on time.

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T. In this letter we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

Please keep this determination letter in your permanent records.

Sincerely yours,

C. D. Switzer
District Director

cc: Mr. William R. Hibbs
Power of Attorney

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

PROPOSED

LONG-RANGE DEVELOPMENT PROGRAM

September 1, 1977

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*Charts and timetables are not completed and will be forwarded shortly...

I. Introduction

This document proposes a long-term development program outline for implementation by the Minnesota Zoological Garden Foundation. It includes an analysis of current and future prospects, a suggested approach to fund-raising, and program concepts and timelines for program implementation.

As stated in Article II of its Articles of Incorporation, the Minnesota Zoological Garden Foundation "is organized and shall be operated exclusively for the benefit of the Minnesota Zoological Garden in the accomplishment of its purpose through the rendering of financial assistance, performing of services, and such other acts and benefits as are appropriate and helpful to further the authorized objectives of the Minnesota Zoological Garden and to assist the Minnesota Zoological Board which has been created to supervise and control the Minnesota Zoological Garden."

This document outlines a development program which is designed to meet the financial objectives stated in the Minnesota Zoological Garden's Capital Improvement Plan Study (currently under revision by MZG staff).

This document takes into consideration the need to finalize Phase I funding and the completion of the Northern Trek capital drive and to plan and implement simultaneously development programs which will provide on-going financial assistance to the Minnesota Zoological Garden.

Specific programs, i.e., a strengthening of the current capital campaign and the implementation of an annual appeal have been proposed to develop the approximately \$1 million needed annually between now and 1981 to complete Northern Trek construction.

The annual appeal is also proposed as an important step in developing on-going financial support.

Deferred giving programs have been proposed to develop substantial unrestricted monies which may be applied to future needs.

Special appeals and events are proposed to increase donor cultivation.

All program formats are flexible and adaptable to financial needs determined in the development of the Long-Range Masterplan (to be completed in October, 1980).

II. Prospect Analysis

The process of fund-raising can be divided into four steps: (1) the identification of new prospects and the addition of information on current prospects, (2) an evaluation of prospect potential, (3) the development of strategies for cultivating prospects and gaining support, and (4) the identification of the best people or processes to use in making prospect contacts.

In order to design development programs which meet the financial requirements of the Minnesota Zoological Garden, the Minnesota Zoological Garden Foundation must first identify and analyze all potential donors and donor groups. Although measurement of giving is still based more on assumption than fact, trends in giving nationally can provide a means for the identification of likely prospects and effective program design for the Minnesota Zoological Garden Foundation.

Recent reports on philanthropy¹ and research by professional fund-raising organizations indicate that, as recently as 1974, philanthropic giving totalled more than \$31 billion annually. In 1974, contributions fell into the following categories:

Individuals	\$26.00 billion
Bequests	\$2.07 billion
Foundations	\$2.11 billion
Corporations	\$1.25 billion

(These figures are based purely on direct dollar contributions and do not include the provision of discounted products or services, volunteer hours, or other frequently contributed non-cash benefits.)

A. Individuals as Prospects

It is immediately obvious that the major contributors of dollars are not corporations or foundations, but individuals. While most individual dollars (\$12.49 billion) go to religious causes, individual contributions (\$13.09 billion) to education, social welfare, the arts and humanities, and civic and public causes total more than four times the amount contributed by foundations and corporations. With deferred gifts added to the gifts of living individuals, the national ratio of individual dollars contributed (other than to religion) to foundation and corporation dollars contributed is nearly five to one.

If these statistics are to serve as program development guidelines, individuals should constitute a major prospect group for solicitation by the Minnesota Zoological Garden Foundation. Because the contributions of a single individual do not often equal the contributions of a foundation or corporation, any individual solicitation program should be designed to reach large segments of the population; success can be achieved if the cumulative small gifts of many individuals equal the large gifts of foundations and corporations.

Individual solicitation programs require a period of years to build a committed constituency and become profitable. Individual solicitation programs can thus be viewed as long-term sources of funds.

Deferred giving has become increasingly important in individual solicitation. Within a ten-year period (1964-1974),² contributions by bequest nearly doubled. With changes in investment approaches and new tax laws, deferred giving has gained appeal to many individuals. Again, as with any individual solicitation program, the solicitation of deferred gifts can be viewed as a long-term source of funds for future development.

Individuals do tend to be consistent in their giving once excited by and committed to a particular cause. On a long-term basis, the solicitation of individuals can provide an important measure of stability to help offset shifting objectives and interests in the professional philanthropic community.

B. Foundation/Corporate Prospects

Recent research studies also indicate that, although individuals contribute substantially more dollars, foundations and corporations recently have tended to concentrate their grantmaking in those areas which are represented in the goals and objectives of the Minnesota Zoological Garden -- science and education. Although gifts for operating purposes greatly exceed capital gifts, a substantial percentage, perhaps as much as 33 percent, has been donated to brick and mortar projects. These factors combine to make foundations and corporations a major prospect group for the Minnesota Zoological Garden Foundation, particularly in the solicitation of capital funds.

In a capital campaign, the solicitation of large gifts from a relatively small group of individuals, foundations, and corporations is the most efficient, cost-effective approach available to fund-raisers. The success of a capital campaign, however, is dependent on the fund-raiser's ability to identify and rate a group of likely prospects within a limited constituency. It seems likely that local foundations with an expressed interest in state and regional programs, and especially construction projects, will continue to support the development programs of the Foundation. Select national foundations may be considered secondary prospects.

The solicitation of corporate gifts is often dismissed nationally, due to the small overall percentage contributed by corporations and their tendency to contribute greater amounts to federated appeals. Several factors, however, make the solicitation of corporate prospects important in the Twin Cities metropolitan region.

Corporate giving has been unusually strong in this region, and is increasing at a steady rate. Following the lead set by the Dayton-Hudson Foundation, other corporate groups have begun contributing five percent of their pre-tax earnings, or at least raising the percentage of pre-tax earnings contributed. A strong commitment to the quality of life in the area exists in larger corporations headquartered in this area, and projects

emphasizing regional improvements are favored. Corporations can thus be considered a primary short-term prospect group.

Professional and corporate philanthropy, however, may vary its funding objectives according to social climate, political interest, or a variety of other factors. Trends in funding can be determined over the past several decades, i.e., science education in the fifties, minority causes in the sixties. Currently, the Minnesota Zoo may be considered as fitting the funding interests of the philanthropic community. However, a variety of unknowns, for example, any real or imagined national crisis, such as a recession, could cause disinterest towards zoo programs. At best foundations and corporations can only be safely considered short-term providers of funds. Because philanthropic motives among both foundations and corporations are changeable, a base of continued support from individuals must be secured simultaneously with short-term foundation and corporation grants.

¹ All reported statistics on giving are taken from the Commission on Private Philanthropy and Public Need's research findings, included in Giving in America, 1975.

² Kenneth L. Chesley, American Fund Raising Services, Inc., course materials on fund-raising.

III. Suggested Approach to Fund-Raising

In order to design an effective long-term fund development program, prospective fund development concepts and programs, their expense ratio, evidence of previous success, and staffing needs have been reviewed. An approach to fund-raising is proposed which will be based on the following assumptions:

1. Short-term projects will be designed to meet the Minnesota Zoological Garden's long-term financial goals.
2. Multiple appeals occurring simultaneously can be conducted to solicit the maximum number of donors with a variety of philanthropic activities.
 - a. The same donor may be solicited for more than one appeal (i.e., annual drive appeals and bequests).
 - b. Different audiences can be reached by different appeals for several "priority" projects.
 - c. Appeals must be "timed" to reach a major prospect audience without conflicting with the progress of other fund-raising appeals.
3. Individual solicitations will be broad-based projects, based on the concept that the cumulative small gifts of many can equal the large gifts of a few.
 - a. Individual solicitations will also take into account the fact that the cumulative small gifts of one individual can equal one large gift.
4. Capital fund-raising is best accomplished through the solicitation of major gifts.
 - a. Capital fund-raising is most successful where a large donor structure already exists.
 - b. A strong annual appeal can become the base of future capital campaigns.
5. Maximum public relations efforts will be made to publicize and separate each appeal.
 - a. Appropriate recognition will be given to each donor.
6. Program implementation can be accomplished only with the active support and participation of the Minnesota Zoological Garden Foundation's Board of Directors and volunteer community leaders.

It is recommended that, during the next five-year period, the Minnesota Zoological Garden Foundation develop and implement programs which

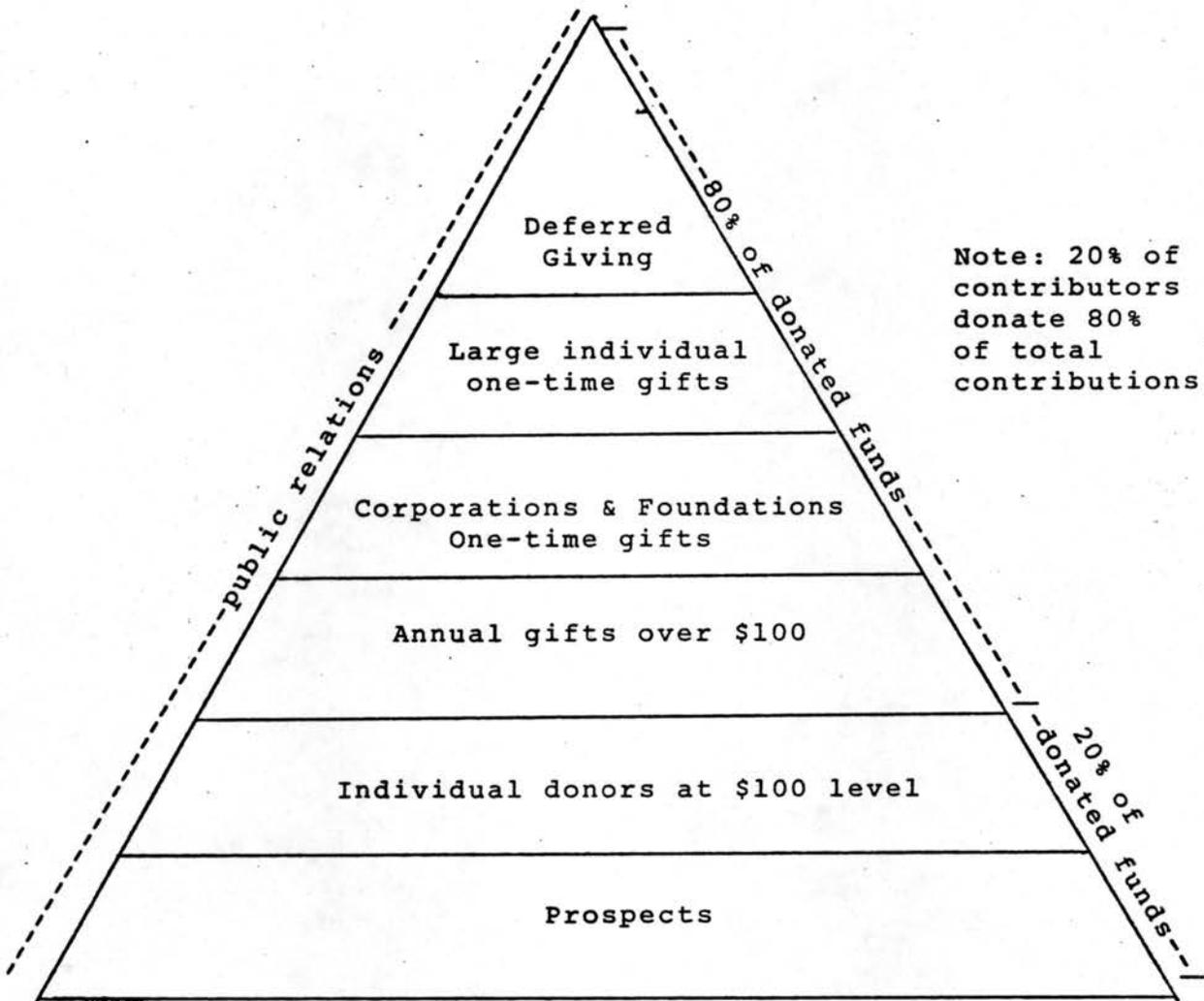
realize the potential value of each donor over a period of time and make adequate investments to acquire greater numbers of donors and larger gifts. Programs are aimed at identifying new donors while simultaneously upgrading current donors. By investing in the development of a large donor base, the Foundation may successfully provide for the financial security of the Minnesota Zoological Garden on a long-term basis.

A diagram of this approach is included on the following page.³ All prospects form the base. Broad-based solicitation programs and promotional fund-raising events will be designed to motivate prospects to become small donors. Renewed efforts will be made to retain current donors on an annual basis. Simultaneously, the large gifts of corporations, foundations, and select individuals will be solicited. Ultimately, a properly organized and executed deferred giving program will, on a long-term basis, yield a large financial return.

This approach requires a substantial investment in first-time donors, and a smaller investment in renewing and upgrading current donors. Eventually, it can be expected that approximately 20 percent of all contributors will donate 80 percent of the total contributions, although the cost of reaching first-time donors may be higher than the cost of reaching current donors. This approach, if properly implemented, can provide both adequate current income and an increasing base of future support.

It is important to note that good development programs are dependent on good quality public relations.

³ This diagram was used by Ken Baltes, a former staff member of the University of Minnesota Foundation, to explain the Foundation's "classic" approach to fund-raising to me. I believe it to be an approach to fund-raising which is transferable to any large metropolitan agency which can support a community-wide support group.



SUGGESTED FUND DEVELOPMENT APPROACH

IV. Proposed Development Program Design

Each fund-raising appeal designated by the Minnesota Zoological Garden Foundation will become an intensive, short-term project, or "campaign," with a definite goal within a definite time span. These appeals, occasionally occurring simultaneously, can support the long-range development goals of the Minnesota Zoological Garden Foundation.

Each separate appeal can be divided into five phases comprised of the following steps:

Phase I. Planning

1. Each campaign will be directed by Foundation staff and a Steering Committee comprised of Board members and volunteer community leaders. Planning for each appeal begins with the appointment of a Steering Committee Chairperson. The role of the committee will be determined by the Chairperson with the assistance of Foundation staff.
2. The chairperson recruits committee members.
3. The committee establishes monetary goals and time limits for the appeal.
4. The committee designates primary prospect groups.

Phase II. Organization

1. Foundation staff prepare appeal brochures and materials and a solicitation manual for committee members with the assistance of the chairperson.
2. Committee members establish priorities and rate prospects.
3. Pre-campaign notification of the appeal is used to condition prospects.
4. Volunteers are recruited, if needed.
5. Committee members make their own pledges to the appeal.

Phase III. Appeal Kick-Off

1. An official opening, or "kick-off," appropriate to the appeal begins each campaign.
2. Committee members receive solicitation materials and are assigned prospects.
3. Volunteers (if necessary) receive training and are assigned functions.
4. Publicity continues.
5. Appeal materials and brochures are distributed.

6. Supplemental staff may be added.
7. Solicitation of top prospects begins.

Phase IV. Solicitation

1. Solicitation of major prospects continues.
2. Solicitation of all prospects begins.
3. Chairperson continues to follow through on the progress of committee members and Foundation staff.
4. Appeal publicity continues.
5. Progress reports are made to Board.

Phase V. Conclusion

1. The remaining prospects are solicited.
2. The appeal results are organized and evaluated.
3. The participation of committee members, volunteers, etc., is acknowledged.
4. Final reports are prepared and submitted.

V. Restructuring the Capital Campaign: Growing into a Long-Term Development Program

Currently, the Minnesota Zoological Garden Foundation is involved in its first capital campaign with the initial goal of raising sufficient funds to match state-authorized matching funds. It is unusual for a fund-raising organization to begin its efforts with the implementation of a capital campaign; nevertheless, there are benefits to implementing an intensive campaign of this type. The benefits of a one-time intensive capital campaign are outlined by David Ketchum, President of the fund-raising firm Ketchum, Inc., as follows:

1. The intensive program...works.
2. The intensive program raises more money in less time than any other form of fund-raising because it provides built-in targets and deadlines to which volunteers and donors respond.
3. The intensive campaign is the least expensive form of raising money.
4. Campaigns have long demonstrated their value in developing volunteer leadership, in identifying those who should be considered for election as trustees, in broadening the base.

The overall benefits of a capital campaign are further delineated in the following list of benefits outlined by Paul Younger of the fund-raising firm of Marts and Lundy, Inc.:

1. (The capital campaign) discovers and develops leaders for your institution.
2. It focuses attention on your program and purpose.
3. It unites your constituents in a common cause by strengthening the morale of staff and volunteers.
4. It usually has a positive effect on the public image of your institution.
5. It identifies new prospects for your on-going support programs.
6. It raises the sights of donors to the point where all other succeeding fund-raising programs increase their potential for the institution.

In addition to raising substantial amounts of money for the Minnesota Zoological Garden, the Foundation's first capital campaign has obviously produced other benefits which can and will be useful in developing long-term development programs.

The Foundation, however, is currently engaged in a "limited" capital campaign, in which key prospects are isolated through careful research and major prospects are solicited for large gifts. The advantages of a capital campaign as they affect future programs may be restricted by continued reliance on this fund-raising approach. There are several risks inherent in the operation of a "quiet" limited campaign:

1. The "quiet" campaign eliminates the opportunity for public relations cultivation that will produce other support.
2. It reduces the number of people who have a giving habit.
3. It fails to challenge people to increase their normal giving.
4. It doesn't develop a steady flow of new donors who may later become major contributors.
5. It may reduce the size of potentially larger gifts.

Simply stated, the continuation of the current "limited" campaign will not prepare the Foundation for the implementation of on-going development programs. The support base and "steady flow of new donors" necessary to successfully implement these programs has not yet been created. The Board of Directors has not yet begun to function in a proven traditional role as an active solicitation team; this role must be integral to the operations of proposed long-term development programs.

Outlined throughout the remainder of this document are development program concepts which may be used to meet the long-term financial needs of the Minnesota Zoo. The fund-raising model proposed is growth-centered, comprised of a series of subtle steps designed to advance the Foundation from its limited capital campaign into a complete multi-faceted fund development program. There is nothing particularly innovative about the proposed fund-raising concepts; rather, they have been chosen because, for similar non-profit agencies, they represent the most successful, proven techniques for raising funds. The successful implementation of the concepts for the future, however, must begin with changes in the Foundation's approach to fund-raising now.

Both the expansion and increased involvement of the leadership corps are necessary to insure the required increased leadership support base proposed in all future programs. The involvement of community leaders in these programs is also instrumental. If properly organized, the current capital campaign could be used to its best advantage in identifying, motivating, and developing strong new leadership.

If the Foundation is to be an effective, long-range financial assistant to the MZG, it must also begin broadening its base of gift support now by gradually increasing the scope of gift opportunities for prospects. Ideally, capital campaigns identify new prospects; programs which reach new prospect groups and offer options for giving should be implemented. Opportunities for giving at all levels should be developed to increase donor potential in the future.

To reach larger prospect audiences, the Foundation staff will require staff training to increase competency in specific fund-raising techniques; additional staff will in all probability be required as well. Specialists in specific fund-raising areas and support staff may be added either as permanent staff members, temporary seasonal workers, or consultants on a contract basis.

Finally, the Foundation will have to become much more bold in approaching the community for financial assistance. The problem with a low-key, "quiet" campaign is that it fails to inform the general public of the zoo's needs; entire possible prospect groups will be generally unaware, uninvolved, and therefore unprepared to give when future campaigns are announced. An increased effort at public relations with specific prospect groups is recommended.

VI. A. Capital Campaign

Description: The development of major gifts necessary to match state matching funds remains the first priority of the Minnesota Zoological Garden Foundation until the completion of the campaign in December, 1978. The continued personal solicitation of prospects by Foundation staff and Board members will characterize the campaign.

To insure the successful development of needed funds and the volunteer manpower necessary to future campaigns, it is suggested that the current capital campaign be restructured to include the increased participation of Board members in prospect solicitation and the development of active support from community leaders.

Responsibility: The Board of Directors and Executive Committee will continue their responsibility for the direction of this campaign. Four committees, comprised of Board members and community leaders, will be established to assist in the identification, cultivation, and solicitation of specific major prospect groups:

1. The Foundation Gifts Committee will be established to solicit major foundation grants.
2. The Corporate Gifts Committee will be established to solicit major corporate gifts.
3. The Individuals Committee will be responsible for the solicitation of major individual prospects.
4. The Organizations Committee will be responsible for soliciting financial support from social and service clubs, trade and professional associations, special interest groups, employee clubs, and other potential organizational donors.

(These committees will continue their responsibilities with the implementation of an annual appeal.)

Foundation staff will continue their assistance in the identification of major prospects, prospect research and the maintenance of prospect records, prospect cultivation, proposal development, and prospect solicitation.

Primary Prospect Group(s): Major givers, including foundations, corporations, and select affluent individuals.

Process: An escalated capital campaign may be necessary to successfully meet campaign goals; although near the completion of the third quarter, the Foundation has not yet received commitments of more than half its annual goal. A restructured capital campaign is necessary to create the committed leadership, informed staff, and broadened support base necessary to implement future development programs for the on-going financial needs of the MZG.

The reorganization of the capital campaign is suggested to meet the following objectives:

1. to insure the successful development of funds necessary to match state matching funds.
2. to increase the participation of Board members whose support will become integral to future fund-raising programs.
3. to identify and develop new leadership.
4. to increase community awareness of the MZG's financial needs and the MZGF's fund development programs.

Through the establishment of four committees -- the Foundation Gifts, Corporate Gifts, Individuals, and Organizations Committees -- the cultivation and solicitation of major prospects will be increased. Additionally, these committees may serve as forerunners to committees integral to the operations of a future annual appeal.

It is suggested that committee chairpeople be appointed as soon as possible; the search for committee chairpersons could become the responsibility of the Nominating Committee appointed by the President to search for Foundation officers this fall. Likewise, chairpersons should begin their search for committee members from among the Board and within the community shortly thereafter.

Committee efforts will be concentrated on soliciting major gifts from major donors. Committee members will continue to depend on personal contact to inform specific, identified prospects of the zoo's financial needs and request commitments. The development of unrestricted capital grants will have first priority. Staff will assist and participate in all aspects of the solicitation.

Three committees -- the Foundation Gifts Committee, Corporate Gifts Committee, and Individuals Committee -- will be responsible for the identification, cultivation, and solicitation of one major prospect group each. Each of these three committees, with the assistance of Foundation staff, will follow the same basic process in soliciting major gifts, which is outlined as follows:

I. Planning

A. Analyzing Needs

Committee members will initially meet to familiarize themselves with the financial needs of the MZG, and to realistically assess their ability to raise funds to meet these needs. Input from the Minnesota Zoological Board and members of the zoo staff will be required.

B. Assessing Human Resources

Committee members will survey the human resources -- among the committee and from the community -- available to them for the solicitation of their prospect group. Committee

members should inventory the skills and knowledge of their own group and be aware of the committee's potential. Committee members may also assess staff skills and knowledge to determine which duties may become the responsibility of members and which may be most appropriately assigned to staff.

C. Researching Prospects

Through materials available through the Foundation office, the advice of Foundation staff or others in the fund-raising field, materials available through the Business, Foundation Center, or other research collections of the Minneapolis Public Library, committee members should define the scope and size of their target prospect group. Information to be collected on foundations and corporations should include the address and telephone number, name of the contact person, annual reports, lists of directors and/or trustees, giving patterns, and guidelines. Information on individuals should include personal data, known membership in other organizations, estimated financial data, and past giving history.

Data collected should be recorded and maintained in the Foundation office for future as well as present use. Much of this information has already been assembled and is available currently in the Foundation office.

II. Organization

A. Preparing a Case Statement

Committee members will find it advantageous to work together in the preparation of a "case statement," or rationale for their solicitation. Necessary data includes an explanation of financial needs, a description of the project to be funded and the rationale for the project, a project history, identification of project leaders, and an explanation of the plans for raising the total monies needed. Initial concepts are presented in the foundation brochure and basic grant application.

The preparation of future statements will serve to introduce the new goals of the zoo and the Foundation in detail to all committee members and assist them in the development of arguments for support. In addition, information sorted may be used in the preparation of future brochures, public relations materials, or basic grant applications. Periodically, data and materials should be updated to include the most recent information.

B. Schedules and Timetables

During their planning sessions, committee members should establish timetables for the duration of the campaign. Target dates should be set for the achievement of target goals, and target dates for the completion of assigned responsibilities should be designated.

C. Rating Prospects

Once the prospect group has been defined, committee members should begin a screening process to rate prospects according to their giving potential. Estimates on gift size can be made on the basis of previous giving to similar projects and causes, yearly incomes or other assets, and prospect interest and involvement in the zoo. The top-rated ten percent may be considered primary prospects.

Suggested "giving ranges" based on screening results should then be designated for each prospect. These ranges should be set at the highest possible level, assuming the prospect will be approached by the right person at the right time for the right objective.

Lists of foundations and corporations have already been prepared by Foundation staff and need only to be rated.

III. Board Action

A. Approval

Committee members may wish to present case statements, schedules, and timetables to the Board of Directors for the review, approval, and input.

B. Progress Reports

The committee should report quarterly to the Board of Directors on the progress achieved to date.

IV. Cultivation and Solicitation

A. Committee Member Solicitation

Prior to assigning prospects and beginning solicitation, the committee chairperson should lead the committee in contributing to the project and should then request a gift from each committee member.

Generally, it is much easier to request gifts from others when one has already contributed. Committee members will also have more impact if they can ask prospects to "join" them in contributing.

B. Assigning Prospects

After all prospects are rated and the top prospects culled for immediate solicitation, the chairperson should attempt to match prospects with appropriate committee members for the best possible results. Ideally, prospects will be well known to committee members. Generally, a committee member who has had a previous business or social relationship with the prospect will be more effective in securing major commitments. Before committee members begin cultivation, they should know as much as possible about the prospective donor.

C. Cultivating Prospects

After a committee member has been assigned the responsibility of soliciting a particular prospect, he or she should take every opportunity for communication with the prospect. Initially, the committee member may wish to schedule a meeting, luncheon, or tour of the zoo to inform the prospect of the scope of the zoo project and its financial needs. Printed materials prepared for cultivation purposes may be of use in informing the prospect, or slide or multi-media presentations may be used.

Following the initial contact, committee members should continue to inform the prospect of the progress of the project at regular intervals via telephone or letter, the preparation of special reports, or through additional personal visits. Key prospects may be personally invited to major zoo functions or special events.

In all cases, continued personal contact is necessary. Conversations with prospects must be recurrent; very few large gifts result from a single solicitation.

D. Soliciting Prospects

When the prospect has been provided with adequate information regarding the zoo and has exhibited an interest in the project, the committee member should request a specific gift amount within the prospect's identified giving range. In general, committee members should attempt to motivate prospects to give the largest amount possible within their capacity. Foundations and corporations usually require the submission of a formal request and grant application; these can be developed by Foundation staff. Individuals may be asked for a donation personally or through a formal written request; when soliciting an individual in particular, committee members should give careful attention to the timing and setting of the request.

Following the request, continued cultivation of the prospect may be necessary before a commitment is received.

Following the solicitation of primary prospects, committee members should identify the most likely prospects from the remaining group and continue prospect cultivation and solicitation.

V. Campaign Conclusion

A. Donor Acknowledgement

Donors to the capital campaign should be thanked and acknowledged in keeping with the Donor Recognition Guidelines. In addition, the Foundation may wish to publish a final campaign report listing donors to the initial capital drive.

B. Volunteer Recognition

The contributions of committee chairpersons and members should be appropriately acknowledged. Certificates of recognition, awards or other appropriate gifts, or an end-of-the-campaign event should be considered.

C. Evaluation

Immediately following the completion of the campaign, each chairperson should begin a thorough evaluation of the effectiveness of the committee program. The evaluation should provide answers to the following questions:

1. Was the campaign well received?
2. What expenses proved the most beneficial and the least effective?
3. Which promotional material and events were the most effective?
4. What was the best method of solicitation?
5. Which procedures should be repeated and which ones should be abandoned?
6. What key leadership developed during the campaign?
7. What key prospects appeared?

Based on the results of the committee's efforts and the analysis of campaign techniques provided by the evaluation, the chairperson should then provide recommendations for committee efforts in future campaigns.

VI. Transition into Annual Appeal

This process will be repeated for the implementation of the annual appeal and the next stage of capital development announced as a goal by the Minnesota Zoological Board.

The Organizations Committee, responsible for the solicitation of clubs and groups, will follow a similar planning, organizational, solicitation, and evaluation process. Because of the great quantity of groups within the metropolitan area, the committee may wish to initially define the most important groups and set limits to group cultivation and solicitation. Top priority groups may include not only those with a capacity to give significant amounts, but also groups whose membership may be influential to the efforts of other solicitation committees. This committee may serve a particularly important function during the next year in educating decision-makers in the community about the zoo's purpose, programs, and financial needs.

Note: Foundation Gifts, Corporate Gifts, Individuals, and Organizations Committee Chairpersons' responsibilities are outlined within VI. C. Annual Appeal.

VI. B. Bequest Program/Deferred Giving Program

Description: Fund-raisers assume that bequest income can and should equal annual giving income; naturally, it takes a period of years for the results of a bequest program to be fully realized. The financial results of this proposed program may thus be directed to Long-Range Masterplan development; it seems unlikely that results applicable to Northern Trek construction will be forthcoming.

Initially, an intensive, one-year bequest solicitation project is proposed to develop outright bequests for the long-term development of the Minnesota Zoo. This should be a limited campaign, with all prospects carefully researched and designated. Following the successful completion of this first bequest drive, an on-going deferred giving program to be implemented by a deferred giving specialist is suggested.

Responsibility: The Deferred Gifts Committee will be responsible for the planning of the bequest solicitation and subsequent programs. Foundation staff will assist in research, materials development, organization, and implementation. Within the second year of operation, a full-time staff person should be hired to administer programs and solicit gifts. Legal counsel may be retained.

Primary Prospect Group(s): Initially, selected individuals, attorneys, and trust officers. Within the second year, the general public.

Process: The solicitation of deferred gifts, including bequests, is a highly specialized area of fund-raising. The success of the bequest program is entirely dependent on the competence, knowledge, and salesmanship of the Deferred Gifts Committee and Foundation staff. The thorough training of all persons involved is thus instrumental to this program.

It is suggested that the bequest program begin with the training of the Executive Director and the Deferred Gifts Chairperson. Options for training include seminars given by professional fund-raising firms or consultation with local deferred giving experts. Through this process, the Foundation can be assured of two individuals who can cooperatively make intelligent decisions and set realistic goals for bequest programs, and realistically evaluate program success.

The Bequest Project (please suggest a clever name...) should be designed primarily to meet these objectives:

1. to notify a select community of the importance of a will and the Minnesota Zoological Garden Foundation's need for bequest income.

2. to solicit a major amount of bequests for the MZGF within one year.
3. to build and train an enthusiastic, supportive leadership corps for an on-going deferred gifts program.

The Bequest Program will include four components designed to cultivate prospects and solicit bequests:

1. The placement of ads in professional publications for attorneys, trust officers, and others in estate planning fields.

Ads placed on a regular basis in professional publications will be designed to notify those people in estate planning fields of the advantages of a bequest to the Minnesota Zoological Garden Foundation and will include the legal name of the Foundation, address, etc.

2. The mailing of letters and materials to Minnesota attorneys.

Information mailed to attorneys will include suggestions about bequest possibilities, the legal name of the Foundation, its non-profit status, etc. General information on the MZG may be included. Cover letters enclosed with the materials may suggest that the attorneys remember the Minnesota Zoological Garden Foundation when clients ask for suggestions regarding charitable gifts. (It is also suggested that mailings include a legal size folder to encourage attorneys to retain the materials.)

3. Direct personal contact with top prospects by committee members.

Top prospects will receive the personal attention of committee members. Through research, committee members and staff are expected to develop a substantial prospect list. These prospects will be rated, and the names of top prospects culled and assigned to committee members. Top prospects may include any person with a close identity to the Minnesota Zoo, previous givers, or people known well to committee members. Each top prospect will be contacted personally by a committee member who considers the prospect a potential giver and knows the prospect well enough to approach him or her. Peer contact seems to be an excellent motivational tool in the solicitation of bequests.

Committee members will receive training in informing and motivating prospects; they should be aware of the types of bequests possible, i.e., specific, general, percentage, remainder, contingent, deferred, etc., and be able to apply this information to the prospect's desires and financial situation. It is suggested that a minimum bequest be designated

as a target, and that committee members attempt to motivate giving at target levels.

Committee members should receive both a manual of solicitation techniques and information for their use and packets of bequest information which may be left with prospects. Prospect packets should include, along with general zoo materials, a simple "letter of intent" (which is not legally binding), sample statements for inclusion in a will, and a reply envelope which the prospect's attorney may forward to the Foundation when a will including a bequest to the Foundation has been filed.

4. Mailings to secondary prospects on the importance of wills and the importance of bequest income for the MZGF.

Secondary prospects will receive direct mailings which include publications on deferred giving or estate planning prepared by one of the major deferred giving firms, i.e., Taxwise Giving, Kennedy-Sinclair, R & R Newkirk, etc., or a similar pamphlet prepared by Foundation staff with legal assistance. Pamphlets should be specific and technical. Interested prospects may return a reply card which would initiate personal contact by a committee or staff member.

It is suggested that the Bequest Project officially "kick-off" at the Annual Meeting of the Minnesota Zoological Garden Foundation in November, 1978. Committee members and Board members may invite their top prospects to the dinner following the meeting to hear a presentation on the zoo and the benefits of estate planning. It is hoped that all committee members will have indicated their intention to bequeath to the Minnesota Zoological Garden Foundation prior to this meeting.

Following the first bequest solicitation, the Foundation should have the leadership and background to successfully implement a fully developed, on-going deferred gifts program. Because the solicitation of deferred gifts requires both the technical knowledge of gift advantages and tax laws and sales knowledge, a specialist in deferred giving should be added to the Foundation's staff.

An on-going deferred giving program should be designed to meet four objectives:

1. to locate and educate prospects about wills, bequests, and other deferred gifts techniques, i.e., pooled income trusts, charitable remainder trusts, gift annuities, etc.
2. to motivate prospects to make a bequest or other planned gift to the Minnesota Zoological Garden Foundation.
3. to encourage prospects to notify the Foundation of their intention of making a bequest or other deferred gift.

4. to cull the best prospects for greater cultivation and involvement in deferred giving programs as well as other programs of the Foundation. (Note: It seems likely that, if people are sufficiently interested in the zoo to mention it in their will, they will also be interested in its current plans and development programs.)

The Deferred Giving Program should incorporate all of the techniques used in the Bequest Project. The placement of ads in professional journals should continue on a regular basis; new information can occasionally be added. Additional updated information may be mailed from time to time to attorneys. Most significantly, direct personal contact with prospects by staff and committee members should continue; it is seldom that an institution receives a deferred gift as a result of a letter or phone call. Perhaps committee members would wish to set individual goals of soliciting two or three new bequests annually.

In addition, the Deferred Giving Program may take advantage of any or all of the following techniques:

1. Direct Mail

The use of direct mail is invaluable in locating new deferred giving prospects. The Fund-Raising Institute suggests that the "perfect" direct mail package includes the addressing envelope, a letter, a folder or brochure, and a reply envelope or card; the letter should be written to draw attention to the folder and enclosed card.

Letters and brochures may be "specialized" to reach a specific segment of the prospect audience and motivate a greater response. Various types of literature are available through deferred giving firms or could be prepared by Foundation staff with professional assistance. These may include booklets discussing the importance of wills, the advantages of annuities or life income trusts, or the procedures for making a life insurance gift. In addition, a booklet should be prepared which defines and presents the Foundation's entire deferred giving program.

Donors may want to receive a special report on the annual accomplishments of the Deferred Giving Program. If recognition of a gift is desired, donors may be listed within this report.

2. Seminars on Estate Planning

Seminars have proven to be an effective means of attracting and serving prospects and informing them of the advantages of deferred gifts. These seminars can be aimed at specific segments of the community.

Half-day or evening seminars may deal with the financial questions facing prospects of various ages and gender. For example, estate planning seminars may deal with the problems

facing retirees, women, widows, young people beginning families, and relatively financially stable middle-aged couples.

All of the seminars should be led by experts in the field of estate planning, whether these are Deferred Giving Committee members, staff, or consultants who must be retained for the purpose of developing these seminars.

Obviously, seminars must be developed with the hope that, when prospects plan their estates, they will plan for the Minnesota Zoo at the same time.

3. Advertising

In addition to advertising in professional journals, other advertisements may be designed to increase prospect awareness. Generally, advertising is recommended through the print media.

Advertisements may be placed in "special interest" magazines which reach a particular prospect audience, or general advertising may be done through the local newspapers. For instance, an ad encouraging memorials for the Minnesota Zoological Garden Foundation may be placed near the obituary column in the daily papers.

Ads generally should be specific and designed to reach a certain market.

4. Memorial Solicitation

In addition to gaining the support of local attorneys, it may also benefit the Foundation to gain the support of funeral directors. Mailings sent to funeral directors could indicate the financial needs of the Minnesota Zoological Garden Foundation and request that they remember the Foundation when asked about suitable memorials. Mailings may be followed by personal contact from deferred giving staff.

Memorial envelopes and perhaps even memorial displays could be designed for placement in funeral homes to encourage donations.

5. Recognition Programs

Prospects may be encouraged to make a deferred gift to the Foundation if current recognition is achieved. This could include an honorary membership for deferred givers, with special recognition given for various levels of giving. For example, a \$2,000 bequest may be the requirement for membership in the "Zoo Futurists" who would be listed on a special membership roll at the zoo. Larger givers would also be noted.

Major givers might be offered tangible benefits, such as a lifetime gate pass or a suitable gift, as well as recognition benefits.

6. Personal Contact

The key to deferred giving success lies in meeting the prospect face to face; the continued attention of deferred giving staff and committee members is integral to this program. Even if prospects indicate interest through a reply card or respond to an advertisement, direct contact is eventually necessary. Personal contacts with attorneys and funeral directors will facilitate their cooperation and encourage their interest in a way that direct mail cannot.

Deferred Gifts Chairman

"The chairman of the committee should be a person with stature in his/her own right. Usually, he can be found in the Board; often he will be from the legal or banking field."

Deferred Giving Handbook, p. 13

The Deferred Gifts Chairperson will be responsible for proposing the policy and direction for the deferred gifts programs and implementing approved programs. He or she should be enthusiastic and supportive and capable of transmitting this enthusiasm to committee members and prospects through strong, positive leadership.

The duties of the Deferred Gifts Chairperson during the Bequest Program include the following:

1. recruits and orients committee members
2. plans and chairs regular meetings of the Deferred Gifts Committee
3. attends designated training sessions on deferred giving
4. With Executive Director, works on the development of training sessions for committee members; leads training and planning sessions
5. With Executive Director, works on the development of a Deferred Gifts Solicitation Manual for committee members
6. Coordinates and approves campaign literature and promotion
7. Designates kick-off agenda and guest list
8. Assigns top prospects to committee members
9. Actively solicits bequests and encourages solicitation activity of committee members
10. Insures that committee activities are on schedule
11. With Executive Director, evaluates program outcome and coordinates the preparation of a final report
12. Acknowledges the participation of committee members
13. Becomes a participant in the program by making a deferred gift

With the inception of an on-going program, the Chairperson will also be responsible for the following:

1. recruits and orients new committee members
2. leads determination of long-range deferred giving programs and staffing needs; coordinates preparation of written

recommendations to Board of Directors for approval

3. assists in search and selection of deferred giving specialist
4. leads on-going prospect identification efforts
5. assigns new prospects to committee members
6. approves deferred giving literature and promotion
7. continues to solicit deferred gifts from top prospects
8. leads on-going program evaluation



STARTING A DEFERRED GIFTS PROGRAM: CAREFUL PLANNING / 2

You cannot simply decide to begin a deferred gifts program one day and then rush out the next day seeking gifts. Preliminary planning is very important. This planning should include a careful consideration of the following requirements:

- A deferred gifts program like all other funding projects requires that an institution or organization has a viable case.
- An on-going promotional program must be well established so that prospective donors will be knowledgeable about the institution.
- A productive deferred gifts program needs competent staff.
- Staff members should attend training sessions to keep up to date on tax law changes and other pertinent data.
- Planning for a deferred gifts program should include the preparation of a written presentation that summarizes the program and its guidelines. This presentation should describe the scope of the program and the types of gifts to be solicited.
- An absolute necessity is the use of legal counsel knowledgeable in estate planning and then interaction between counsel and the deferred giving staff.
- Legal counsel should draw up specimens of the necessary trust agreements, so that you can provide samples of the types of vehicles that your program includes; e.g., testamentary trusts, annuity trusts, unitrusts, gift annuities or pooled income fund agreements.
- Before beginning deferred gift solicitations, you must decide who is going to administer the trusts. You can choose your own staff, a bank or investment counsel. If your staff is involved, you must educate your financial officers on the appropriate technicalities and establish working procedures.
- If your institution is to act as trustee, you must establish the investment policies to be used.
- It is important to prepare a schedule for the various stages in the program. Time should be allotted for program set up, prospect research, cultivation, solicitation and gift maturation.
- You must be sure that your development budget includes sufficient funds for deferred gift solicitations.
- Board and administration support for the program is essential. Consider urging 100% of your Board to make deferred gift commitments to launch the effort.
- You should have a top level deferred gifts committee to provide volunteer support for solicitations. Ideally, this committee should include professionals with expertise in estate planning; e.g., lawyers, trust officers, tax advisers and insurance representatives.

Each one of these 13 prerequisites should be carefully reviewed prior to the solicitation of deferred gifts. A key factor, of course, is staff and the training or retraining of this staff.

Where does a development officer get specific training for soliciting deferred gifts?

Many organizations offer sessions on deferred giving and/or estate planning. The following is a partial list of worthwhile programs:

- The Council for the Advancement and Support of Education (CASE), Suite 530, One Dupont Circle, Washington, D.C., has a workshop on deferred gifts each spring and its district conferences often include deferred giving topics.
- Conrad Teitell, through the Philanthropy Tax Institute, 13 Arcadia Road, Old Greenwich, Connecticut, gives sessions around the country on administering deferred giving programs and on the intricacies of charitable remainder trusts.
- Kennedy Sinclair, Inc., 524 Hamburg Turnpike, Wayne, New Jersey, offers a complete "planned giving" training session that includes pre-session homework.
- R & R Newkirk Associates, P.O. Box 1727, Indianapolis, Indiana, has workshops that supplement their publications on deferred giving.
- Robert F. Sharpe & Co., Inc., White Station Tower, 5050 Poplar Ave., Memphis, Tennessee, a fund-raising consulting firm, offers seminars on deferred giving.

Deferred gifts programs are difficult to organize but well worth the effort. The 1973-74 survey, Voluntary Support of Education, recently reported, for instance, that 18.6% of all contributions to higher education and almost half of the gifts from individual donors were in the form of deferred gifts.

Paul J. Youngdale, Jr., Associate Director of Development at the University of Texas at Austin, effectively summed up the steps necessary for starting a deferred gifts program at a recent CASE District Conference in San Antonio:

- Sell your president on the necessity of doing so.
- With his help, sell the governing board of the institution on the idea.
- Hire and train effective staff. A deferred giving officer should have knowledge both of his institution and of the pertinent tax law concerning deferred gifts and even more importantly he or she must be personable, persistent and self-starting.
- Research prospects.
- Develop a strategy for making contact with these prospects.
- Have patience!

Mr. Youngdale stresses that deferred gifts do not occur overnight and that, when starting a program, it should be made clear that two to three years will be needed before the program can be properly evaluated.

VI. C. Annual Appeal

Description: The annual appeal serves as the basic fund-raising mechanism for many non-profit organizations and schools. As a major fund-raising effort, the annual appeal has multiple advantages. An annual appeal (1) develops volunteer leadership and identifies potential future Board members, (2) serves as a vital means of cultivating donors, (3) broadens the base of gift support by offering modest donors the opportunity to participate in development programs, (4) creates a climate for continued and upgraded giving, (5) provides a stable format which can be subtly adapted to changing needs, (6) is newsworthy, and (7) is inexpensive.

Beginning in 1979, an end-of-the-year appeal is proposed as the major fund-raising effort of the Minnesota Zoological Garden Foundation. Through this concentrated public appeal, the Foundation may build a large community-wide support base and increase donor interest at all giving levels in the Minnesota Zoo. A variety of solicitation approaches, including personal solicitation, promotional efforts, and direct mail, will be used to reach prospective donors.

In actuality, funds raised through an annual appeal will be used initially to complete Northern Trek construction; fund-raising for specific segments of the construction may be identified as annual goals. The re-organization of the capital campaign leads easily into this broader, time-limited approach. This approach is designed to build on the leadership and base of support created in the capital campaign to insure a greater base of future support. Through the development of a base of annual givers, the annual appeal will encourage regular unrestricted gifts applicable to Long-Range Masterplan construction.

Responsibility: The Management Committee will be responsible for the overall policy and direction of each annual appeal. Each of the following committees will be responsible for the implementation of one area of the annual solicitation:

1. The Foundation Gifts Committee will be responsible for the solicitation of foundations.
2. The Corporate Gifts Committee will be responsible for the solicitation of corporate gifts.
3. The Organizations Committee will be responsible for soliciting financial support from employee clubs, social clubs, service groups, trade and professional associations, special interest groups, and their collective members.
4. The Individuals Committee will solicit top individual prospects.
5. The General Solicitation Committee will be responsible for the mass solicitation of the general public.

6. The Public Relations Committee will be responsible for making the annual drive visible in the community.

Primary Prospect Group(s): The entire community, including individuals, foundations, corporations, and groups.

Process: Integral to the success of this program is the strength of its leadership. It is suggested that the Foundation's Executive Committee and the chairpersons of the six annual committees be designated the Management Committee and be responsible for the planning of the annual appeal; as often as possible, chairpersons should be selected from among the Executive Committee membership and serve a dual role. In this way, the appeal can be most closely tied to all Foundation development programs and most responsive to the financial objectives of the Minnesota Zoological Garden.

The Management Committee, through a series of frequent meetings, will set a total financial goal, committee goals, and operational schedules for the appeal. At the recommendation of the Minnesota Zoological Board and zoo staff, funds to be raised by the appeal will be designated to a specific exhibit or program, or several priority exhibits or programs. The solicitation of unrestricted funds will be a priority.

The annual appeal is designed as the major annual campaign; all other programs must be considered secondary priorities at this time to avoid conflict of efforts. The heightened community awareness developed, however, will serve as a great advantage in the development of other fund-raising programs.

It is suggested that the annual solicitation be held during the fall of the year to take advantage of the following circumstances:

(1) corporations can closely estimate their year-end profits and thus are willing to allocate gifts, (2) many foundations tend to make major end-of-the-year commitments, (3) individuals are generally aware of their financial situation, and can easily make intelligent giving decisions, and (4) everyone tends to be affected by the "giving" mood which coincides with the holiday season.

The annual appeal has three basic objectives:

1. to raise substantial funds for the Minnesota Zoological Garden through an intensive, energetic, time-limited effort
2. to develop, renew, and upgrade donor support for the Minnesota Zoological Garden Foundation
3. to maintain the visibility of the Minnesota Zoological Garden and the Minnesota Zoological Garden Foundation in the community

The actual implementation of the appeal will be the responsibility of each committee, which will design and implement one area of the solicitation. Foundation staff will assist where needed in all committee efforts. All prospects, large and small, will be contacted and solicited during the appeal.

The base of community support for the drive will be achieved through the efforts of the General Solicitation Committee. The public will be educated about the zoo, the Foundation, and financial goals, and will be solicited through a variety of broad-based techniques: direct mail, telephone drives, telethons, or other similar solicitation approaches. The intent of the general appeal is to inform and acquire new donors from throughout the community. As such, it may serve as a major donor cultivation program for prospects who may become consistent and/or major givers. Direct personal contact with individual prospects will not be required of committee members, but members may become involved in soliciting donations, services, or discounts from the corporate community on items needed to accomplish committee goals.

The Organizations Committee will be responsible for the solicitation of all groups and clubs within the region, including social and service clubs, trade and professional organizations, special interest groups, employees' clubs, and any other formal group which may provide funds for the MZG. Through a series of meetings, the Organizations Committee will map out a campaign approach to soliciting these groups which may include frequent presentations to groups, group tours of the zoo facility, special group recognition, and/or the submission of written requests to appropriate groups. Generally, solicitation will be accomplished through the direct and continued contact of group leaders and subsequent contact with key group members or the entire group. Continuing public relations efforts are necessary to the success of this aspect of the campaign.

Initially, information on group prospects may be easily located through Chamber of Commerce lists, Rotary, Lions, or Elks Clubs lists, VFW lists, union and trade lists, the classified advertising pages of the telephone directory, etc. Obviously, committee members must be knowledgeable about regional groups to effectively rate group prospects; to be successful in the solicitation of funds, members should also be fairly well known to group leaders. Persons with a United Way or Chamber of Commerce background would be excellent committee members.

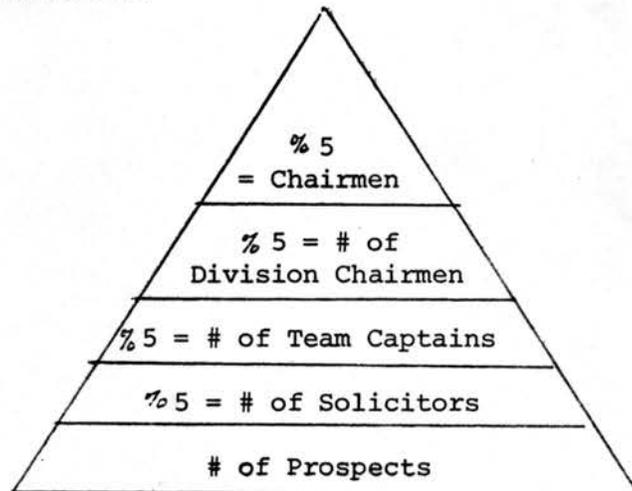
The Individuals Committee will be responsible for soliciting known, major individual prospects and past major givers. This committee will map out an appeal approach which will include the identification and rating of prospects, the assignment of prospects to committee members, and solicitation and follow-through on a personal basis (see complete outline of solicitation process, VI. B. Process). Generally, the goals of this committee cannot be accomplished without direct personal contact with prospects.

Initially, prospects may be identified through various professional directories, community leadership lists, lists of contributors to similar causes or cultural organizations, executive lists prepared by the Corporate Report, Fortune, Business Week, or the local business pages, the files of previous donors to the Foundation, including lists of trustees, Board members, or individual givers, etc. Additional financial and personal data will be necessary to rate prospects; this may require a period of time to acquire. Knowledge of top prospects and standing in the community should be assets of this committee's members.

Both the Organizations Committee and the Individuals Committee will rely heavily on personal solicitation to meet their financial goals. Because of the scope of this responsibility, both committees may require additional community leaders to assist in solicitation efforts. The following recruiting formula to enlist volunteer leadership is suggested by Harold Ifft, a fund-raising executive with Junior Achievement:

"Recruiting works "downhill," so it's natural to begin by recruiting fund-raising volunteers from the top -- lining up the leaders first. Existing groupings are often the easiest to recruit from, and it often works best if the fund-raising organization simply duplicates the existing grouping. Build your campaign structure so that campaign workers are recruited by, and end up working for, their own real-life vocational "bosses."

...Ifft also recommends the 5-5-5 system of recruiting. That means that no one should have to recruit more than five people. Ifft builds his recruiting formula on the pyramid of manpower shown here. The base is the number of prospects; divide this by five and you get the number of solicitors, etc.



The Foundation Gifts Committee will be responsible for the solicitation of foundation grants. The committee will meet initially to review likely foundation prospects by analyzing guidelines and giving patterns, published reports, the interest areas of trustees and staff, previous giving to the zoo, and potential gift amounts; many of these materials are currently available in the Foundation office. Primary prospects will be identified, and the cultivation and solicitation of specific foundations assigned to appropriate committee members.

It is expected that committee members, through a series of meetings and/or conversations with foundation trustees and staff, will inform them of the zoo's annual program goal and current needs, explain the benefits the zoo provides to the community, and persuasively present the need for foundation support. Foundation staff will work with committee members on the development of grant applications for formal submission to foundation trustees.

Committee members may enlist the support of other Board or committee members in affecting contacts with foundations. Generally, every opportunity for communication -- in person, via telephone or letter -- between annual appeal leaders and foundation trustees and personnel should be taken.

Because foundations by their very nature respond slowly to requests for funds, the solicitation period for the Foundation Gifts Committee may begin earlier than the designated kick-off and may extend beyond the designated general solicitation period.

The Corporate Gifts Committee, through a process similar to that used by the Foundation Gifts Committee, will request major commitments from corporate contributions committees and corporate foundations. In addition, this committee will work with the General Solicitation Committee to establish likely prospects for the donations of services and products necessary to the appeal. In all cases, however, the solicitation of a cash contribution should receive priority; only when a corporation is determined to be an unlikely candidate for donations should services or donations be sought.

The Public Relations Committee will coordinate all public relations and promotional aspects of the campaign. To promote the appeal throughout the community, a group of public relations professionals and specialists will be necessary. Initially, the Public Relations Committee should work with the Management Committee in the development of an annual "theme" and the coordination of committee appeal materials. The committee may also be called upon to design logos, stationery, posters, billboards, slide or multi-media presentations, appeal brochures, or other promotional materials.

The committee will be responsible for effectively utilizing both print and visual media. Pre-campaign releases should be written to notify the public of the upcoming appeal, and frequent press releases on the progress and special events of the campaign should follow. Public service announcements may be considered; radio and television appearances should be scheduled.

The Public Relations Committee will also design and schedule kick-off and volunteer and donor recognition events. Special events developed by the Special Events Committee should be coordinated through the Management Committee during the solicitation phase of the annual appeal so that any possible conflict is avoided.

Chairperson -- Management Committee

The Management Committee Chairperson will actively and capably lead the annual campaign. (This is emphatically not an honorary position; the chair could easily require a major time commitment for the course of the campaign.) He or she should be a Board member; hopefully, this person will hold a position on the Foundation's Executive Committee.

To enlist effective leadership, this person should be outgoing, aggressive, well-known in the community, and totally committed to the goals of the zoo and the Foundation. The chairperson should be capable of motivating the participation of community leaders, creating and transmitting enthusiasm among workers for the duration of the campaign, and acknowledging and assisting fellow workers throughout the campaign. He or she should have strong leadership qualities and administrative skills; the chairperson should be a person other people want to work for.

Above all, the chairperson should be able and willing to devote large amounts of time to the campaign; nearly full-time leadership may be necessary to insure campaign success.

Primary duties of the Chairperson are as follows:

1. recruits and orients committee chairpersons
2. plans and chairs regular meetings of the Management Committee
3. leads the committee effort to analyze the MZG's financial needs and priorities and designate the campaign financial goal and committee goals
4. leads the committee effort in developing campaign approaches, organizational charts and schedules
5. works with committee chairpersons to coordinate committee timelines and schedules
6. works with committee chairpersons to insure coordinated effort on campaign objectives and approaches
7. oversees the development of the management budget and committee budgets
8. insures that all committees are progressing towards their objectives and are on schedule
9. assists committee chairpersons on policy matters

10. acts as campaign spokesperson in the community
11. attends all zoo-sponsored events where members or prospects may be in attendance
12. leads the Board, chairpersons, and workers in contributing to the appeal

Foundation Gifts Chairperson

Corporate Gifts Chairperson

Individuals Chairperson

Each of these three chairpeople will lead an area of the annual campaign in which direct contact with prospects is instrumental. Duties and responsibilities for each are thus similar; each committee, however, deals with a distinct prospect group. Chairpersons should be selected on the basis of their background and ability to deal with that specific prospect group.

The Foundation Gifts Chairperson should be a community leader, hopefully from the Executive Committee, with known influence in the professional philanthropic community. He or she should be familiar with regional foundations, their staff, and trustees; he or she should lead the effort to identify likely prospects on the basis of personal knowledge. The chairperson should be capable of motivating others with knowledge of the foundation community to assist in the effort.

The Corporate Gifts Chairperson should be a community leader from local business, hopefully chosen again from the Board. He or she should be familiar with the officers and directors of local corporations and the members of corporate giving committees; he or she should be aware of techniques and concepts which may win a businessman's attention and respect. Again, the ability to actively recruit and motivate other members from the business community should be of primary importance.

The Individual Gifts Chairperson should also be a well-known, well-respected individual with community influence. He or she is preferably a long-time resident of this community with strong social and business ties here. Strong interpersonal communications skills and strong leadership qualities are necessary.

The general duties of each of these chairpersons are as follows:

1. attends and participates in Management Committee meetings; reports on committee progress to the Management Committee
2. recruits and orients committee members
3. plans and chairs regular committee meetings
4. leads committee in the development of fund-raising approaches to meet committee campaign goals
5. leads committee in the development of timetables and schedules which interface with Management Committee schedules

6. oversees preparation of committee budgets necessary to meet campaign objectives
7. works with committee to identify and rate likely prospects
8. insures that prospect research and background information is as complete as possible
9. insures that committee members are knowledgeable about the zoo, the Foundation, and their goals and objectives, and sufficiently skilled in prospect cultivation and solicitation techniques
10. leads prospect solicitation efforts; assigns prospects to committee members
11. insures continued prospect cultivation
12. evaluates committee outcome and coordinates preparation of committee's final report
13. acknowledges efforts of committee members
14. leads committee members in contributing to the appeal

General Solicitation Chairperson

The General Solicitation Chairperson will lead committee efforts to identify and solicit new and modest prospects. This person may be on the Board of Directors, or could be found within the community.

The General Solicitation Chairperson should have a good understanding of broad-based fund-raising techniques and a mind for detail. He or she should be capable of recruiting community leaders as committee members who will in turn enlist volunteer support.

This person will require diverse skills and qualities. He or she should be influential and well-liked in the community, have a solid background in prospect cultivation techniques, an understanding of volunteerism and the ability to organize and motivate volunteers. Also, the chairperson should be able to inquisitively research broad-based solicitation techniques and choose and implement the most effective, innovative programs.

General duties of the General Solicitation Chairperson are as follows:

1. attends and participates in Management Committee meetings; reports on committee progress
2. recruits committee members
3. plans and chairs regular meetings of the committee
4. involves committee members in prospect identification research; investigates the use of zoo prospect lists available; investigates the purpose of prospect lists
5. leads committee in the identification of the most likely prospects
6. analyzes broad-based solicitation techniques; with committee, determines the most effective approach to broad-based solicitation; recommends general solicitation techniques
7. works with Public Relations Committee in the development and preparation of literature and promotional materials needed to accomplish the general solicitation
8. works with the Corporate Gifts Committee to identify and solicit corporate donors of needed products and services
9. oversees preparation of committee budgets
10. assists committee members in the recruitment of additional volunteers
11. insures that volunteers are properly and adequately trained for their positions

12. leads committee in the preparation of organizational charts and timetables
13. insures that the general solicitation occurs on schedule
14. insures adequate follow-through on prospect solicitation
15. evaluates committee outcome, coordinates preparation of final report, and makes recommendations on future programs and techniques
16. researches and selects a donor data record-keeping system to maintain donor records for future use
17. acknowledges the participation of committee members and volunteers
18. leads the committee members and volunteers in contributing to the appeal

Organizations Chairperson

The Organizations Chairperson will lead committee efforts to solicit donations from clubs, organizations, associations, and interest groups in the area. This person may be found on the Board of Directors; ideally, he or she should be on the Executive Committee.

The Organizations Chairperson should be outgoing and popular, with a flair for public relations. Personal knowledge of regional clubs and organizations and their leadership is necessary; membership and/or associations with influential organizations is also instrumental. The chairperson should be influential and capable of enlisting members from among the key leaders of clubs and organizations in the area.

General duties of the Organizations Chairperson are as follows:

1. attends and participates in Management Committee meetings; reports on committee progress to the Management Committee
2. recruits committee members
3. orients committee members on the zoo and its programs, the Foundation and its programs, goals and objectives, and current and future planning
4. plans and chairs regular meetings of the committee
5. works with Public Relations Committee in the preparation of literature and promotional materials needed by the committee
6. oversees preparation of committee budgets
7. works with committee to identify and rate prospects
8. leads committee in the development of fund-raising approaches to solicit prospects
9. coordinates group presentations, group tours, meetings, luncheons, and other group solicitation events
10. leads group solicitation efforts; assigns group prospects to committee members
11. works with Foundation staff in the preparation of any needed written requests for funds
12. evaluates the committee's success and coordinates the preparation of a final report

13. acknowledges the efforts of committee members
14. contributes personally to the campaign and actively pursues contributions from groups with which he or she is associated

Public Relations Chairperson

The Public Relations Chairperson will lead this committee in the coordination of all public relations and promotional events for the annual campaign. He or she will be involved, through the design and development of public relations, in all aspects of the campaign.

Duties of the Public Relations Chairperson are as follows:

1. attends and participates in Management Committee meetings; reports on committee progress to the Management Committee
2. recruits committee members
3. plans and chairs regular meetings of the committee
4. works with Management Committee Chairperson and other committee chairpersons to assess needs for literature, slide presentations, brochures, promotional events, etc.
5. works with Management Committee in the development of general campaign materials, i.e., brochures, stationery, posters, or other promotional materials.
6. assists chairpersons in the preparation of committee public relations budgets
7. assigns the preparation of various needed materials to committee members
8. acts as liaison to the media; assigns the preparation of press releases, public service announcements, etc., to committee members
9. schedules television and radio appearances
10. insures that public relations materials are available on schedule
11. coordinates donor recognition programs and events
12. acknowledges the participation of committee members
13. contributes to the appeal

VI. D. Special Events

Description: Special events and promotional fund-raising activities serve a major public relations function by involving new segments of the public in a project; in many instances, these activities do not become a major source of funds. They do, however, serve as arenas for prospect cultivation by informing the public of the project's purpose, programs, and needs. The increased visibility created by these events can assist and enhance all other fund-raising programs.

It is suggested that the Minnesota Zoological Garden Foundation, through a committee effort, actively begin staging promotional events and activities to reach and educate new prospect groups and to heighten community awareness of the zoo's continuing financial needs. Initially, events may be designed to broaden community awareness of the capital campaign; events may also be designed to enhance other major appeals.

Responsibility: The Special Events Committee will be responsible for conceiving, designing, and implementing promotional events. Foundation and zoo staff may assist in the conceptualization of programs; Foundation staff will also assist in program implementation. If large numbers of volunteers are required, events may be coordinated with the Minnesota Zoological Society.

Primary Prospect Group(s): Varies, according to the event. Initially, new major prospects and previous donors.

Process: The proposed Special Events Program may begin with the appointment of the Special Events Chairperson by the end of 1977. In turn, the Chairperson should begin recruitment of committee members; these may be located from among the membership of the Foundation's Board of Directors, the Minnesota Zoological Board, the Minnesota Zoological Society, and the community. It is suggested that a broad-based community representation be recruited from the arts, education, business, politics, the professions, public relations and communications fields.

The Special Events Committee is responsible for researching, designating, and implementing fund-raising activities which fall into the following three areas:

1. Donor Recognition and Cultivation Events

Events specially designed for major donors will serve to provide recognition and to assure continued donor involvement in the MZG. It is suggested that a major annual event be held specifically for donors from the preceding year. This event should not transfer donor recognition responsibilities to this committee; rather, this event is suggested as a major annual event which enhances other donor recognition efforts

and additionally notifies the public of donor contributions. Each fund-raising project should additionally provide for the recognition of donors in a manner appropriate to the appeal.

A dinner with a name speaker or reception and tour at the zoo may be considered as recognition events. If a larger expenditure is considered appropriate, a major Minnesota Zoological "Garden Party" (which could function doubly as a benefit) is suggested.

The first donor recognition event should coincide as closely as possible with zoo opening and be scheduled on an annual basis thereafter.

2. Promotional Events

It is suggested that a variety of promotional events be staged throughout the year to cultivate new prospects and keep the zoo "cause" before the public. Depending on the scope of activities and assuming careful planning, several promotional events could be staged at different times throughout the year to reach different prospect audiences without conflicting.

Examples of successful promotional events are benefits dinners or receptions with name speakers or guests, theatrical performances or concerts, benefit sports events, such as golf tournaments or tennis matches, art exhibits or auctions, "garage sales," telethons, or radiothons. Benefit formats would be determined with the assistance of zoo staff to insure compliance with zoo guidelines and conformity with zoo promotional concepts.

3. Special Appeals

Special appeals may provide an amusing and personal way of motivating new prospects to contribute to the zoo. Special appeal techniques are common to many zoos; the individualized quality of the appeals tends to attract new donors.

The Gladys Porter Zoo in Brownsville, Texas, asks prospects to join the "take a lion to lunch bunch." Many zoos put the care and feeding of their animals up for "adoption;" some even print menus for prospect consideration. Fund-raising has also been combined with contests and sweepstakes in similar organizations.

These sorts of appeals seem to be most effective when designed either to commemorate a specific event or to personalize giving. In either case, the need for requested funds should be real. Special appeals at the Minnesota Zoo may be designed, for instance, to raise funds for new animals or exhibits, to provide support for exhibit improvement on the occasion of a birth or new arrival, or to commemorate the opening of a new exhibit.

Special appeals should be carefully designated by committee members with an awareness of the integrity and public image of the zoo.

This committee may continue its efforts after the implementation of the annual appeal; special events planned to coincide with the appeal's solicitation period should be coordinated through the Management Committee.

The Whale Walk, as a co-sponsored project, should not be considered the responsibility of this committee, but rather an entirely separate independent special event.

Special Events Chairperson

The Special Events Chairperson will lead this committee in designating, planning, and implementing special events for the Minnesota Zoological Garden Foundation. Responsibilities will vary according to the events and appeals chosen; the general responsibilities of this chair are as follows:

1. recruits and orients committee members
2. plans and chairs regular meetings of the committee
3. develops a clear definition of this committee's role
4. leads the committee to determine special events priorities and target prospect groups
5. with the committee, brainstorms special event concepts and identifies appropriate events
6. oversees the preparation of special events budgets
7. oversees the preparation of promotional materials, press releases, and publicity
8. acts as liaison to the media
9. cultivates volunteer recruiters and assist in the recruitment of volunteers, if needed
10. insures that volunteers, if needed, are oriented and trained to their responsibilities
11. insures coordination of event or appeal arrangements and details
12. acts as event or appeal spokesman in the community
13. evaluates event success and makes recommendations for the future
14. acknowledges the participation of committee members and volunteers
15. contributes to the event or appeal



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

TO: Dave Bender
Minnesota Zoological Garden

FROM: Kathryn Rosebear
Minnesota Zoological Garden Foundation

DATE: November 13, 1981

RE: Capital Campaign Slide Presentation

OFFICERS AND DIRECTORS:

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JAMES L. HETLAND
Chairman
Minnesota Zoological Board
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

As we discussed during our meeting yesterday, I am sending a list of items the Zoo could provide for us to complete the preliminary slide show under development for presentation to major prospects during the initial phases of the capital campaign. Your offer of assistance is greatly appreciated.

A copy of the script is enclosed. I would appreciate your assistance in reviewing the script with key Zoo staff to insure its appropriateness in discussing Zoo goals, animal management concepts, etc. As we discussed, I will carefully review and edit the sections on the Minnesota Poll and Department of Tourism statistics.

Also enclosed are two sheets showing a sample breakdown of exhibit costs for Phase I and Phase II construction. A similar breakdown would be very useful to us. Could you review these figures with Zoo staff and determine as closely as possible the specific exhibit costs? We would like to use these charts in campaign materials, including the slide presentation.

The following could also be provided by the audio-visual department:

1. Slides of animals that will be included in Phase I and Phase II exhibits, i.e., polar bears, walrus, Asian mammals, black bear, etc.
2. Slides of artistic renderings of proposed exhibits (we are in process of locating an artist to prepare these renderings but they will still need to be transferred to slides)
3. Slides of proposed exhibit locations, i.e. along the Northern Trail, the Minnesota Exhibit, the Tropics, etc.
4. Slides of the Phase I and Phase II exhibit cost charts when the figures are finalized
5. A simple recorded sound track. Don Strand has offered to do the narration. We will check with our campaign consultants to determine if they think a musical background is appropriate.

6. Substitute slides. There are several slides in the show that probably could be replaced with better shots, i.e. the family and "mangy" horse shot we discussed.

After the case and this show have been tested with selected community leaders, we may revise this program.

Dave, you stated the audio-visual department could probably begin a multi-image show for us in January, 1982. This would probably coincide with our timelines and need for this type of program by March, 1982. This offer is appreciated, and we will further discuss this show and its content with you after the case is more fully tested in the community. Specifically, this show should be developed for our target audience of community and business leaders.

The need for a public information show for viewing in the theater, to Zoo visitors and special groups, was also noted. The information and "pitch" in this show would probably differ from that of the show developed for our target audience. Although we didn't discuss specific timelines for the development of this program, it's a good idea and would help us create awareness of the Zoo and Foundation capital program in the community. Let's keep this in mind and discuss this show simultaneously with the development of a show for community leaders. Perhaps the timelines for development of the programs can be somewhat staggered.

Thanks for all your help, Dave, and the help of your staff.

cc. Ed Kohn ✓

MINNESOTA ZOOLOGICAL GARDEN
Capital Completion Plan

PHASE I
(1981 - 1985)

Northern Trail \$4,200,000

Polar Bear	1,650,000
Walrus	1,650,000
Caribou	385,000
Wolf	200,000
Sea Birds	150,000
Prairie Dogs	60,000
Shorebirds	55,000
Arctic Fox	50,000

Minnesota Exhibit (Main Building Addition) \$505,000

Black Bear	400,000
Diurnal Woodland and Lab	70,000
Mink/Muskrat	35,000

Insect World (Discovery Center) \$300,000

Ocean Aquarium & Lab (Tropics) \$75,000

Red Panda (Plaza) \$60,000

TOTAL PHASE I:

\$5,200,000

5,140,000

MINNESOTA ZOOLOGICAL GARDEN
Capital Completion Plan

Phase II
(1986 - 1990)

Northern Trail

\$1,600,000

Rocky Mountain Goat	700,000
Snow Leopard	700,000
Eagle	150,000
Red Panda	50,000

Asian Large Mammals (Indoors)

\$3,500,000

Elephant	1,650,000
Orangutan	1,650,000
Asia Birds	50,000

Asian Large Mammals (Outdoors)

\$4,500,000

Elephant	1,650,000
Rhino	1,650,000
Gaur	750,000
Swine	150,000
Monsoon Woodland Deer & Birds	200,000
Jackal	50,000
Raptors	50,000

TOTAL PHASE II:

\$9,600,000

- 1) site
- 2) construction
- 3) aerial

- 4) horses rolling
- 5) tigers in snow.

6) main lake

7) whale tank

8) crowd at MN. orchestra

9) family w/ horse

10) kid skiing

11) snow scene

12) monorail over N.T.

13) site map

In 1973, the State of Minnesota set out to build the most advanced Zoo in the world.

It's mission was simple: to exhibit and protect in a natural habitat the most important, exciting, and endangered species of the Northern Hemisphere.

The Zoo celebrates the natural beauty of Minnesota and the States ~~commitment to open space and environmental quality.~~

The result: from the day it opened its doors it has ^{had} ~~attracted~~ more visitors annually than any Minnesota attraction, including professional sports teams and other cultural institutions, except for the State Fair.

It's attendance of nearly ² million visitors annually ranks it among the top ten zoos in the United States; some of which are free. It has the largest winter attendance of any zoo in the northern tier, including New York's Bronx Zoo and the major zoos in Chicago, Milwaukee, Philadelphia and Toronto.

But the Minnesota Zoo is not finished -- it needs more exhibits to fulfill its promise to Minnesota and the upper Midwest. To date, less than half of the master plan for

14) Initial Cost

15) pond

16) bare hill

17) Tropics interior

18) MN. Trail generic

19) gray fox

20) bird show

the Zoo has been completed.

To date,

Construction and exhibit costs have totaled \$32 million.

Of this amount, \$25.3 million came from the State of Minnesota and \$6.7 million from non-State sources, including \$2.6 million from private contributions.

The Zoo was built on 480 acres of prime park land donated by Dakota County. What was once a bare hill in Apple Valley now contains what is professionally recognized as the greatest single zoo exhibit structure in the world.

In its accreditation report, the American Association of Zoological Parks and Aquariums stated: "The Minnesota Trail is probably the finest exhibit sequence of its type anywhere."

Even the ~~rock~~ formations -- actually cast concrete -- are molded from the rock of Taylor's Falls and the Winona limestone region.

In a region recognized nationally for its cultural and educational opportunities, the Minnesota Zoo ranks as the number one attraction in the upper Midwest. And the people of Minnesota have recognized its importance through their tax-based operating support and their attendance.

21) antelope generic

22) buffalo generic

23) caribou generic

Need - 24) generic

25) crowd shot tropics

26) grand father & kid

27) photographer generic

28) camel generic

29) corporate picnic

More than one-third of the population of Minnesota has already visited the Zoo.

A remarkable 40 percent of the visitors have already made a return visit.

One out of every 200 metro area residents is a member of the Zoo -- the largest percentage for any large zoo in the nation.

A profile of visitors to the Zoo, according to a survey conducted by the University of Minnesota School of Management, reveals that most ~~are~~

1. are mostly professional or managerial.
2. have above average income
3. are family oriented.
4. are well educated.
5. are young.

Perhaps most important, almost all visitors indicated they would attend the Zoo more often if there were more exhibits.

Few things bring families and generations together like a Zoo. In fact, 72% of those surveyed think the zoo is as enjoyable for adults as for children.

In three years, the employees of more than 135 corporations have used the zoo facilities or programs for special events.

30) of one million annual
VISITORS

31) family at tigers
GENERIC

32) tropics generic

redo. - 33) visitors at lake generic

34) macaque generic

35) musk oxen generic

The Zoo has a significant economic impact on Minnesota.

1. Of the nearly 1 million visitors each year, 25 percent are from outside the seven county metro area and more than an additional 20 percent are from out-of-state
2. The Minnesota Department of Tourism estimates each out-of-state visitor is ~~expected to spend~~ about \$283 per trip.
3. Each non-metro visitor ~~probably~~ spends about \$108 per visit.
5. This totals about an \$81 million direct addition to the metro-area economy, not including a multiplier effect.
4. These expenditures produce about \$5.7 million in state revenues through sales, entertainment, and gasoline taxes.
6. When completed, the economic impact of the Zoo will be significantly greater.

36. Peluga bunch

37. school group generic

38. tchrs.

39. generic

40. aerial w/ solar & monorail

41. dolphins

42. VET

43. Clouded leopard

44. tiger w/ tongue out

45. malayan tapir

46. computers

47. others

48. gibbons

The Zoo is one of Minnesotas most important educational resources.

1. Over 60,000 school children from 90 percent of the Minnesota counties visit the Zoo each year.
2. The Zoo offers classes on animal behavior for elementary and secondary school teachers.
3. The Zoo has won two national education awards since in opened in 1978.

Our Minnesota Zoo could not have been built twenty years ago.

It uses state-of-the-art technologies in its facilities, in its programs, and in animal care.

Its record in the care and breeding of endangered species such as the clouded leopard, siberian tiger and malayan tapir is internationally recognized.

The Minnesota Zoo, through its ISIS program, ^{houses} ~~maintains~~ the world's computerized clearing house of data on all zoo animals and endangered species. *in captivity*

Because of the advanced technologies developed for natural-habitat exhibit environments, the Minnesota Zoo can rotate

49. sloth bear

50. moose & calf

51. tiger

52. musk oxen fighting

53. future plans

54. composite

the majority of animals so that the visitor is likely to view awake, active and healthy animals. In fact, the Minnesota Zoo offers the highest level of animal activity of any zoo in the nation.

The completion of the Minnesota Zoo will aid in the preservation and exhibition of many species which now -- because of the destruction of their native habitats -- exist only in zoos and may never be returned to the wild.

But many of its most exciting exhibits must yet be built.

Over the past decade individuals, foundations and corporations have contributed more than \$150 million to develop nationally-recognized cultural resources in Minnesota.

Now it is time to complete the most advanced zoo in the world -- to complete Minnesota's most popular resource.

Here is what is planned:

the majority of animals so that the visitor is likely to view awake, active and healthy animals. In fact, the Minnesota Zoo offers the highest level of animal activity of any zoo in the nation.

The completion of the Minnesota Zoo will aid in the preservation and exhibition of many species which now -- because of the destruction of their native habitats -- ~~could only be seen in zoos & may never be returned to the wild,~~
 The Minnesota Zoo exhibits ~~346 mammals, 437 birds, and hundreds of reptiles, fish, amphibians, and invertebrates,~~ but it is less than half finished.

But Many of its most exciting exhibits must yet be built, including the polar bear, walrus, timber wolf, and rocky mountain goat.

Just as the University of Minnesota has had to seek support from the private sector to improve the quality of its colleges of management, medicine and law, so must the Zoo seek partnership funds to build its new exhibits.

final sketch!

to end



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

TO: BOARD OF DIRECTORS
FROM: Bob Voigt
DATE: November 5, 1981
SUBJECT: Executive Director's Report

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JAMES L. HETLAND
Chairman
Minnesota Zoological Board
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

During the past twelve months -- since the last annual meeting -- you have received a monthly report on activities and events -- proposals and progress. Today I would like to share a few thoughts on where we need to strengthen our process.

The two essentials of any major capital program (either on-going or a campaign) like we are talking about consist of two basic ingredients. We have talked to these many times. Henry Rosso restated them in his seminar on October 1st too. They are:

- 1) a well-established, well-documented successful operational and programmatic report of the organization's past, present and future as seen by staff, Board and community. These items are all constituted in a case statement and a needs statement. These items are a description that provides the basis or justification for seeking capital gifts for an expanded facility.
- 2) The second essential element of a major capital drive is leadership. We need more individuals like you to roll up your sleeves and go to work in order to accomplish the difficult goal which we have established. We need to have more experienced and respected community leaders who can speak on behalf of the values of the organization, the benefits which are now provided and the future proposals. We need more board members to excite and rally others to join around you in the pursuit of these building plans.

During the conceptual stages, the Zoo and support organizations needed people with visions and dreams. During the building stage, the Zoo and related organizations needed people who were capable of dealing with the issues and solving the problems that were related to the construction and pre-opening stages. Since the Zoo opened three years ago, the greatest needs are to have people with abilities to understand marketing, communications and the whole process of providing services for the benefit of the visitors.

We are now undertaking a new building program which is really almost going full cycle to the original conceptual approach. We

need to have community leaders who are used to serving in comparable situations, solving capital development program problems, and facing the realities of the future based upon the experience and knowledge of similar pasts. The leadership which is needed now must convey credibility, trust and evoke confidence in the message and the data which they are delivering. The type of leadership which is needed now will bring an exciting message to their community peers who will give a positive response. The Foundation and the capital campaign leaders must bring to life the proposed activities and evoke a response from their counterparts in our community who then want to become involved and express a strong desire to see great things happen.

Along the line we have all talked about -- the proverbial chicken and egg, which comes first -- who makes what move, when, etc. ! -- we cannot afford to wait any longer for "George to do it" -- nor to move simultaneously and on parallel lines with others -- we need to move out on the lead ourselves. The Foundation Board is designed to be an action board -- not just a policy board -- it needs to be the moving force itself! Somehow, somewhere along the line, all those who serve on the Foundation Board have to closely and personally relate to the absolutely essential basic premise that the Zoo must raise \$15 million for the future opportunities proposed by the Minnesota Zoo Board in Phase I and Phase II. Based upon current local political and economic conditions, it would appear that the highly desired and proposed partnership with the public sector for these proposed additions will not be a reality very soon. In that respect, the Foundation Board has to recognize it must move separately and independently -- yet, coordinated with the purpose and direction of the Minnesota Zoo -- to accomplish this support program. Proposals and many discussions in the past have all pointed to the need for involving more community leaders in Zoo-related activities. This need is a basic prerequisite now more than any other proposed ingredient.

Where will we direct the spark -- how we build the fire -- who we are able to get hot on the Zoo, its purpose and its needs -- these are ideas and questions which have been discussed for considerable time. We have numerous suggestions -- we have some hard structural recommendations -- but the results have not been very measurable. We have got to do better if we are to succeed! We have talked about cultivation and we have talked with friends about the Zoo and its general status. Somewhere we haven't done enough. We have often delayed moving because of "timing" issues. We have often postponed action while we have been waiting for more or more consistent information. Many of our Board members have participated in other programs that had more immediate priorities and a greater success ratio -- but, none have a greater potential than the Minnesota Zoo.

It is really very frustrating to me to try to figure out why we allow extenuating circumstances to restrict our programs as much as they have. It is easy to identify situations that were the reasons at the time for inaction or delays -- but again, it is difficult to comprehend why there hasn't been a greater desire to get involved and to make the things happen that we want to happen rather than waiting for another time when things will be better and we might be more successful in our efforts. I do not disagree with the fact that many external factors have been impossible to deal with and many external factors have influenced the decisions to wait or have impacted upon the results that were secured. I believe that we have all tried to face these external issues and to share concerns among ourselves or perhaps on an irregular basis,

share our collective concerns and recommendations through the Intergroup Committee process. These attempts have been less than successful. We have all felt that our impact was either negligible or very insignificant. As a result, the ability to have any impact on direction has been missing. We still have a few board members who recognize these issues and have offered alternatives and options and suggestions for solutions of these concerns. These well-founded recommendations are still worthy of continued support.

We are today at a very difficult time in the Foundation's life that hard decisions have to be made based upon the realities of where we are at as well as the probabilities of achieving our intended goals. I do not believe it is out of line to raise doubt as to our ability, as we are now constituted, to achieve our expectations. It is a discouraging effort to continually identify processes that have been proven successful in the past and propose their adoption within the Zoo Foundation program and to then see these ideas die because we don't have enough people to carry them out.

At our present level of staffing and board participation we can establish a "nickle-dime" program that will secure reasonable success. But, to achieve the "Big Bucks," we need a commitment to establish a "Big Bucks Program."

I think that all of these ideas that I have expressed probably are shared by each one of you in your own way. I hope so. But sharing a dream or believing in a purpose is not enough. We have to make this campaign a bigger community program than it is currently perceived. We have to enlarge our team. Having a game plan or a play book without any players won't win the game. The Foundation staff cannot do it alone. The community leaders who have the potential of doing it with our assistance have not been involved. The community leaders who are essential to the success of this program have not been asked. The community leaders, who we need to accomplish this major task, have to be part of the process, participate in its analysis of need and commit themselves to securing the solutions through financial gifts that we are proposing. In effect, we all need to move forward more positively and get others to join us. We need to keep building the team.

Until some of these needs as identified have been met, we will continue to talk ot ourselves, agree upon the need for a broader understanding of the Zoo's potential and not get any further around the baseline.

I sincerely urge each board member to re-think the essential element of a capital campaign. First is the Zoo -- we have good information, justification and description of needs, etc., etc., etc. But an equally important factor is the second element which is personal involvement of individuals who can make the dream become a reality. We can talk to ourselves and we can talk to each other until we are blue in the face and all continue to agree of the values and benefits -- but, until and unless we get more people who can help us make these things happen, we will be continuing to talk to a closed door.

I don't want to end my thoughts on a negative statement -- therefore, I want to share with you a very strong personal belief that I believe all of our expectations can be accomplished. These goals can be achieved by all of us working immediately to try to develop a cultivation effort among those who we need to lead us in the community towards this capital campaign goal. Until we talk to them, until we tell them about the Zoo, until we ask them to help us, until many others get involved, we will not succeed. But, as soon as we have them on our team and helping us, we can succeed and we will succeed. This is our most important task facing us in the immediate future. With more "doers"

participating and providing opportunities to meet with them and their peers, their associates and other community decision makers, we will generate the participation, excitement and commitment that are essential for us to succeed.

Honeywell Consultants, Ltd.

SUITE 1930, MIDWEST PLAZA BUILDING, 601 NICOLLET MALL
MINNEAPOLIS, MINNESOTA 55402
TELEPHONE 612/870-5557

May 11, 1981

Mr. James Hetland, Chairman
Minnesota Zoological Board
c/o First National Bank of Minneapolis
515 Marquette Avenue
Minneapolis, Minnesota 55402

Dear Jim:

Attached is a fairly lengthy discourse covering a request to the Zoo Board for information which the Foundation would use in its drive for fund raising, which hopefully might come about one of these days. Rather than rewrite the letter which Bob Voigt has drafted in considerable detail, I thought I would just write this cover letter with a brief explanation.

What we are trying to do is to get an update of information in some detail for the supporting documents which we would use in going out for financial support. Whether this takes the form of a brochure or merely fact sheets, we aren't quite certain at the moment, and it may well be tailored to the particular client that we are visiting. At any rate, I would like the Zoo Board's consideration of the items requested here, including a rather formal case statement such as described on the sample sheets that are attached.

If you would like, we can discuss the content and general need that is reflected in this fairly lengthy document. Give me a call if you would like to set a time to discuss it.

Sincerely,

S. J. Nelson
gj

cc Richard Arndt, Vice Chairman
Minnesota Zoological Board
669 Laura Court
Mendota Heights, Minnesota 55418



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

May 5, 1981

Mr. James Hetland, Chairman
Minnesota Zoological Board
c/o First National Bank of Minneapolis
515 Marquette Avenue
Minneapolis, MN 55402

Dear Chairman Hetland:

At the Foundation's Special Projects Committee meeting on April 23, the members of the group requested that I write to you this letter in which several specific needs are identified and requests made for your subsequent action.

The Foundation sincerely appreciates your Board's resolution of April 16th confirming support of the Foundation. Basically, what we need now is a list of products that will afford us the opportunity to continue to serve your immediate needs as well as the long-term, previously endorsed program for private sector support.

We continue to believe there is great potential for total community support...though building this support is a long-term on-going process that has no easy or quick solutions. However, to build this sense of commitment, we need to create first a Statewide broad-based foundation or sense of value in the Zoo -- recognition of its benefits and knowledge of its economic impact -- real statements that are hard facts. Personal involvement and personal support will follow once a proprietary interest is accomplished. These positive statements will have many uses -- especially to influence legislative leadership and counter indifference or negative attitudes. By tuning out myths and getting support, the entire image of the Zoo as having a negative worth can be turned around to a position of positive support.

In order to supplement factual statements on real Zoo values, an organized concerted effort needs to be made to meet State leadership on a continual basis well in excess of, and in addition to, formal presentations for hearings of committees. The Foundation Board believes that you and the Zoo Board must continue to build a strong Zoo program that encourages State support. State leadership is absolutely essential for the Foundation to be successful in developing private sector support. (see Shaver Report and report from Dick Gray's P.R. Advisory Committee).

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EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Mr. James Hetland
May 5, 1981
Page Two

In order to build a program of private sector support, we need the following list of statements and materials for presentation to prospective donors in order to justify our request for gifts to the Zoo. One sample case statement format is attached. Included are all principal points that are discussed in most of our presentations.

In addition, we propose to create both a short form and a long form case statement. The short form will be published in a "traditional" manner that condenses the Zoo's development story. The long form will not be published but will contain more details and support schedules for corporate or foundation staff who want to study in greater degree the request and the justification for the request. These schedules and support materials can be upgraded and substituted as more current information is available.

Some of the best "marketing" approaches are quotable statements from community leaders who believe in and support the Zoo. We have some. We need more. Any that you have or Ed has would definitely help us in the material which we are assembling.

A number of the Foundation Board members are often confronted with questions on the Zoo's perceived management leadership. We believe in the system -- we talk to it -- we support it. Any written statements or additional support which you can share with us to convince Board members and their peers and their friends that the Zoo has a business-like approach and is displaying competent administrative and operational leadership would also be helpful.

Zoo policies are changing - goals and objectives are revised as new philosophies and approaches are introduced. We want to be sure we have current statements that express current thinking. We do have the Zoo's written goals and objectives but these are several years old and probably require revision. We do have more recent statements that have been shared with the Board and legislative committees. What other materials do you have which you can share with us?

Probably the most important statement or paper to be developed defines the value of the Zoo to the community. Both the direct and indirect benefits must be identified. The strengths and weaknesses need to be listed. In 1978, the Minnesota Department of Economic Development produced statistics on tourism travel expenditures in Minnesota as follows:

- .seven-county metro area received almost 50 percent of all tourism travel expenditures in Minnesota
- .7.6 million persons travelling in state
- .3.6 million enjoyed educational and recreational facilities in Twin Cities area
- .of that 3.6 million, 390,000, or 11 percent, were expected to visit Zoo (based on attendance projections no longer relevant...)
- .average spending per traveler was estimated at \$188 per visit
- .visitors to Zoo projected to spend \$73 million in the metro area in 1978.

Have these projections changed during the past three years? Are there new figures based upon current trends or projections within the tourism travel industry?

Mr. James Hetland
May 5, 1981
Page Three

In this respect, relating to the Zoo as a visitor attraction, we believe the need is real for the following information:

- .measure the impact of the Zoo on tourism to tell public and policymakers definitively what the economic contribution of the Zoo is to Minnesota tourism and Minnesota economy
- .show that Zoo does more than generate revenues from its visitors -- it also plays a significant role in bringing people to the metro area from other parts of Minnesota and out-of-state
- .identify additional draw to area which Zoo generates or additional length of stay in area by travelers
- .project increased sales in restaurants, gas stations, other commercial and retail operations in general area of Zoo.

The Zoo is undoubtedly a culturally enriching experience for all of those who visit. The Zoo periodically or quarterly has a survey of visitor attitudes and information. Positive data showing the Zoo as a major cultural institution would be extremely helpful.

In all instances, more specific financial data is also needed:

- .summary of receipts and expenditures (operating budget), return to state since Zoo opening (two fiscal years?) (three fiscal years) (projections)
- .projected operating expenditures for ten-year plan period, including cost created by new additions
- .projected attendance - return on investment! Visitor side!
- .projected income (and financial return to state, or self-sufficiency ratio)
- .most recent audit (available in May?)

The Foundation is a bridge to many people in the community. The Foundation can help to build a Zoo constituency of major donors, individual, corporate and foundation supporters. We are currently investigating methods to reach groups and organizations through established programs. We may be recommending new approaches to build or expand the Zoo's statewide constituency.

These ideas have been prepared as the formal request to you and the Zoo Board. Some of these needs will obviously be generated by Zoo staff or Zoo associates. Others can be accomplished by joint approaches. Obviously, much of the final assembly will be done by the Foundation for the case statement. Your approved plans and specs and support will be essential for us to proceed.

The Foundation does need specifics for your short and mid-range plans that are now in process of review. We can obviously point to the long-term major building needs as approved by the Zoo Board in December. It is our intent to combine into a major ten-year plan both the proposed \$1.9 million in capital improvements and other needs and goals subsequently identified. In all instances, we need greater information on exhibit descriptions, timelines and budgets for completion, perhaps composite drawings of architectural plans, artist's conceptions of exhibits, and most specifically, the rationale that has gone into and supports the total plan.

Mr. James Hetland
May 5, 1981
Page Four

At the moment, the Foundation has feelings that it is "outside" the planning process - and consequently is in the position of having to request information leading to your response rather than being able to attract community participation and offer ideas from a development perspective. The Foundation believes it can be of more direct assistance when we understand each other's needs and circumstances - and participate in or jointly undertake these mutually important projects.

Please let me know if I or other members of the Foundation Board or Foundation Staff can meet with you to review the ideas set forth in this letter. We look forward to building both the positive image and the positive results the Zoo deserves.

Thanks for your attention and consideration.

Sincerely,

Stanley J. Nelson
President, Minnesota Zoological
Garden Foundation

SJN/dm
attachment

DRAFT RESOLUTION

WHEREAS, further capital development of the Minnesota Zoological Garden may be best accomplished by combining contributions from the private sector with capital financing by the State of Minnesota, and

WHEREAS, the Minnesota Zoological Garden Foundation serves to foster such capital contributions from the private sector, and

WHEREAS, a master development plan is being assembled to consist of varied projects ranging from major scale exhibits such as the walrus/sea bird/polar bear to lesser scale exhibits such as the prairie dog, and

WHEREAS, capital financing by the State of Minnesota may not be immediately forthcoming, and

WHEREAS, the Minnesota Zoological Garden Foundation Board at its meeting on April 9, 1981 requested from the Zoo Board (no later than its May, 1981 meeting) a resolution requesting Foundation's action in support of zoo development (with project descriptions and supporting documentation to follow as soon as completed and authorized by the Zoo Board).

THEREFORE BE IT RESOLVED that the Minnesota Zoological Board hereby requests of the Minnesota Zoological Garden Foundation that it prepare to undertake an annual capital fund drive to achieve in 1981 and thereafter the maximum possible level of participation by the private sector for capital needs of the Minnesota Zoo.



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

TO: Ed Kohn (for your information)

FROM: Stanley Nelson

DATE: December 3, 1981

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EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

At the Foundation Board meeting yesterday, it was a unanimous decision to move ahead with the initial contacts and delivery of proposals for the Zoo's capital completion program as soon as possible during the first quarter of 1982.

In order to do this, we all need to be involved in the review and rating of prospects and their potential, assignments, practice of the presentation material and scheduling of this job as soon as possible.

I am recommending we roll up our sleeves in a series of work sessions each Tuesday afternoon during the month of January, 1982 -- from 3:00 p.m. to 5:00 p.m. (or longer if needed) -- in my office, 1930 Midwest Plaza Building, Minneapolis -- in order to do this extremely important work. Please phone me (870-5555) or phone Bob or Kathryn at the Foundation office (827-3661) and tell us of your acceptance and availability on each of these days -- January 5, January 12, January 19 and January 26. Please make a special attempt to attend all of the work sessions.

The first two sessions will be devoted entirely to a discussion of corporate and foundation prospects, their potential based upon information we have on their past giving and new information which you bring to the discussion, primary contact person and methods for best approach. The second two sessions will be devoted to any additional review of the first two meetings and then a review of materials and each one of us going over the presentation process.

While we may be suggesting a day or time that presents a conflict with your schedule, please sense the obligation to participate in this process -- and tell me when you would be available at an alternate time. We will adjust accordingly or make every accomodation possible. Should we meet in the same location each week? Should it be a different day or time? Should we meet fewer times but for longer hours? Whatever your recommendations are, I need to know them now so we can plan for you. Please give me your thoughts. This is your project!

Thanks for giving this your immediate attention.

"Even if you are on the right track, you'll get run over if you just sit there."

Will Rogers

YOUR JOB DESCRIPTION FOR JANUARY 1982

Amidst your various communiques from the Foundation this past year have been several specific documents that really are the basis of the tasks proposed for January, 1982, and beyond.

I refer these to you in preparation of the work we need to commence. Please review them for their content and description of specific needs and opportunities.

References:

- (1) February 26, 1981 - Proposed Concepts for an On-Going (Annual) Capital Enrichment Program
- (2) March 19, 1981 - Targeting Prospects for the Foundation's Annual Capital Program (First Round)
 - 268 Corporations
 - 117 Foundations
- (3) May 28, 1981 - Proposed Committee Structures and Job Descriptions
- (4) July 16, 1981 - Zoo Board's Capital Completion Plan
- (5) July 30, 1981 - Proposed Fund Raising Strategies and Timelines
- (6) October 28, 1981 - Proposed Assignments for the Foundation's Goal of \$5 Million for the Years 1981 - 1985

A description of the next four work sessions in January, 1982, is as follows:

- January 5 - Review Foundation proposed target prospects
- Add or delete as determined
- Discuss potential and rate
- Consider assignments
- January 12 - Continued discussion of prospects and approve lists
- Determine additional leadership and participation needs for cultivation and solicitation
- Finalize assignments
- January 19 - Review materials, contents and goals
- Update and discussions on all Zoo programs and possible related questions
- Continued review and adjustments where needed on prospect list
- Review contact and presentation process
- January 26 - Actual practice of case presentations
- Individual situations being either the lead volunteer, resource person or the prospect

Other dates will be scheduled as needed.

A tour of the Zoo will be scheduled during the month so you can have a current update and view of on-the-site experiences.



DICK GRAY'S TASK FORCE

Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3661

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Minnesota Zoological Board
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

TO: Stan Nelson
Jim Hetland
Ed Kohn ✓

FROM: Bob Voigt

DATE: April 10, 1981

RE: Task Force

Enclosed is a copy of Dick Gray's letter and the list of persons invited to serve on the Task Force.

I'll forward information to you as I receive it from Dick. I presume he will be in direct contact with you too for your suggestions and input.

Investors
Group of
Companies

1000 Roanoke Building
Minneapolis, Minnesota 55402

Richard G. Gray, Sr.
President

Telephone 612/372-3719

April 3, 1981

Mr. Frank T. Heffelfinger
Executive Vice President
Peavey Company
730 Second Avenue So.
Minneapolis, MN 55402

Dear Frank:

There's a job to do and I'd like you to be part of a group to do it. I call it the "Zoo Task Force" and here's what I have in mind - and why.

About two years ago, I was invited to join the Board of Directors of the Minnesota Zoo Foundation, and I did. It quickly became apparent to me the "Zoo Image" needed improvement. A Public Relations Committee was formed of two members from the Zoo's Governing Board (board members are political appointees by the Governor), two members from the Zoo Society (the membership arm), and two members from the Zoo Foundation (the private fund-raising arm). I was one of the two from the Zoo Foundation, and I was appointed Chairman of the committee.

This Public Relations Committee has met many times over the past eighteen months. We feel progress has been made, but one major item has not been solved, let alone adequately addressed. That is: The Minnesota Zoo is regarded by professionals as one of the world's major zoos, and was recently proclaimed our State's number one attraction per the Minnesota Poll; yet, the Zoo does not seem to be a fully-accepted member of the local cultural community that includes the Guthrie, Art Institute, Science Museum, Symphony, and Walker. Until it is, the Zoo will not be able to maximize its tremendous potential.

The purpose of the "Zoo Task Force" is to address this problem of Zoo image and cultural acceptance, and possibly come up with one or more suggestions and/or solutions.

I would hope you'll agree to serve on this Task Force.

I visualize the following:

1. The Task Force will be comprised of fifteen to twenty Twin Cities business leaders essentially independent of the Zoo.
2. A "crash program" will be instigated with:
 - (a) Meetings once a week;
 - (b) Meetings over a period of six weeks;
 - (c) At least one early-morning meeting at the Zoo;
 - (d) The remainder of the meetings in downtown Minneapolis and/or St. Paul, probably for lunch.
3. Meetings will be held between the latter part of April and the end of May. Dates and times of meetings will be agreed upon by the group at the first meeting.
4. The format of the meetings is open, brain-storming is the rule.
5. Hopefully, some new, fresh approaches will result.

The Task Force members would serve without obligation - no politics, no fund-raising, no long-term commitments. The purpose of the Task Force is to take the problem, address it, and plan ways to solve it - all in a direct, unbiased, business-like way.

The Zoo needs this, needs it now, and, in my opinion, is worthy of the time and effort. Your participation would be of great help, and I think you'd enjoy it.

I'll call you in a few days so we can discuss it further.

Regards,

Dick
Richard G. Gray, Sr.

RGG:ak

P.S. My article in the enclosed Annual Report of the Zoo Foundation may help you decide to say "yes"!

Mailing List for ZOO TASK FORCE Letter

April 3, 1981

✓ Mr. George H. Dixon President First Bank Systems, Inc. P. O. Box 522 Minneapolis, MN 55480	George	370-4141
✓ Mr. E. Peter Gillette President and Chief Executive Officer Northwestern National Bank of Minneapolis Minneapolis, MN 55479	Peter	372-8123
✓ Mr. Carl B. Drake, Jr. Chairman of the Board The St. Paul Companies, Inc. 385 Washington Street St. Paul, MN 55102	Carl	221-7911
✓ Mr. Philip H. Nason E-1220 First National Bank Building 332 Minnesota Street St. Paul, MN 55101	Phil	
✓ Mr. Walter D. Scott President Investors Diversified Services, Inc. 29th Floor - IDS Tower Minneapolis, MN 55402	Wally	372-2250
✓ Mr. Paul W. Kraemer President Minnegasco 733 Marquette Avenue Minneapolis, MN 55402	Paul	372-5012
✓ Mr. Judson Bemis Chairman of the Board The Bemis Company 4900 IDS Center Minneapolis, MN 55402	Sandy	340-6000
✓ Mr. Douglas J. Dayton Dade Company 400 Shelard Plaza South St. Louis Park, MN 55426	Doug	545-1416

✓ Mr. Robert M. Adams Vice President Research and Development 3M 3M Center 220-14E St. Paul, MN 55144	Bob	733-1289
✓ Mr. D. W. McCarthy Chairman and Chief Executive Officer Northern States Power Company 414 Nicollet Mall Minneapolis, MN 55401	Don	330-6001
✓ Mr. Ruell D. Harmon Webb Company 1999 Shephard Road St. Paul, MN 55116	Ruell	690-7200
✓ Mr. Ronald M. Hubbs St. Paul Companies, Inc. 385 Wabasha Street St. Paul, MN 55102	Ron	
✓ Mr. E. W. Spencer Chairman and Chief Executive Officer Honeywell, Inc. Honeywell Plaza Minneapolis, MN 55408	Ed	870-5200
✓ Mr. Harry C. Piper, Jr. President and Chief Executive Officer Piper, Jaffray & Hopwood, Inc. 800 Multifoods Building Minneapolis, MN 55402	Bob	371-6111
✓ Mr. Whitney MacMillan Chairman of the Board and Chief Executive Officer Cargill, Inc. P. O. Box 9300 Minneapolis, MN 55440	Whitney	475-7575
✓ Mr. Frank T. Heffelfinger Executive Vice President Peavey Company 730 Second Avenue So. Minneapolis, MN 55402	Frank	370-7500

✓	Mr. Elmer L. Anderson 800 Rosedale Towers Roseville, MN 55113	Elmer	631-2191
✓	Mr. John S. Pillsbury, Jr. 930 Dain Tower Minneapolis, MN 55402	John	338-4383
✓	Mr. E. Robert Kinney Chairman of the Board General Mills, Inc. P. O. Box 1113 Minneapolis, MN 55440	Bob	540-2311
	Mr. Wheelock Whitney 1535 Dain Tower Minneapolis, MN 55402	Whee	333-7221
	Mr. G. Richard Slade President Northwestern National Bank of St. Paul 55 E. 5th Street St. Paul, MN 55101	Dick	291-2211
	Mr. William Spoor Chairman of the Board The Pillsbury Company 608 - 2nd Avenue So. Minneapolis, MN 55402	Bill	330-4966
	Mr. William G. Phillips Chairman and CEO 1200 Multifoods Building Minneapolis, MN 55402	Bill	340-3300

ce Mgt sys, Δ
Sams Fd (see Currie)

Needs: For Initial Interviews and for Capital Campaign

- 1) Have to have a good case for support. If not, the community leaders will get the impression that the Zoo has not adequately examined its needs and present operations, management, and State options in order to conclude that these proposed additions will really be beneficial and justifiable.
- 2) Presently, the need is "what" is needed to finish some of the spaces in the original plan for the Northern Trek.
- 3) Present case evolves around statement of estimated costs to build more exhibits. Right now, all we are doing is providing a brief shopping list of gift opportunities for donors - not a reason to invest other than this will be a good addition to the Zoo.
- 4) Information does not show what will be the impact of the exhibits added - only a brief reference on page five of the November 7, 1979 statement on The Tundra Community saying, "should achieve a 20% to 25% increase in visitor capacity letting us accommodate a commensurate increase in revenues adequate to fully fund the 10% addition in operating costs ..." Andy Currie says, "This statement is inadequate to convince Humphrey Doermann and others of the justification to support these needs. Rhetoric doesn't mean anything! Have to have more specific details of how arrived at conclusion and what is the payoff."
- 5) Have to provide the "why" side too - why do we, the private sector, have to concern ourselves with these proposals? Not just because the State isn't going to finance it! Have to show we can't wait! Have to show that these additions will have results that will provide a positive impact on the Zoo. The Zoo doesn't have a choice - have to provide the potential donors with the information they need and expect.
- 6) Have to provide specific details of proposed capital expansion program and the expected results. Emphasize that we are trying to develop a Zoo that the State can afford to operate. Unless we, the private sector, make the decision to complete these proposed additions, the Zoo will continue to be a controversial operation.
- 7) Emphasize, with these additions, we will be trying to create a Zoo experience more in line with what was originally predicted. Also emphasize, the Zoo is excellent, but not as successful as we all want it to be ... and it will be with these additions.
- 8) Don't dwell on the statement that there is no need to worry about the operations side because the State is covering that expense. Acknowledge it, but show that these additions are carefully planned and will greatly influence the quality of the experience for the visitor and will provide a significant motivational influence on both new and repeat business at the Zoo. This will have a favorable impact at reducing State dependency.

- 9) A case statement is analogies to the information needed and assembled for an application for a bank loan or any similar type of credit in the same size.
 - A. Description of Request (what needed)
 1. Exhibits - details
 2. Costs - application of funds
 3. Operations - how managed - impact on present facility
 - B. Justification
 1. History - basis leading up to decision
 2. Reason for request
 3. Economics - budgets - financial
 - C. Results
 1. Projections - based upon performance and known experience - show range of expectations from best to worst and ways to handle each
 2. How results will repay - return on investment - financial outcome
 3. Benefits - who served - quality product - impact - increased attendance - reduced State dependency - greater visitor pleasure - more earned income - better visitor attitudes
- 10) Have tremendous competition from other good causes in our community - many of them are extremely well prepared in presenting their requests. We need to have the best assembly possible before we enter into this highly competitive market. With good documentation and justification, we will be successful.



TO: FOUNDATION BOARD MEMBERS

FROM: Stanley Nelson

DATE: December 30, 1981

Thanks for your response to my communique of December 3rd in which I proposed a series of work sessions in January.

Your continued interest and desire to get the fund-raising program moving during the first quarter of 1982 is gratifying.

Our next meeting on Tuesday afternoon, January 5th, at 3 p.m., will be in my office, 1930 Midwest Plaza Building, Minneapolis.

Please refer to the several prior staff papers I suggested for your information. These all contain methods that will be essential for implementation of our campaign.

Our first objective will be to discuss our readiness to undertake these goals -- and any additional steps we need to take to have the structure needed to move.

Second, we all need to participate in an in-depth current tour of the Zoo and receive a lengthy and meaningful presentation of the Zoo's Capital Completion Plan. What date will you commit to for this important opportunity?

Third, we will have to evaluate the "size of our bite" and whether we can accomplish our task with our small but determined board -- and/or who and how we scout new players for our team. A quick look at our initial target audience and dividing up the assignments looks like we all end up with a long list and many responsibilities. I believe we have to identify and involve more people for our board.

Fourth, we will also need volunteers to become part of the campaign -- for short periods of time -- for concentrated calling programs -- for meaningful results on a scale that community leaders want to be involved and make a time commitment to help.

Fifth, we need to again review the communication process, materials available, new alternatives for reaching the target audience (i.e., newsletters on the campaign itself), and personal approaches, cultivation (schedules and informal).

Sixth, dedication and personal commitments must prevail among all of us -- we need to be more than just believers -- we have to actively express our beliefs and provide opportunities for others to similarly believe in the many Zoo resources and benefits.

*Ed
attend you need not
RW will
Report on
work session
by phone*

*Ed & Sandy
in depth*

Aldous Huxley put it simply: "Its not very difficult to persuade people to do what they already long to do." The reverse should be equally obvious: If the prospect is not already interested in what you have to offer, you aren't very likely to change his mind. (How do we know until we try?)

Seventh, I believe we can make it happen. One of the secrets of success is being properly prepared -- and calling on the right people -- at the right time -- with the right story -- and asking for the right type of support -- for the right benefit that the prospect is interested in supporting -- etc.

Therefore, on Tuesday, January 5th, we will be reviewing our target audience, identifying key contacts, considering approaches, and evaluating potential levels of support.

Your involvement is essential. I look forward to working with you.

"I am a great believer in luck, and I find the harder I work the more I have of it."

Stephen Leacock