



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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Jdr,

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

November 24, 1982

Malcolm McDonald, President
Minnesota Zoological Garden Foundation
21 East Oaks Road
North Oaks, Minnesota 55110

Dear Malcolm,

On behalf of the Minnesota Zoological Board, I want to thank you and the entire Foundation Board of Directors for the three beautiful paintings by John Keely which are featured in the new capital completion brochure.

These gifts, presented by Jim Hetland at our November 18 meeting, are a welcome asset to the zoo. Zoo staff is currently examining various options for maximizing the benefit of these wonderful paintings and I am confident that these gifts will add to the public's enjoyment of the zoo.

Thanks again and I look forward to a continuing successful association with you and the MZGF.

Sincerely,

Richard Arndt gd

Richard Arndt, Chairman
Minnesota Zoological Board

RA:gd

cc: MZGF Board of Directors





Minnesota Zoological Garden Foundation

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

Merger Proposal D.D.

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ROBERT S. VOIGT

October 27, 1982

Steve,

I would appreciate you comments and suggestions on this discussion paper.

Stan and Malcolm and I will be meeting on Friday to consider work in process and things to do for the proposed merger.

I have sent a copy of these ideas to Dick Arndt and to Jim Weaver.

Thanks.

THE ZOO ALLIANCE

Operational Purpose: A private sector organization which serves the Minnesota Zoo and the community. It furthers a positive Zoo image in the community, increases Zoo awareness, develops broad financial and political support bases, and increases Zoo usage.

The Zoo Needs: Financial support for further capital completion and growth; program funding and other support programming focused on the Zoo's mission-related objectives; and increased attendance, association with and personal involvement in the Zoo's many programs.

I. Fund Raising and Special Projects:

Private sector image building and financial support for completion and growth of the Minnesota Zoo.

- A. Ongoing solicitation of contributors:
 1. Annual Drives: Individuals, Organizations, Sponsors, Members.
 2. Special Requests:
 - a. Solicitation and administration of staff-identified grant subsidized programs (i.e., gifted classes, research projects, special programs in education, etc.)
 - b. Administration of special citizen fund raisers such as "runs" and "walks".
- B. Marketing for joint ventures:
 1. Cooperative effort in the identification and development of special marketing promotions that incorporate capital expansion monies.
- C. Development of networking channels with community organizations for the bilateral or multi-lateral furthering of educational, conservation, political action, and fund raising objectives. Partners might be wildlife organizations, other agencies such as the DNR or other private foundations or societies.
- D. Development of alliances and joint programming with state wide organizations such as Scouts, 4-H, Lions Clubs, etc., for the purpose of building a broad-based Zoo constituency.
- E. Development of funding and program support for an outreach program to community centers, public service groups, hospitals, etc.
- F. Development of Capital Campaigns involving intensive and extensive community leadership in seeking and securing major contributions and support for major expansions of facilities and services to the Zoo visitors.
- G. Development of a comprehensive and regularly promoted Planned Giving Program, including seminars and materials for a selected list of prospects and target audiences.

II. Membership Services and Special Programs:

Extensive community participation programs for building individual involvement and dedication to the mission of the Minnesota Zoo.

- A. Offsite promotion of Zoo programs (i.e. Zoo Goers).
- B. Support for and development of additional Zoo Goer membership benefits and programs such as classes, travel, discounts or premiums on books, field trips, etc.
- C. Total administration of a continuing education program - including classes, seminars, lectures, displays and field trips.
- D. Funding and execution of seasonal displays, events and activities to increase Zoo awareness and/or attendance.

(This activity must be coordinated closely with part I. A. 2. b.)

- E. Administration and expansion of currently Zoo administered speaker's Bureau.
- F. Financial support for volunteer recognition.

(Coordinate with part I. A. 2. a.)

III. Other Considerations:

Discussions over time reflect other possible programs and services that, in some beliefs, could be administered and directed by the private sector support group.

- A. Memberships - Zoo Goer -
- B. Sponsorship - Zoo Care -

These two specifics are an integral part of securing personal identification and involvement with an organization, its purpose, and working to improve and expand its future. These two existing programs will require a close and open working relationship between the Zoo staff and the "Alliance" in order to achieve its maximum potential. Anything less will work to the disadvantage of both groups.

Working with the Alliance over a period of time may provide new suggestions on the relationship of these and other programs.

IV. Overall management and administrative services of the "Alliance" organization:

- A. New organizational Articles of Incorporation and By Laws will be required - or a revised and amended same for either the present Society or the Foundation.
- B. A new leadership and management team will need to be selected - with responsibilities and expectations clearly defined.
- C. Budgets and financial projections will need to be developed based upon accepted programs, staff needs, and timeline projections. A few suggestions are as follows:

By November 30, 1982 (30 days) New structure and purpose of "Alliance" accepted

By December 31, 1982 (60 days) New Board and staff leadership selected

By January 31, 1983 (90 days) Proposed programs adopted and budgets approved
By February 28, 1983 (120 days) New staff on board, duties assigned, time-
lines established, and ready to go.

SOME STRUCTURE PROPOSALS:

I. Board of Trustees (Directors) (Governors)

5 appointed by the Society

5 appointed by the Foundation

11 new members - civic and business leaders appointed by the Chairman of the
Zoo Board upon the recommendation of the Society and the
Foundation.

—
21 total Board members

Term: 3 years - 1/3 reelected each year: first Board has 1 year, 2 year, and
3 year members, determined among the Board at their first meeting: Future
members will be chosen by the Board of Trustees and confirmed by the Zoo Board.

Purpose: To guide the Alliance and to participate in leadership functions
normally expected and attributed to Board member responsibilities (to be
written later) and to include fund raising, representation of the Zoo in
civic and community responsibilities, etc.

Officers: Chairman, Vice Chairman, Secretary and Treasurer, etc. (to be
defined later)

Honorary Members: May be chosen for distinguished services on behalf of the
Zoo.

- II. The Chairman of the Alliance must serve on the Zoo's Board of Directors -
preferably in an appointed position according to state policies - or in an
ex - officio position with equivalent duties and responsibilities. Also, the
Chairman must be an active participating member of the Zoo Board's committees
responsible for policies relating to development and membership services.
- III. Operational relationships must be maximized at all levels of staff and Board,
Zoo and Alliance, so that communication, understanding and interaction works
to the benefit of all.

- IV. Specific staff responsibilities will depend upon programs selected, staff obtained and tasks assigned. In order to implement some of the duties proposed, a beginning staff might be described as follows:
- A. Executive Director: Responsible for the overall administrative and programatic management; initiating and identifying functional fund raising programs to achieve the development goals proposed by the Zoo Board and approved by the Alliance Board; implementing the operating programs of educational services and membership support designated as a responsibility of the Alliance; directing the managerial duties inherent with the staffing; research, record keeping, communication and Board services requested of the position; directing the associates and assistants in the fulfillment of their duties and tasks; establishing community contacts and future program opportunities, develop leadership. The Executive Director of the Alliance would be one of the members of the Zoo staff management committee.
 - B. Assistant Director for Fund Raising and Special Projects: (to be written)
 - C. Assistant Director for Membership Services and Special Programs: (to be written)
 - D. Office Manager (Bookkeeper and Secretary): Record keeping and support services
 - E. Administrative Assistant: To provide clerical and research assistance to other members of the staff. Also, to assist with the presentation of events, programs and projects, and volunteer services. (to be written)
- V. Meetings, elections, specific committee responsibilities, management, contractual relationships with the Zoo, liabilities, location, etc., all need to be studied and then written.

COSTS - BUDGETS - BALLPARK ESTIMATES - FIRST YEAR

Expenses: 12 Months January 1, 1983 through December 31, 1983

Salaries (5 persons)	120,000
Benefits, Fringes, etc.	24,000
Reimbursable Expenses	6,000
Occupancy	8,000
Supplies	12,000
Postage	12,000
Telephone	4,000
Promotion	7,000
Printing, Xerox, etc.	5,000
Consultants, outside expenses, special materials and events, etc.	
Membership promotion, etc.	28,000

\$ 230,000

BENEFITS - RETURNS - REVENUE - BY PROGRAM

(First year returns are not indicative of an average over the first five years because of larger start up costs, delayed response to initial efforts and overcoming some of the inertia and adverse feelings or impressions gained in the recent past.)

TARGETS FOR REVENUE (1983 Calender Year) - GOALS:

1. Annual - Direct Mail	
a. 15,000 Prime Prospects (Society members, Zoo Goers, Foundation Donors)	
8% response (high, but !)	
1200 contributors @ \$30.00 average:	\$ 36,000
b. 30,000 other possibilities	
3% response	
900 Donations @ \$10.00 average	9,000
2. Special Requests - Personal Requests - Foundations, Corporations and Individuals - as determined for Zoo program needs	30,000
3. Special Events - Walks and Runs, etc.	- 0 -
4. Marketing - Joint Ventures	30,000
5. Community Organization - State wide groups - special intersts	6,000
6. Capital Projects - The Zoo's Ten Year Capital Completion Program - LEAD GIFTS -	500,000 (pledges)
7. Planned Giving	- 0 -
8. Membership Percentage Retained of Zoo Goers sold i.e. sell 1000 memberships; average of \$25.00 (½ family, ½ couple) Income \$25,000 (return 1/3)	8,000
9. Fees charged for educational programs, seminars, field trips, events, contributions to Speaker's Bureau, etc.	2,000
10. Interest Revenue on Investments	20,000
	<hr/>
Total Revenues (maximum)	\$ 135,000
	<hr/>
Revenue for Alliance	30,000
Revenue for Zoo	105,000
Additional pledges	unknown
	<hr/>
	<u>\$ 135,000</u>

SHORTFALL IF ALLIANCE ONLY GENERATES \$30,000 AGAINST BUDGET OF
 \$ 230,000 -

\$ 200,000

ALTERNATIVES:

1. Hold proposal - or, less programming than proposed.
This would reduce expenses and also the potential for income and building a base for future programs.
2. Need to generate revenues for Alliance Operations:
 - a. Society grant
 - b. Community support - Foundations, Corporations or Individuals disposed to the proposal.
 - c. Zoo redesignate present uncommitted funds.
3. Alliance could operate the Zoo Goer membership program as a regular part of the ongoing support activities - and consequently retain a larger share (i.e. two thirds) of the revenue generated for services provided.
4. Imagination and creative ideas need consideration:
 - a. Place Minnesota Zoo under Metro Council relationship so it has a "home" with legislative and governmental affiliations and increased support.
 - b. "Give" the Zoo to the University like the Freshwater Institute or the Arboretum. Operating budgets could be consolidated and the University Foundation could assist in development projects.
 - c. Convince the legislature to fund these expanded operating Zoo programs - budgets - staff - probable cost of only a couple hundred thousand dollars annually would be a small price for potential results.
 - d. Produce and sell a profit oriented Zoo publication, magazine, etc. - with ads and subscriptions - need professional help with the development of this idea.
 - e. Transfer the Gift Shop to the Alliance - also set profit oriented goals and objectives.
 - f. Place the fund raising program in moth-balls until some later date when affordable. Also, the Zoo could continue (as is) with the volunteer support services on a less than desirable but as affordable basis.
 - g. Contract with a profit-making entity on a fee basis to manage the Zoo on a lease arrangement (i.e. Bush Gardens, Disney, etc.)
 - h. Bring in a management consulting firm to review operations and suggest alternatives.
 - i. Your ideas?

CONCLUSIONS:

This Alliance proposal (a discussion paper) is predicated upon several essential and important conditions that must exist in order to successfully achieve these financial and programatic goals.

1. The Zoo Board members are crucial to this concept of volunteer leadership and participation in this Alliance program. Each persons activities will be necessary to establish communtiy awareness of the Zoo's positives and

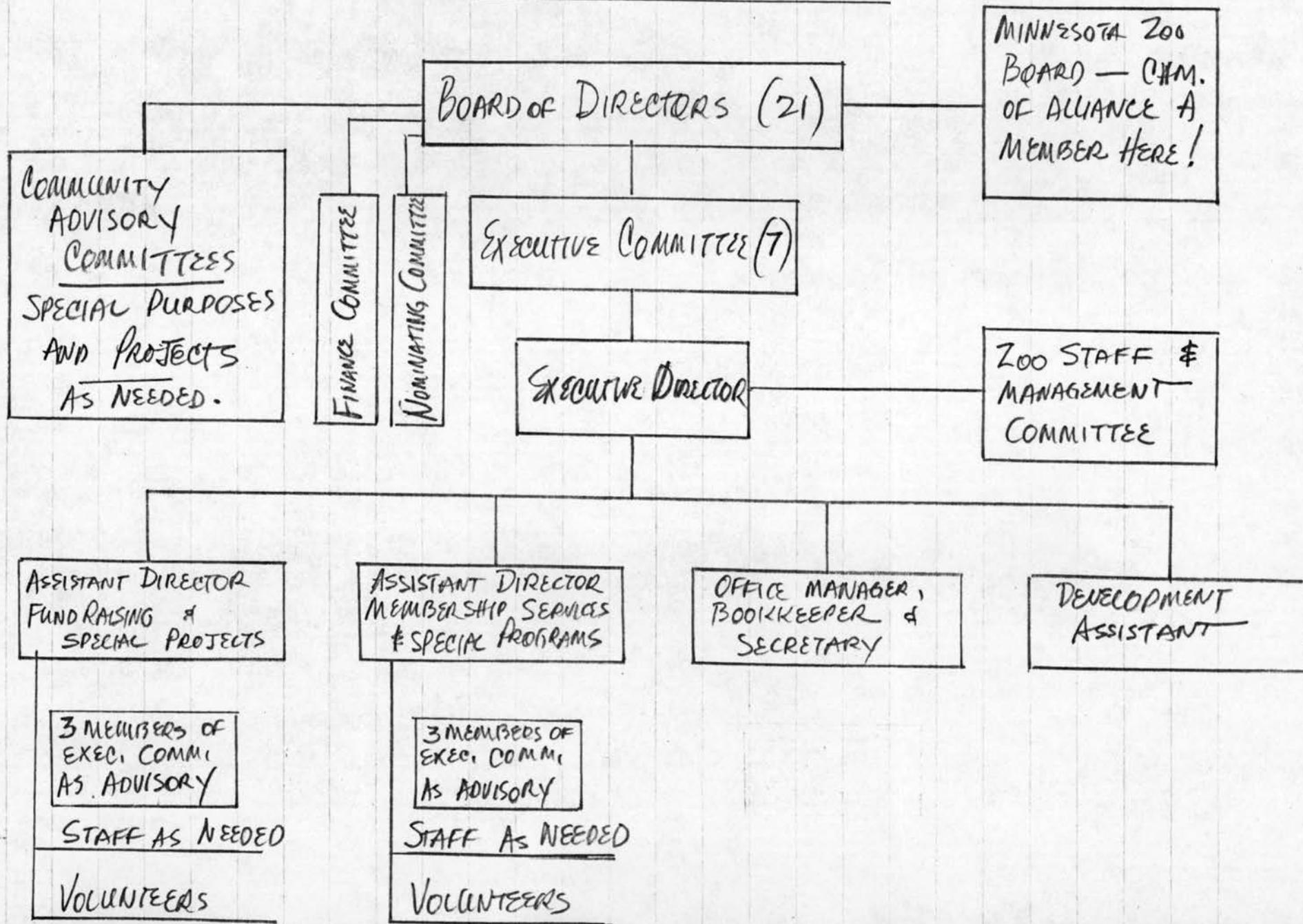
then to build respect for the basic components and requirements of fund raising.

2. Zoo management (the General Director) will be a keystone in the archway between the Zoo and the Alliance. A similar bridge will exist with prospective donors. The perceptions, understandings, and working relationships expressed and practiced by top staff will be a major factor in the successful fund raising program of the Alliance.
3. Time is another factor. We have all been expecting miracles to date. We need to practice more of the practical aspects of development which require the establishment of realistic goals, natural relationships, and the building of personal preferences that make donations of funds and services to the Zoo a top ranking objective of community leadership and, in fact, everyone.
4. Strengthening our Volunteer Leadership - The past couple years have taken its toll of our enthusiastic and able community leaders. We must identify and secure new representatives of our community's leaders to help us achieve the mission we have set. These idealistic goals will not be achieved with only staff assignments. We need a good working partnership of both.
5. We must realize that the Alliance is almost like starting over. It will take a couple years to gain momentum, self-sufficiency, and to rebuild understanding and respect. It will require a lot of patience (as well as persistence), dedication and hard work from all involved.
6. Matching funds have always been one of the consistantly supported needs from the State that the Foundation has encouraged. This concept is a ideal way to secure continued State funding of new exhibits. A matching funds challenge to the private sector backed up by direct appropriations is sweet music in the ears (and pocket books) of donors.
7. Staffing is equally as important. The Alliance needs professional, respected and dedicated individuals to complete the jobs described.

This is just a beginning. No ideas should be cast in concrete. We have a long way to go. Reflections upon these ideas and the introduction of others will require a compassionate analysis of need and prudent reflections on the best and most reasonable way to accomplish our task.

RSV:bem

MINNESOTA ZOO ALLIANCE



DEPARTMENT MINNESOTA ZOOLOGICAL GARDEN

Office Memorandum

TO : Minnesota Zoological Board

DATE: September 8, 1982

FROM : Steve Iserman *LSA*

PHONE: x302

SUBJECT: STAFF RECOMMENDATION ON A ZOO ALLIANCE

I have discussed the proposed formation of a new single zoo support organization with a number of staff members, particularly persons currently involved with programs which at one time or another were shared with or solely administered by the Minnesota Zoological Society. We have approached this whole issue not from consideration of the recently drafted membership proposal of the two parties considering merger, but rather from the perspective of what we as staff feel the zoo requires at this point in time of a support organization.

Support can be considered in terms of dollars and programming. It is our opinion that our primary need continues to be financial support for further completion and growth. Although support in terms of programming is highly desirable, it should not be undertaken at the expense of primary capital development needs. In this context, financial support must be in the form of new funding dollars, not repackaged and redistributed revenue monies already coming to us through existing zoo administered programs such as Zoo Goer membership.

Program funding and support programming are desirable but not essential. Proper safeguards must be present so that these operations by a support organization do not adversely deflect tight zoo staffing resources from their basic mission of providing for animal presentation. When this occurs it becomes a question of whom is supporting whom. Criteria applied to determination of support organization role should include programs or projects that are desirable for furthering a positive zoo image in the community, increasing zoo awareness, developing a broad financial and political support base and increasing zoo usage. Support should focus on mission related objectives that are desirable but cannot be obtained by the zoo due to existing resources, labor intensity, citizen support, etc.

We have outlined below with no particular priority intended possible support roles we see as desirable and possible through a proposed alliance. Some have operational benefits and some would enhance the products and experiences available to our clientele.

1. Total administration of a continuing education program -- including classes, seminars, lectures, displays and field trips.
2. Administration of special citizen fund raisers such as runs or walks for the animals.
3. Solicitation and administration of staff identified grant subsidized programs (e.g. gifted classes, research projects, special busing programs).

4. Financial support for volunteer recognition.
5. Development of networking channels with community organizations for the bilateral or multi-lateral furthering of education, conservation, political action, and fund raising objectives. Partners might be wild-life organizations, other agencies such as the DNR or other private foundations or societies like the Freshwater Biological Society.
6. Cooperative effort in the identification and development of special marketing promotions that incorporate capital expansion monies (e.g. Dayton's).
7. Development of alliances and joint programming with statewide organizations such as Scouts, 4-H, county fairs, Lions clubs, etc. for the purpose of building a broad-based zoo constituency.
8. Funding and execution of seasonal displays, events and activities to increase zoo awareness and/or attendance.
9. Administration and expansion of currently zoo administered speaker's bureau.
10. Off-site promotion of Zoo programs (e.g. Zoo Goers).
11. Support for and development of additional Zoo Goer membership benefits and programs such as classes, travel, discounts or premiums on books, field trips, etc.
12. Funding and program support for an outreach program to community centers, public service groups, hospitals, etc.
13. Editorial contributions to existing zoo publications.

This list is not exhaustive but points a general direction for discussion. In conclusion, I would reiterate our strong recommendation that the support groups' primary task be capital fund development and attendant investment management. We also see the need for immediate short term development of what you might call small scale exhibit additions that can be accomplished in-house at the rate of one per year. A support organization could work with staff on identifying and obtaining funding for these minimal level growth needs that are so important to maintaining our current attendance base.

DB/SAI:gd

FON

Gray D

FRESHWATER
BIOLOGICAL RESEARCH
FOUNDATION

2500 SHADYWOOD ROAD, BOX 90
NAVARRE, MINNESOTA, U.S.A. 55392
(612) 471-8407



July 6, 1982

Minnesota Zoological Garden
Apple Valley
MN 55124

I have moved to my new office at the following address and would like an address correction made to your records:

Richard G. Gray, Sr.
Freshwater Foundation
2500 Shadywood Road - Box 90
Navarre, MN 55392 471-8142

Thank you.

Richard Gray/nh

Richard G. Gray, Sr. by
Nancy Herfert



Minnesota Zoological Garden Foundation

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F.D.N.

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EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

TO: All Zoo Foundation Board Members
All Minnesota Zoo Board Members

FROM: Bob Voigt, Executive Director
Minnesota Zoological Garden Foundation

DATE: August 23, 1982

I have just learned today that Ken Knopf, our foundation Board member, has suffered a heart attack and is in the Cardiac Care Unit of the Itasca Hospital in Grand Rapids, Minnesota. 55744

Ken's situation occurred on Thursday, August 19th, while playing tennis with a friend near Grand Rapids. I will keep you informed of other information I receive but thought you might like to send him a card.



Minnesota Zoological Garden Foundation

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

June 10, 1982

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General Director
Minnesota Zoological Garden

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ROBERT S. VOIGT

Mr. Jack D. Brown
Vice President, Administration
McQuay Group
McQuay-Perfex, Inc.
13600 Industrial Park Boulevard
Post Office Box 1551
Minneapolis, MN 55440

Dear Mr. Brown:

We are delighted to acknowledge receipt of your check in the amount of \$800.00 today as your 1982 contribution to the Minnesota Zoo. Mr. Kohn, General Director of the Zoo, has forwarded your letter and grant on to me and I am pleased to express our thanks on behalf of the Zoo.

On occasions in the past, I have visited with Mr. Robert Quest and with Mr. Sid Johnston regarding your support of the Zoo and have extended invitations to them to visit the Minnesota Zoological Garden in Apple Valley. We would be pleased if you and other members of your contributions committee and executive officers would find time in your busy schedule to visit this marvelous facility.

The Zoo has excellent accommodations available for corporate picnics, clubs and organizations which are looking for unique opportunities for their meetings and recreational activities.

During a recent visit with Carl Steinnagel, he mentioned to me that your company has a Sportsmen's Club which might be interested in some of the group facilities at the Zoo. I would like to visit with you about whom to contact and how to direct more information to them for their use.

I'm looking forward to meeting you.

Sincerely,

Robert S. Voigt
Executive Director

RSV:kr

McQuay-Perfex, Inc.

- 4-13-77 RSV: Mr. Walter Robilliard, VP & Treasurer, was unable to accept invitation to information luncheon sponsored Lloyd Brandt.
- 6-17-77 RSV: Phoned Mr. Robilliard today - he is out of the office but due back on Monday, 6-20-77 so the person answering the phone (not his secretary) suggested I call back then. (533-5330)
- 6-17-77 RSV: In visiting with Paul Grambsch, a member of this company's board of directors, and a friend of mine, Paul said he would help in subsequent contacts and support to this company's board. Paul Grambsch is a Professor in the school of Business Administration at the University of Minnesota.
- 7-6-77 RSV: Phoned Mr. Robilliard - in a meeting- LMTC with Sahrton Schumacher.
- 7-13-77 RSV: Wrote to Mr. Robilliard - also sent copy of letter to Paul Grambsch - should follow-up with another phone call next week.
- 2/6/78 RSV: Today we have received a contribution of \$500.00 from this company for their 1978 contribution. I've acknowledged this gift to Mr. Robert W. Quest, Vice President, Administration.
- 4/3/79 RSV: I have today acknowledged a \$500.00 ^{gift from} ~~to~~ Mr. Quest of this company.
- 6/2/80 RSV: Mr. Robert W. Quest, Vice President of Administration, has forwarded to us a check in the amount of \$500.00 as their 1980 contribution to the Minnesota Zoo Foundation.
- 4/27/81 RSV: I have today acknowledged a contribution of \$1,000.00 from this company as forwarded to us by Sid D. Johnston, Vice President of Administration. I have also notified Ed Kohn, General Director of the Zoo, to include the company's name on the Zoo's Donor Wall.
- 6/10/82 RSV: Today we received a check in the amount of \$800.00 which represents this company's 1982 contribution to the Minnesota Zoo. I have acknowledged receipt to Mr. Jack D. Brown, Vice President, Administration. I have also visited with Carl Steinnagel, Vice President in the Corporate Office Section and he will assist us in making additional headway with this company.

Ed - Thought you might like to see one of our records on this company. Bob



Minnesota Zoological Garden Foundation

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

June 10, 1982

Jake copied 9/8
File
is communications
development with
copies

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General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

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

Dear Ed:

Jeff Willius has contacted me with several needs he has to finish work on the Foundation's capital campaign brochure. I'd like to request your help and the help of your staff in assisting Jeff so that he can proceed on the brochure as quickly as possible.

Each of the Keely illustrations will require a capsule statement of approximately 150 words. Information covered in the statement should relate to the areas of the Zoo plan represented in the illustration. If you could write these statements from the Zoo's perspective, I would appreciate your help. The illustrations will be available for perusal at the Zoo on the weekend of June 11th and 12th.

Also, an additional upbreat "people" shot was suggested during the meetings at which we reviewed slides. Jake had offered to provide this slide, which will be used on page 16 of the brochure, but it was not included in the slides forwarded to us. Could Jake select several slides that meet with your approval and forward these to us? We will make sure Jeff receives them.

To begin the layout and printing processes, Jeff will also need the following original slides:

2-63	Aerial shot of Zoo
31-98	Gibbons
46.5-19	Clouded Leopard
8-183	Beaver
108-127	Aerial view of Tropics interior
10.8-145	Bird Show
19.5-146	Winter ski scene
122-139	Whale spitting
82-818	Whale show galley shot
82-189	Grandfather and grandson
88-24	Orang-utan

In addition, the original slides of the Minnesota Orchestra event crowd and the children in the Zoo Lab are needed. Copies of these two slides are included with this letter for identification.

Edward Kohn
June 10, 1982

Page 2

Could you call us when these slides have been assembled and are ready for us? I know Jeff would appreciate receiving these as quickly as possible.

In addition, Jeff would like the original slide of the tiger drinking that we originally viewed during our meeting to select slides. Is this slide available as well?

We are hopeful that Jeff can obtain all of these items during the week of June 14th so that work on the campaign piece can progress quickly. If you have any questions about these needs, please contact either Kathryn or me and also inform your staff that they are free to call with any questions that will speed this request.

Thanks for your help, Ed.

Cordially,



Robert S. Voigt
Executive Director

RSV:kr



Minnesota Zoological Garden Foundation

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

file
[Handwritten signature]

June 3, 1982

[Handwritten initials]

OFFICERS AND DIRECTORS:

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Secretary
Mound
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Treasurer
Bloomington

Elsy and Jim Haynes
1570 Eustis Street #132
St. Paul, MN 55108

Dear Elsy and Jim Haynes:

Thank you for your letter of May 31st and your reference to your visit to the Como Park Zoo.

I am returning your letter to you so that you can share your thoughts with the people who are directly involved with the operations of the Como Zoo. You may want to send your letter and share your feelings with Mr. John Fletcher, Director, Como Park Zoo, 1224 Lexington Parkway, St. Paul, Minnesota 55103.

The Minnesota Zoological Garden Foundation is associated with the Minnesota Zoo in Apple Valley. Enclosed are several brochures and references on the Minnesota Zoo. We hope that you will visit the Minnesota Zoo and I would welcome your thoughts or observations after your visit.

I hope that you will feel free to share your thoughts with me at any time as we are also attempting to provide natural environments for the animals at the Minnesota Zoo and also develop educational programs that will be beneficial to all visitors.

Sincerely,

[Handwritten signature]

Robert S. Voigt
Executive Director

FOUNDING DIRECTORS:

REUEL HARMON
Inver Grove Heights
JOHN C. McKAY
South St. Paul
DAVID W. ONAN II
Wayzata
MARY ANN SCROGGINS
Afton
JOHN E. TILTON
Hopkins

RSV:kr

EX OFFICIO MEMBERS:

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Chairman
Minnesota Zoological Board
MARK JACOBSON
President
Minnesota Zoological Society
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

St. Paul, May 31, 1982

Ladies or Gentlemen:

As my husband and I visited the Como Park Zoo last Saturday, we were impressed by the beautiful surroundings for the tigers and lions. Then we went to see the gorillas, in a glass-case?

That sure was a very depressing sight. It is by no means adequate, even as a temporary measure.

Please make some better arrangements for them! We are sure there must be enough room for them in a more natural setting.

Thank you for your consideration in this matter, as soon as possible, as we do want a change, and will continue to inquire, till it is done.

Yours truly,

Elsy & Jim Haynes

Phone: 644-4851



Minnesota Zoological Garden Foundation

1422 West Lake Street, Suite 303 • Minneapolis, Minnesota 55408 • Phone (612) 827-3664

TO: Board of Directors
FROM: Bob Voigt
DATE: May 25, 1982
SUBJECT: Executive Director's Report

OFFICERS AND DIRECTORS:

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St. Paul
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CHY MORRISON
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Hopkins

EX OFFICIO MEMBERS:

JAMES L. HETLAND
Chairman
Minnesota Zoological Board
MARK JACOBSON
President
Minnesota Zoological Society
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

The formalized, scheduled, aggressive fund raising campaign is still in preparation stages awaiting completion of several support documents and elimination of other time-consuming activities which require energy and thought regarding organizational relationships. However, there is still planning effort and significant cultivation effort occurring.

The attached calls and contacts report only indicates those conversations and development activities that are reported to the Foundation office. It would be helpful to record and follow up on all similar activities that occur. Please notify the Foundation of your contacts that need to be recorded.

John Keely's illustrations will be completed during the month of May. Several meetings have been held with Zoo staff and Jeff Willius, production coordinator, to finalize the content of the illustrations depicting future exhibits as proposed in the Zoo's capital completion plan. Production of the contents has been slow while attempting to make the best selection of photographs and state the position in a most significant manner. However, production of the final document(s) is scheduled to resume the first week in June.

President Nelson has been invited to participate in several inter-organizational discussions by Governor Quie with representatives of the Zoo Board and Society Board. Because Zoo Board decisions made this past year redefine the contractual services desired by the Zoo, and establish several programs under different administrative direction, the Society has been seeking a redefined relationship. The Society is now proposing discussion of alternatives, yet formalized ties through a variety of new structures with and through the Foundation. Information on these past meetings as well as proposals for future discussions will be given in greater detail by President Nelson at the Board meeting on May 25th.

The Zoo Board, at its meeting on May 20th, passed a resolution in response to the Foundation's request for information on future draws of funds held for the Zoo, not to request capital dollars for the next six months. The Zoo does not have current construction that will require these funds. The Zoo's own gift account has in excess of \$60,000 for immediate needs.

In addition, the Zoo Board directed a check from the Zoo Society in the amount of \$35,160.29 be written to the Foundation for subsequent Zoo use as specified by the Zoo and Society. These funds had been previously secured by the Society through the sponsorship program. We will soon be receiving both a check and a formalized statement indicating the method of application.

Ed Kohn will be providing us with further information about a meeting with several other Zoo directors who will be coming to the Minnesota Zoo for the weekend of June 11th and 12th. These directors are from the National Zoo in Washington, the Audubon Zoo in New Orleans and the Woodland Park Zoo in Seattle. The Foundation Board has been invited to attend and participate in some of the sessions with these directors.

CALLS AND CONTACTS
4/27/82 - 5/25/82

Abbott, Elizabeth		Voigt
Abbott Northwestern Hospital	Johnson	Voigt
Belwin Foundation	Bell, Shepard	Voigt
Daffidils Garden Club	Kettner	Rosebear
Dain Bosworth, Inc.	Friswold	Voigt
Dayton Hudson Corporation	Hale	Voigt
Epsilon Data Management	Meyers	Rosebear
First Bank St. Paul	Thomson	Voigt, Rosebear
Graco Foundation	Koch, Murphy	Voigt
Gruenerwald, William		Flesness
Kennedy Sinclair, Inc.	Mathias	Voigt
King Griffin, Inc.	McPherson	Voigt
Kuehn, Jack		Voigt
Lauerman, Fred *		Voigt
Mackay Envelope Company	Mackay	Voigt
McGladrey Hendrickson and Co.	Draper	Voigt
Minneapolis Chamber of Commerce	Bailey	Voigt
Minneapolis Rotary		McNeal, Voigt
Minnesota Citizens for the Arts	Jensen, Jones	Rosebear
3M Company Foundation	Larson	Voigt
Minnesota Rubber Foundation	Vincent	Rosebear
NSFRE Conference	Capriotti et. al.	Voigt, Rosebear
North American Life	Grove	Voigt
Nott Company	Fritz	Voigt
Onan Family Foundation	Onan	Voigt
Price Waterhouse	Kosak	Voigt
Quie, Governor Al		Nelson
Rothschild Financial Corp.	Boynton	Voigt
South Suburban Women's Club	Olson	Rosebear
Studio West	Keely, Bjorlin	Voigt
Target Stores	Thatcher	Voigt
Welch Associates/Houston Community Foundation	Welch	Rosebear
Willius, Jeffrey		Voigt, Rosebear

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** web for Madey - Keane*

** rel copy VMM - FD - \$ 20, m, w ago. (866/pvt=)*



Minnesota Zoological Garden Foundation

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

cc: 51
gd

April 30, 1982

OFFICERS AND DIRECTORS:

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Minnesota Zoological Board
MARK JACOBSON
President
Minnesota Zoological Society
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

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

Dear Ed:

At its meeting on Tuesday, April 27, 1982, the Board of Directors of the Zoo Foundation passed a resolution asking the Zoo to provide a six-month schedule of the Zoo's financial requests from the Foundation for capital improvements. The Zoo Foundation Board would like to receive this schedule of anticipated capital improvements by its next meeting on May 25, 1982. Also, it would be appreciated if this report could be updated every three months.

The Foundation is in process of determining its own operating needs for the next fiscal year. Currently the Foundation has approximately a three-month operating reserve from gifts, grants and interest income received on gifts held for the Zoo. To determine cash flow and potential interest income, a schedule of the future "draws" the Zoo plans to take would be appreciated. In addition, this schedule would facilitate planning for the capital campaign and other Foundation programs.

The Foundation Board also believes that requests for funds should be well planned and coordinated in advance of the request with both Boards aware of future financial needs.

Vic Alfsen stated to our Board at the meeting on Tuesday that a master plan update of capital improvements is in process. This would definitely be helpful to the Foundation in its planning process, as I'm sure it will be in yours.

Thanks, Ed, for your help with this request.

Sincerely,

Stanley Nelson
President

SN/kr

MZGF

March 23, 1982

Robert Voigt, Executive Director
Minnesota Zoological Garden Foundation
1422 West Lake Street, Suite 303
Minneapolis, Minnesota 55408

Dear Bob,

Over the past three months, we have discussed with you the proposed Minnesota Zoo Goer quarterly including costs, distribution, and format. In summary we proposed a cost-sharing approach to the financing of the publication between the Zoo and Foundation.

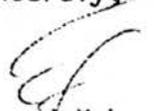
The zoo quarterly will be published by Dorn Communications Inc., and, in addition to being sent to the MZGoer members, will appear in both Corporate Report and Twin Cities magazines. The total quarterly distribution will be 23,000 in Corporate Report; 37,000 in Twin Cities magazine; and 15,000 separate copies for the MZGoers and other needs. These issues pass through an estimated 120,000 hands monthly. The total annual cost for the quarterly will be \$37,728 or 12.5¢ per copy. This constitutes a marvelous bargain for us all.

I believe an equitable cost distribution for this publication would be that the MZGoer, zoo general marketing, and Foundation budgets each pick up a third of the quarterly's cost. This split is based on the assumption that the publication will equally benefit the three areas. However, due to our current budgetary limitations, I am proposing for the first year only a 50/50 split. As you know, the zoo's advertising budget has been severely reduced for the remainder of this biennium. In addition, the MZGoer membership program is only three months old and the membership level, while growing, is not currently at a level which has produced revenue sufficient to adequately fund the quarterly. Within a year, this membership level should be sufficient to fund its fair share of the publication costs.

As previously stated, I am proposing a 50/50 split for the first year publication costs only, or \$18,864 to both the Foundation and Zoo accounts. Thereafter, the 1/3, 1/3, 1/3 distribution would be used.

I would appreciate your thoughts on this revised formula and Dave, Steve or I would be happy to provide any additional information needed. The first quarterly will be out in May, so I would hope we would now be ready to complete arrangements. We will all be proud of this venture.

Sincerely,


Edward Kohn
General Director

EK:gd



Promotions

MARK KING COMES TO LIFE AT THE ZOO

A Great American Artist
Grows with the Minnesota Zoological Garden

An Outline of Intent for
A Variety of Artful Special Events,
Promotional and Fundraising Activities

Presented for the Consideration of
The Minnesota Zoological Garden/Foundation

On Behalf of
Knightwood and Brooks, Ltd., and
King Griffin, Inc.

March, 1982

Jim McPherson
and Friends
Twenty Groveland
Minneapolis, MN 55403
612/874-9855

Business, Community & Public Relations
& Communications Services

MARK KING COMES TO LIFE AT THE ZOO

I. IN A "NATURAL/CULTURAL" SETTING:

A. Creative Art Captivates All Creatures ...

Relatively speaking, "animal art" is almost as old as culture itself. Some 30 to 15 thousand years ago, primitive peoples adorned their caves with colored-earth renderings of bison and reindeer. This was way back when Man was probably the more endangered species, as other animals roamed and preyed at will. And for centuries following, we have sought to depict -- even worship and immortalize -- many of the other creatures great and small with whom we cohabit this planet.

Today, Man is clearly "The King of Beasts". Our agricultures and urban cultures have sprawled over the jungles, forests, oceans and streams -- forcing countless other creatures into extinction or captivity.

Fortunately, the same technology which has endangered so many species may eventually save many: Climate-controlled, "natural-habitat" zoo complexes -- complete with global computer "animal-dating" programs -- wherein many now endangered species can survive until they can thrive; "Global-Village" media networks which can sensitize and summon contributors to the survival cause; Sophisticated environmental education which can enable all creatures to live and learn together within the naturally and culturally balanced life-support system called "Spaceship Earth".

And basic to this grand global vision is the belief that all Life -- and all Art, as a reflection of Life -- is pricelessly worth preserving and pursuing, if not Sacred.

B. ... Including an Artist Called "King of the Jungle".

The great American artist, Mark King, has been inspired with this kind of broad "eco-vision". Born and schooled in India, zoos and jungles there left him with early positive impressions of animal and plant life.

Today, his avid interests in botany and graphic impressions of jungle creatures attest to his "natural" talents and sensitivity to life. (Please see enclosed biographical and "graphical" booklet.)

Since his early years, the artist has traveled extensively, visiting and studying in a variety of cities (and zoos) around the world. Having been both encouraged and dismayed by varying socio-economic conditions, he has become keenly aware of carefully-monitored marketing to achieve one's environmental, cultural and philosophical aims.

Hence, his rational and artful renderings of subjects designed to "make people feel good". Therefore, his highly selective "limited-editioning" of signed serigraph prints. Consequently, his desire to work with established cultural institutions which, themselves, have the power to provide widespread positive inspiration.

However, given our current economic environment -- wherein another "endangered species" is the American Dollar -- Mark King is acutely aware of the need for carefully engineered fundraising efforts to preserve and build the constructive cultural institutions which, hopefully one day, will insure our survival and "thrival" on Earth.

II. HELPING TO BUILD A FIRM FOUNDATION:

A. Creating Art for All's Sake ...

Within the previously outlined context, it seems both "natural" (and cultural) that Mark King should direct his artistic talents toward fundraising, promotional and development efforts on behalf of the Minnesota Zoological Garden/Foundation.

His earlier and recent visits to the Minnesota Zoo have "vitalized" his intentions to this end. His recent discussions with directors of the Zoo and its Foundation have begun to crystalize a conceptual framework and formulate a course of action which will enable the artist and all concerned to grow with the Minnesota Zoological Garden.

B. ... Including a Variety of Artful Special Events,

1. The Creative Commissioning

Herein, Mark King's exclusive agents, Knightwood and Brooks, Ltd., will work closely with directors of the Minnesota Zoological Garden Foundation in finding donor(s) to commission original work(s) of art relative to the Minnesota Zoo's planned fundraising and development; e.g., the Polar Bear, Arctic Fox, Sea Turtle, etc. in their envisioned settings.

In an "everyone-wins" situation, the works will become tax deductions for the donors, retained and appreciable investment art for the Zoo/Foundation (though they may alternately adorn the walls of the Zoo and the donors) and the bases for a variety of subsequent promotional and fundraising activities.

2. The Celebrative Unveiling

The original works will be unveiled at special media-event celebrations honoring the commission donors, corporate and individual contributors and fundraisers. Newsworthy and entertaining activities may include a multi-media presentation relating the art and artist to the Zoo's developmental plans and progress, as well as openings for Zoo exhibits of his earlier animal art, scale-models of planned developments, etc.

3. The Incentive Editioning

Here again, Knightwood and Brooks will participate with the Foundation in covering the cost of producing selected limited-edition signed-original serigraphs based upon the original works. (Typically, 325 prints and 50 artist's proofs are produced by approximately three months following completion of the original.)

These valuable serigraphs may then be offered as incentive/awards to contributors at roughly a 10/1 giving/value ratio. Or, they may be sold or auctioned off, outright, with the suggested price (and currently appraised value) being about 10 times that of cost to the Zoo/Foundation or serigraph donor. In either case, the serigraph recipient may enjoy the art and a tax deduction. He or she should also appreciate the serigraph aesthetically -- while it appreciates financially.

As discussed, should Mark King's work become a focal point of the Minnesota Zoo's long-range fundraising campaign, it should also be incorporated graphically into the Foundation's fundraising literature, promotional calendar and other internal patron events.

C. Promotional and Fundraising Activities

1. The Public Promotion

In addition to anticipated extensive media coverage of the more internal, patron-oriented events and activities, the artist and his works may provide the bases for more publically-oriented events, activities and artifacts -- all designed to produce revenue, attendance and added popularity for the Minnesota Zoo.

- a. The "Come to Life" Calendar -- including quality reproductions of four seasonal works (e.g.; Polar Bear and/or Cross-Zoo Skiers, Siberians in Springtime, Summertime Mono-railers above Bactrians, Belugas and Birds, etc.). Artful and informative, the calendar could help tell the Zoo story: existing and planned wildlife exhibits, their habits and habitats, I.S.I.S and other innovative efforts to save and care for them; listing dates to remember relative to animal and zoo activities. The calendar could be given to contributors at the appropriate level and sold to the public at the Zoo and various quality souvenir outlets throughout the state and even across the country. Eventually, as a sufficient number of works are developed, the calendar could include a dozen reproductions. (As with the WCCO-TV/Freshwater Society Weather Calendar, it could be produced in cooperation with a local TV station, Audubon Society and/or other organizations.)
- b. Posters, Playing Cards and Potpourri -- also potentially including such items as souvenir plates and glasswear, signed silkscreened scarves and tablecloths and other artfully done artifacts. Again, these could be sold at the Zoo and souvenir outlets, as well as be used as incentives at appropriately lower levels of giving. Here, the mass promotional and fundraising possibilities are immense.
- c. PR, Press Releases and Public Participation -- all carefully coordinated by the Zoo's and Knightwood and Brooks' PR people, involving joint press releases on events and activities, participation in media interviews by the artist and Zoo representatives, efforts to "spark" a major news/documentary/feature story in local and national electronic and print media, participation in specially promoted public events at the Zoo or in other activities; e.g., Minneapolis Aquatennial and St. Paul Winter Carnival Parades, promotions with the Animal Humane Society, etc. -- perhaps even a specially orchestrated "Celebration of Life," in cooperation with the Minnesota Orchestra, Minnesota Dance Theatre, Minneapolis Institute of Art and Minnesota Opera Company. In short, this latter special event could become one of the year's most exciting cultural offerings anywhere in the country (but "naturally" very live and direct from the Minnesota Zoo)!

III. BUILDING NOW, FOR THE FUTURE:

Obviously, the more creatively and cooperatively involved we become with these and other promotional projects -- beginning now -- the more materially prosperous and culturally enriched will be the lives of current and future generations of zoo-goers and dwellers alike. With all this in mind, we anxiously await our next productive planning sessions.

DEPARTMENT MINNESOTA ZOO

Office Memorandum

TO : Minnesota Zoological Garden Foundation
Board of Directors

DATE: February 23, 1982

FROM : Edward Kohn, General Director

PHONE: 432-9010 x300

SUBJECT: MZG FUND RAISING POLICY

The Minnesota Zoological Board unanimously passed a motion at its February 18, 1982 meeting confirming the designation of the Minnesota Zoological Garden Foundation as the primary fund-raising organization on behalf of the Minnesota Zoological Garden in the private sector.

Attached for your review and advice is the portion of the document which Zoo Board has adopted, which hopefully will be mutually adopted by the Foundation Board. (Section II and III will be worked on by Zoo Board committees in consultation with Foundation staff.)

Please contact Bob Voigt with your comments. He has agreed to compile them for Zoo Board use.

EK:gd

Attachment

cc: R. Voigt

MZB_{gd}

MINNESOTA ZOOLOGICAL GARDEN

FUND RAISING POLICY

POLICY: The Minnesota Zoological Board (Zoo Board) has designated the Minnesota Zoological Garden Foundation (Foundation) as its primary fund raising organization in the private sector.

GUIDELINES: To insure the existence of integrated, cohesive fund development programs that are consistent with the long-range plans advanced by the Minnesota Zoological Board (Zoo Board), the Zoo Board hereby establishes the guidelines set forth below which will apply to all fund development programs and efforts related to the Minnesota Zoological Garden (MZG).

- I. The Minnesota Zoological Garden Foundation (Foundation) will serve as the primary private sector fund-raising agency for the Minnesota Zoological Garden (MZG).
 - A. The Foundation will be responsible for developing and implementing comprehensive fund raising programs aimed at the private sector including but not limited to capital and deferred giving programs.
 - B. Public sector and national program funding strategies remain the responsibility of the Zoo Board; as with all fund raising programs, this shall be performed in consultation with the Foundation.
 - C. All requests for funds from the private sector, including local and national foundations, on behalf of the MZG will be made by the Foundation, unless by mutual exception, pursuant to the guidelines established in Section II of this document.
 - D. The Foundation will develop and raise funds only for those programs which have been approved and prioritized by the Zoo Board, and then according the policies and priorities established by the Zoo Board. All Foundation funding programs will be operated in accordance with Minnesota Statutes pertaining to fund-raising.
 - E. The Foundation and the MZG will endeavor to keep each other informed of all public and private sector fund requests on behalf of the MZG.
 - F. The MZG will continue its marketing and promotional efforts with the goals of (a) increasing attendance at the zoo and (b) generating maximum utilization of its facilities compatible with zoo policies. Strategies which are developed by the MZG will not conflict with the funding strategies as expressed in the guidelines of Section II of this document.

II. Capital and Program Planning

(To be developed by the Operations Committee for Board consideration in consultation with the Foundation.)

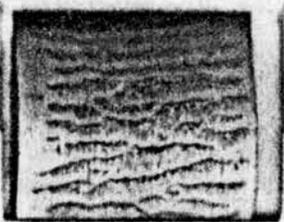
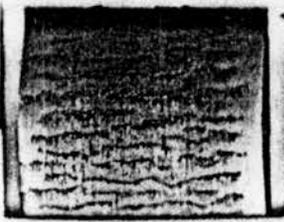
III. Financial Standards

(To be developed by the Audit & Finance Committee for Board consideration in consultation with the Foundation.)

IV. Adoption

This document supercedes and replaces in its entirety the document entitled "Fund Development Guidelines" dated August 18, 1975 and revised and adopted by the Zoo Board on April 29, 1977.

MZF



Friday, Feb. 12, 1982

St. Paul Dispatch

\$6 million Minnesota Zoo fund drive will start soon

A drive to raise \$6 million in capital improvement money for the Minnesota Zoo in Apple Valley will get started late this spring, zoo officials decided after a meeting Thursday.

The Minnesota Zoological Garden Foundation is seeking designation from the Zoo Board as the exclusive fund-raising organization:

If the Zoo Board goes along, as expected, with the request, the zoo would complete its break begun last November with the Minnesota Zoological Society.

The society was instrumental in establishing the zoo and had raised funds for it in the past. It had sold free admissions to the zoo as a membership benefit, but lost this privilege with the break in relations.

This year's effort to raise \$6 million is part of a long-range, \$20 million fund goal to complete the zoo.

Zoo officials believe that designating one fund-raising group will clear up public confusion over the rift between the zoo board and the society.

IDS

IDS Tower, Minneapolis, Minnesota 55402

Foundation 57 plans

K

*Ed - for your information.
BDR*

February 4, 1982

Mr. Robert S. Voigt
Executive Director
Minnesota Zoological Garden Foundation
1422 West Lake Street
Suite 303
Minneapolis, MN 55408

Dear Mr. Voigt:

I am happy to inform you that the Minnesota Zoological Garden Foundation is scheduled to receive \$5,000 from IDS in May 1982.

IDS has designed a new contributions program, the IDS Community Involvement Program. You will receive more information about it shortly.

If you have any questions, please call Karen Strandness at 372-3338.

Sincerely,

Alice S. Reimann

Alice S. Reimann
Manager - Community Relations

AR:nc

*2/8/82
D*



Minnesota Zoological Garden Foundation

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

February 10, 1982

ED I mailed a copy of this same info to Sheri.

OFFICERS AND DIRECTORS:

STANLEY J. NELSON
President
Minneapolis
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Vice President
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Vice President
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DEAN McNEAL
Secretary
Mound
HAROLD S. WEBSTER
Treasurer
Bloomington

Alice S. Reimann
Manager - Community Relations
IDS
IDS Tower
Minneapolis, MN 55402

Dear Alice Reimann:

Thank you for your nice letter of February 4th in which you informed us that the Zoo Foundation is scheduled to receive a grant of \$5,000 from IDS in May of 1982. Thank you for this indication of your confidence and your continued support in a great project.

FIRMIN ALEXANDER
Apple Valley
ANTHONY L. ANDERSEN
St. Paul
W. ANDREW BOSS
St. Paul
WALLACE C. DAYTON
Minneapolis
CONNIE DeLAND
Minneapolis
ROBERT ENGELS
Minneapolis
D. STEPHEN FARLEY
St. Paul
HERBERT GOLDENBERG
Minneapolis
RICHARD G. GRAY, SR.
Minneapolis
KENNETH M. KNOFF
Hackensack
CHY MORRISON
Wayzata
JOSEPH T. O'NEILL
St. Paul
HAZEL REINHARDT
Minneapolis
GORDON ROSENMEIER
Little Falls

The Minnesota Zoo is continuing to show new strides and new accomplishments each year. Several new major exhibits have been completed on the Northern Trail -- including the relocation of the musk oxen, new exhibits and animals for the bison and elk exhibit, the introduction of antelope to an existing facility, numerous modifications and improvements as well as several new support facilities for the Northern Trail. A new Zoo visitor conference center has opened and is providing great enjoyment for the many visitors to the Zoo that are cross country skiing during this winter season. School groups are continuing to find new programs available for their expanded learning experiences. A series of other learning adventures have been offered as part of the on-going educational extension programs of the Minnesota Zoo. Enclosed is a brochure showing some of these activities during the recent months.

FOUNDING DIRECTORS:

REUEL HARMON
Inver Grove Heights
JOHN C. McKAY
South St. Paul
DAVID W. ONAN II
Wayzata
MARY ANN SCROGGINS
Afton
JOHN E. TILTON
Hopkins

I appreciated the opportunity to read about your community involvement program as described in the December 28th issue of Skyway News. I am looking forward to receiving more information about it as you mentioned in your letter.

EX OFFICIO MEMBERS:

JAMES L. HETLAND
Chairman
Minnesota Zoological Board
MARK JACOBSON
President
Minnesota Zoological Society
EDWARD KOHN
General Director
Minnesota Zoological Garden

I had telephoned Karen Strandness to visit about the receipt of your letter. She stated that she would like to visit with Sheri White who is in charge of the Zoo's volunteer program. I hope these ideas perhaps could be applicable to both IDS and the Minnesota Zoo. We're looking forward to discussing this opportunity in greater length.

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Thanks again for your thoughtful support of the Minnesota Zoo.

Sincerely,

Robert S. Voigt
Robert S. Voigt

support public economic
education projects.



Minnesota Zoological Garden Foundation

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

January 13, 1982

OFFICERS AND DIRECTORS:

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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

TO: Foundation Board Members

FROM: S. J. Nelson

The Zoo Foundation's Capital Campaign work sessions previously announced for January 19 and January 26 have been postponed. Further information will follow.

It was decided at the meeting yesterday that we will need a full Board of Directors meeting during the last week in January...in order to review current situations and to reconsider our present plan. I'll notify you when a date, time, and place is set.

During the next two weeks, I will attempt to visit with each one of you personally in order to share additional information about our status and request your suggestions in response.

Thank you.



Minnesota Zoological Garden Foundation

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

December 18, 1981

*Bob
April 2
Focus on
Contributions to
Minnesota
MRS. [unclear] of the
to properly
state by
then
Ed*

OFFICERS AND DIRECTORS:

STANLEY J. NELSON
President
Minneapolis
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Vice President
Wayzata
MALCOLM McDONALD
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Minnesota Zoological Board
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Mr. Lawrence P. Haeg
Assistant Program Director
WCCO Radio
625 Second Avenue South
Minneapolis, MN 55402

Dear Larry:

Thanks for the chance to visit briefly today about a proposed program for Minneapolis Rotary. I will forward to Ed Kohn your suggested dates of March 5, April 2 and 9, May 7, 21 and 26. As soon as I have confirmation from him, I will let you know.

I think with all the current questions being raised about the Minnesota Zoo and certainly relationships to the membership program of the Zoo Society, the topic would be most appropriate. Also, there are many new developments that have occurred at the Zoo in the way of exhibits and facilities that are worth talking about. In addition, many new ideas are proposed for the future years and these are all great pluses as far as adding new resources and benefits for our community.

The last program on the Minnesota Zoo was in May of 1978 at the time that the Zoo formally opened. The speaker was John Tilton, one of the original members of the Zoo Board and a long-time advocate and friend of the Zoo program.

It is my recommendation that Ed Kohn, General Director of the Zoo, be the speaker. The Chairman of the Zoo Board is Jim Hetland, also a member of Minneapolis Rotary. Also, the Secretary of the Minnesota Zoo Foundation is Dean McNeal, also a member of Minneapolis Rotary.

Enclosed is a copy of the December, 1981, issue of the Smithsonian magazine. We are delighted that both the cover and the feature story are on the Minnesota Zoo. There are many great things happening at the Minnesota Zoo and we would welcome an opportunity to talk to the positive side of this great program.

Thanks for your consideration.

Sincerely,

Robert S. Voigt
Executive Director

Jonathan

November 13, 1981

Robert Voigt, Executive Director
Minnesota Zoological Garden Foundation
1422 West Lake Street
Minneapolis, MN 55408

Dear Bob:

Attached is a copy of the Williams Steel and Hardware proposal which we sent off the end of October. Again, my profuse apologies for not taking advantage of your experience with and contacts at Williams Steel. Let me emphasize that it was the press of time and my unfamiliarity with appropriate procedures which caused the oversight. Any help you can give in assuring successful funding of the proposal is appreciated.

I am very interested in discussing a working relationship which frees up your time for the capital campaign, yet provides me with some guidance in securing funding for our program needs. I am a relative newcomer to the non-federal grantsmanship process and will need your insights and assistance.

I'll try to give you a call next week to set up time to talk about the proposal, the Superamerica file, and related matters.

Sincerely,

TJ Chapel

Thomas J. Chapel
Planning Officer

TC:gd

Attachment





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

OFFICERS AND DIRECTORS:

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Minneapolis
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Vice President
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MALCOLM McDONALD
Vice President
North Oaks
DEAN McNEAL
Secretary
Mound
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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

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.

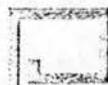
MINNESOTA ZOOLOGICAL GARDEN
Capital Construction Budgets

SOURCE OF FUNDS	5/22/78	6/30/81	Phase I	Phase II
			1981 - 1985	1986 - 1990
State of Minnesota	23,025,000	23,025,000		
Matching Bonds	2,350,000	2,350,000		
Interest	3,648,503	3,773,533		
ERDA Grant	313,458	313,458		
Bush Grant	710,000	710,000		
IDQ	234,500	234,500		
MZRI	700,000	700,000		
Misc. (Contributions to Zoo)	104,465	150,562		
Zoo Foundation	846,393	1,920,771	5,000,000	
	<u>31,932,319</u>	<u>33,177,824</u>		
Uncommittee Reserves and Pledges	(823,098)	(429,076)		
Joint Projects	-0-	-0-		
	<u>31,109,221</u>	<u>32,555,446</u>		
<u>APPLICATION OF FUNDS</u>				
Site Development, Main Building & Internal Services	11,800,000	352,000	---	---
Tropics Trail	6,000,000	113,900	60,000	---
Asian Large Mammals (In)	---	---	---	3,500,000
Asian Large Mammals (Out)	---	---	---	4,500,000
Minnesota Trail	1,700,000	3,500	505,000	---
Ocean Trail	1,600,000	-0-	75,000	---
Discovery Trail	3,200,000	11,300	300,000	---
Northern Trail	2,100,000	771,900	4,200,000	1,600,000
Animals & Equipment	1,200,000	119,700	included above	included above
Design & Management	3,500,000	-0-	included above	included above
Freshwater Trail	---	---	---	---
Enrichment	---	---	---	---
Visitor Services, Restaurant, Store, Ampitheater	---	---	---	---
TOTALS:	<u>31,100,000</u>	<u>1,372,000</u>	<u>5,140,000</u>	<u>9,600,000</u>

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Financial Statements

June 30, 1981



Peat, Marwick, Mitchell & Co.



Peat, Marwick, Mitchell & Co.

Certified Public Accountants

1600 Conwed Tower
444 Cedar Street
St. Paul, Minnesota 55101
(612) 224-7466

The Board of Directors
Minnesota Zoological Garden Foundation:

We have examined the balance sheet of Minnesota Zoological Garden Foundation as of June 30, 1981, and the related statements of support and revenue, expenses and changes in fund balances, and functional expenses for the year then ended. Our examination 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 aforementioned financial statements present fairly the financial position of Minnesota Zoological Garden Foundation at June 30, 1981, and the results of its operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Peat, Marwick, Mitchell & Co.

August 12, 1981

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Balance Sheet

June 30, 1981
with comparative figures for 1980

<u>Assets</u>	<u>1981</u>	<u>1980</u>
Cash	\$ 18,649	15,609
Temporary investments, at cost which approximates market	340,000	1,075,000
Interest receivable	4,519	8,021
Prepaid expenses	3,098	209
Photo copying equipment (note 3)	4,300	-
Total assets	\$ <u>370,566</u>	<u>1,098,839</u>
 <u>Liabilities and Fund Balances</u> 		
Accounts payable and accrued expenses	\$ 1,561	7,349
Contributions payable to Minnesota Zoological Garden (note 2)	126,956	987,734
Capital lease obligation (note 3)	4,300	-
Total liabilities	<u>132,817</u>	<u>995,083</u>
Fund balances:		
Unrestricted	57,082	75,595
Restricted for zoo capital improvements	180,667	28,161
Total fund balances	<u>237,749</u>	<u>103,756</u>
Total liabilities and fund balances	\$ <u>370,566</u>	<u>1,098,839</u>

See accompanying notes to financial statements.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Statement of Support and Revenue, Expenses and Changes in Fund Balances

Year ended June 30, 1981
with comparative totals for 1980

	1981		Total	
	Unrestricted	Restricted for zoo capital improvements	1981	1980
Public support and revenue:				
Cash contributions	\$ 12,150	161,386	173,536	252,679
Interest income	80,506	-	80,506	152,256
Miscellaneous	3,358	497	3,855	4,071
Total public support and revenue	<u>96,014</u>	<u>161,883</u>	<u>257,897</u>	<u>409,006</u>
Expenses:				
Contributions to MZG	10,965	9,377	20,342	1,441,832
Management and general	50,016	-	50,016	41,955
Fund-raising	53,546	-	53,546	60,401
Total expenses	<u>114,527</u>	<u>9,377</u>	<u>123,904</u>	<u>1,544,188</u>
Excess (deficiency) of public support and revenue over expenses	(18,513)	152,506	133,993	(1,135,182)
Fund balances, beginning of year	<u>75,595</u>	<u>28,161</u>	<u>103,756</u>	<u>1,238,938</u>
Fund balances, end of year	\$ <u>57,082</u>	<u>180,667</u>	<u>237,749</u>	<u>103,756</u>

See accompanying notes to financial statements.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Statement of Functional Expenses

Year ended June 30, 1981
with comparative totals for 1980

	1981			Total	
	Contributions to MZG	Management and general	Fund raising	1981	1980
Salaries and wages	\$ -	33,275	31,148	64,423	54,581
Employee benefits	-	2,180	2,095	4,275	3,554
Employee retirement (note 5)	-	4,385	4,213	8,598	7,191
Total salaries and related expenses	-	39,840	37,456	77,296	65,326
Capital Development Program	-	-	-	-	1,292,000
Educational facility	-	-	-	-	130,000
Program grants	10,965	-	-	10,965	14,873
MZG emergency fund	9,377	-	-	9,377	4,959
Professional fees	-	3,398	377	3,775	1,290
Furniture and equipment	-	189	190	379	251
Office supplies	-	557	557	1,114	371
Insurance	-	142	143	285	671
Postage	-	284	1,136	1,420	1,194
Telephone	-	312	1,248	1,560	1,196
Xerox, printing and promotion	-	1,953	6,825	8,778	10,598
Reimbursable expenses	-	285	2,560	2,845	2,749
Occupancy	-	2,146	2,146	4,292	4,143
Consulting expense	-	-	-	-	12,402
Other expenses	-	910	908	1,818	2,165
	\$ <u>20,342</u>	<u>50,016</u>	<u>53,546</u>	<u>123,904</u>	<u>1,544,188</u>

See accompanying notes to financial statements.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Notes to Financial Statements

June 30, 1981

(1) Summary of Significant Accounting Policies

The Minnesota Zoological Garden Foundation was incorporated on July 3, 1975, to solicit contributions and provide any other necessary services exclusively for the Minnesota Zoological Garden (MZG). The Foundation is a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code.

Fund Accounting

The accompanying financial statements are prepared on the accrual basis of accounting.

To ensure observance of the limitations and restrictions placed on the use of resources available to the Foundation, the accounts of the Foundation are maintained in accordance with the principles of fund accounting. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purposes.

The current unrestricted fund balance represents all resources over which the Foundation's Board of Directors has discretionary control.

The current restricted fund balance represents contributions received but uncommitted by the Board of Directors to certain projects at the MZG. Direct contributions may only be utilized in accordance with the restrictions established by the donor.

Contributions payable to Minnesota Zoological Garden represent funds committed to the MZG by the Foundation's Board of Directors.

Pledges

Pledges of approximately \$97,700 at June 30, 1981 (\$227,000 at June 30, 1980) are not reflected in the financial statements until the contributions are actually received.

Property and Equipment

The cost of office furnishings and minor equipment have been charged to expense as incurred, as they were not significant to the financial position or results of operations of the Foundation. The photocopying machine is being depreciated on the straight-line method over the term of its lease (see note 3).

(Continued)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Notes to Financial Statements, Continued

(2) Contributions Payable to Minnesota Zoological Garden

On June 11, 1980, the Board of Directors approved a \$1,522,000 Short Range Development Program for capital improvements at the Minnesota Zoological Garden. As of June 30, 1981, \$1,415,043 had been paid to the MZG. The remaining \$126,956 is to be paid to the MZG during the next year.

(3) Capital Lease Obligation

On June 24, 1981, the Foundation entered into a three year lease for photocopying equipment. The monthly payment of \$255 includes a \$75 charge for maintenance, taxes and insurance which is the responsibility of the lessor. The Foundation may purchase the equipment at the end of the lease term for \$404. The Foundation has capitalized this lease at 17.8%. The equipment has been recorded as an asset and the present value of the lease payments, excluding the portion for maintenance, taxes and insurance, has been recorded as a liability on the accompanying balance sheet.

(4) Functional Allocation of Expenses

The costs of providing various programs and other activities have been summarized on a functional basis in the statement of support and revenue, expenses and changes in fund balances. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Allocation of operating expenses between management and general and fund-raising were based on the estimates by management. In making such estimates, consideration has been given to the proportion of time spent performing each of the two functions.

(5) Deferred Compensation

The Foundation has deferred compensation agreements for key employees providing for payments upon retirement or death. The agreements are underwritten by the Franklin Life Insurance Company. Cost of the deferred benefits included in employee retirement expense for the year ended June 30, 1981 was \$8,598 (\$7,191 in 1980).



Minnesota Zoological Garden Foundation

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

TO: Foundation Board Members

FROM: Bob Voigt

DATE: August 20, 1981

RE: Redistribution of Short Range Development Funds
for Musk Oxen Pathway

OFFICERS AND DIRECTORS:

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Wayzata

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Chairman

Minnesota Zoological Board

EDWARD KOHN

General Director

Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

At its meeting on July 16, 1981, the Minnesota Zoo Board approved the redistribution of reserve and uncommitted short-range development funds totalling \$41,821 to the Musk Ox Pathway project. A pedestrian path to the new musk oxen exhibit within the Northern Trail is needed; the musk ox exhibit is currently visible only from the monorail.

The Zoo Board proposes the following funds be designated for the pathway:

A1 Public Space Discovery Center Reserve	\$1,602
B5 Staff Space Reserve	1,306
C15 Operational Modifications Small Animal Management Facilities Uncommitted Balance	32,753
D7 Exhibits Tiger Maternity Reserve	4,583
H2 Animal Acquisition Birds Uncommitted Balance	<u>1,577</u>
Total:	\$41,821

This redistribution means that an additional \$37,238 in Northern Trail-restricted funds will be used for this project (on June 30, 1981, the Foundation has \$83,010 in uncommitted Northern Trail funds available for Zoo construction projects). An additional \$37,238 in unrestricted funds previously committed to the above listed projects will be freed for future use in other Zoo building programs.



Minnesota Zoological Garden Foundation

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

MEETING NOTICE

BOARD OF DIRECTORS

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Thursday, August 27, 1981
3 P.M.

Conference Room A
Northwestern National Bank
6th & Marquette
Minneapolis

FIRMIN ALEXANDER
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Bloomington

SPECIAL PRESENTATION -- CAMPAIGN STRATEGY

A. CURRIE

AGENDA

- | | | |
|------|---|------------|
| I. | Minutes of Board Meeting, July 22, 1981 | D. McNeal |
| II. | Financial Report | A. Boss |
| III. | Executive Director's Report | R. Voigt |
| IV. | Committee Reports | |
| | A. Task Force | R. Gray |
| | B. Marketing/Communication | H. Webster |
| V. | New Business | |
| | A. Approve change in Zoo Board revised/approved Short Range Development Program | |
| | B. Budget 1981-82 | |
| | C. Nominating Committee | |
| VI. | Other Information | |
| | A. Minnesota Zoological Garden | |
| | B. Minnesota Zoological Society | |

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

PLEASE PHONE THE FOUNDATION OFFICE (827-3661) RE YOUR ATTENDANCE.



Minnesota Zoological Garden Foundation

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

August 3, 1981

OFFICERS AND DIRECTORS:

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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, Minnesota 55124

Dear Mr. Kohn:

Peat, Marwick, Mitchell and Company, 1600 Conwed Tower, 444 Cedar Street, St. Paul, Minnesota, 55101, are making their usual examination of our financial statements, and we shall be obliged, therefore, if you will verify the correctness of the following information regarding monies received by the Minnesota Zoological Garden from us during the period from July 1, 1980, through June 30, 1981.

MZGF Emergency Equipment Fund	\$9,377.05
Program Grants	\$10,965.09
MZG Short-Range Development Program	\$860,778.17

Please sign and explain any differences below and reply directly to our auditors. A return envelope is enclosed for your convenience.

Yours truly,

Robert S. Voigt
Executive Director

RSV:kr

The amount(s) and information stated above are correct.
 incorrect.

Signed

DEPARTMENT MINNESOTA ZOO

Office Memorandum

TO : Sandy Friedman

DATE: 7/14/81

FROM : Ginny

PHONE: x299

SUBJECT: St. Paul Foundation Tour - Saturday, July 18

Paul Verrat, head of the St. Paul Foundation which donated \$200,000 to the zoo, will bring a party of 8-9 people including some children to the zoo for a tour between 10:00 am and 2:30 p.m. this Saturday. Bob Voigt will accompany the group, and can guide the party to the various locations to meet your staff if no one is available for the entire tour.

Voigt has suggested an hour to 1-1/2 hours for a tour of the Tropics including behind the scenes (holding facilities, whale filtration systems, food preparation areas) -- he noted that Ron Johnson's guidance for the Bell Museum people was perfect. After the Tropics tour they would like to see a bird show; eat lunch; ride the monorail, see Northern Trail and Zoo Lab. They would also like to see Internal Services areas -- about 45 minutes to 1 hour for the greenhouse, hydroponics room and hospital.

Bob will be at the Board meeting Thursday, July 16, with details as to composition of the group. I will have both adult and children monorail tokens for either you or Bob, whichever works out best.

Thanks.

cc: E. Kohn
R. Voigt



Minnesota Zoological Garden Foundation

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

MEMORANDUM

TO: Ed Kohn

FROM: Bob Voigt

DATE: June 25, 1981

SUBJECT: Minnesota Orchestra

Since our meeting regarding funding of the Minnesota Orchestra event at the Zoo on July 16th, I have contacted several people and this Memo will summarize those meetings.

I have visited with both Robert Schmitt, President of Schmitt Music Company and Richard Loberg, Director of Marketing for Schmitt Music Company regarding their possible support of or participation in a joint underwriting of the Orchestra. Dick Loberg has told me that the marketing budget is already set for the next three months and suggested that if a similar opportunity was to be presented to them, they would need at least three to six months lead time to consider it as part of their budgeting effort. However, the idea was of interest to him. In visiting with Bob Schmitt, he also said that at the moment they did not have funds available in any sort of corporate discretionary accounts but would be certainly interested in considering other options with further lead time.

Bob Schmitt suggested that the Music Performance Trust Fund would be a good contact for joint sponsorship of a program like this. Bob Schmitt suggested that a contact be made with Bob Bigelow, the attorney for this union fund. His telephone number is 339-9221. As a matter of preferred approach, Bob suggested that maybe working through the Orchestra contact that you have already set up or perhaps either Richard Cisek or Russ Bursch of the Orchestra, that you might be more successful in getting a co-sponsorship through the Union Trust Fund.

Bob Schmitt also commented that Pickwick International is now owned by a New York firm. In fact, the local managers do not appear to have a great deal of interest in supporting cultural events. However, if you were to contact Amos Heilicher, the former owner of Pickwick, he personally might be interested in some kind of a joint sponsorship.

I have also visited with James Buckles, Vice President of the Northwestern National Bank of Minneapolis. Jim is the Manager of the division for the Bank which handles Senior Citizen accounts and special services in areas probably similar to what Marquette was considering for their underwriting of the Orchestra. Jim also stated that this would be a little bit late in trying to get something organized through his division but appreciated the contact.

RSV/dm

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EDWARD KOHN

General Director

Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT



FON. 9d

Minnesota Zoological Garden Foundation

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

June 15, 1981

Thanks to each
of you!
Ed

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Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

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

Dear Ed:

Just a short note to let you know how much we appreciated the efforts of Dorothy Molstad and three Zoo volunteers, Cynthia Lack, Geri Olson, and Judy Dean, during the two days of the Greater Lake Street Bazaar on June 6th and 7th.

Each of these people stood long hours in the sun answering questions of passersby and doing animal demonstrations. Their knowledge and enthusiasm for the Zoo was terrific. They did a tremendous job and must have reached several thousand people during the two day bazaar.

I'm particularly appreciative that Zoo staff were willing to schedule the Zoomobile at this event when the Society Open House and the Grand Old Days events had already been scheduled on the same weekend. This extra effort by the staff helped create awareness of the Zoo and the Foundation in the area where we office.

We plan to thank each volunteer individually but also wanted to let you know we thought the event went particularly well due to the good people staffing the booth and animal demonstrations. Thank you for your assistance.

Sincerely,

Kathryn Rosebear
Administrative Assistant

KR/me

Adminis

Ed's note to Jim:

If I had a 3 person development office and I gave them 60 days to meet these needs, I could deliver on this to you to give to Stan to give to Voigt. I don't and I can't. Let's discuss.

Ed

Honeywell Consultants, Ltd.

SUITE 1930, MIDWEST PLAZA BUILDING, 601 NICOLLET MALL
MINNEAPOLIS, MINNESOTA 55402
TELEPHONE 612/870-5557

Foundation

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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Minnesota Zoological Garden

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

An example

WRITTEN CASE STATEMENT CHECK LIST

- I. COVER AND GENERAL FORMAT

- II. COVERING LETTER (1 - 2 pages)
 - A. Summary of Proposal, describing the project's objectives and significance

 - B. Capsule Budget
 - 1. Cost of project

 - 2. Use of funds requested

 - 3. Period of time during which funds will be used, including projected completion date of fund raising

 - C. Individualized to specify foundation or organization

 - D. Signed by highest ranking administrative or trustee individual possible

- III. BRIEF DESCRIPTION OF ORGANIZATION MAKING THE PROPOSAL
 - A. Historical Information
 - 1. Initial establishment of the institution

 - 2. Initial goals adopted by the institution

 - 3. Time line emphasizing the high points of the development of the institution

 - 4. Financial history - Revenues and Expenditures

 - B. Current information
 - 1. Size

 - 2. Current and projected goals

- IV. CURRENT SERVICES
 - A. Analysis of present services offered to the service area

 - B. Definition of present internal services

 - C. Definition of present external services

Continued

THE WRITTEN CASE STATEMENT

Page Two

- V. SPECIAL PROGRAMS OF THE INSTITUTION
 - A. Community Service Programs
 - B. Educational programs and affiliations
 - C. Special research projects

- VI. CURRENT FINANCIAL INFORMATION
 - A. Most recent audited report
 - B. Include fund raising expenses for the year covered

- VII. I.R.S. DOCUMENTATION OF YOUR INSTITUTIONAL STATUS
 - A. Non-profit status - 501 (c) (3)
 - B. Not a private foundation - 509 (a)

- VIII. CASE FOR THE PLANNED PROJECT
 - A. Statement of the Project
 - B. Positive aspects of the Project
 - C. Reasons against alternative solutions

- IX. JUSTIFICATION OF THE NEED
 - A. In terms of bettering health services
 - B. In terms of the service area
 - C. Ability of the institution to raise the needed funds
 - D. Proposed procedure and criteria for evaluating the effectiveness of the proposed project

- X. DOCUMENTATION OF THE NEED
 - A. Applicable statistical representation
 - 1. Admission growth
 - 2. Increased use of specialized services
 - 3. Service area growth

Continued

THE WRITTEN CASE STATEMENT

Page Three

- B. Statements by those involved and by "third-party personnel" stating the need

XI. ENDORSEMENTS OF THE NEED

- A. By those in the institution
- B. By members of the community
- C. By those outside of the community

XII. USE OF ILLUSTRATIONS

- A. Photo or copy of architectural drawing of additional facilities or equipment
- B. Floor plans or schematic representation of the project
- C. Map of service area

XIII. USE OF GRAPHS AND CHARTS

- A. Showing growth of services
- B. Showing future problems which must be anticipated

XIV. REQUEST FOR AID

- A. Detailed budgeted costs of the project, including how the major elements of expense were estimated
- B. Projected sources of funds
 - 1. Committed funding
 - 2. Committed pledges
 - 3. Anticipated pledges and funding
- C. Anticipated annual operating and maintenance costs of the project and the sources of funds to meet such costs

Continued

THE WRITTEN CASE STATEMENT

Page Four

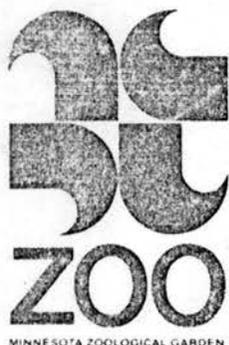
XV. INSTITUTIONAL CREDENTIALS

- A. Accreditations
- B. Organizational Memberships

XVI. PERSONALITIES INVOLVED

- A. Names
- B. Primary business and/or professional affiliations
 - 1. Governing Board
 - 2. Advisory Board
 - 3. Development Council
 - 4. Administration

Foundation



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

May 21, 1981

Robert S. Voigt
Executive Director
Minnesota Zoological Garden Foundation
1422 West Lake Street #303
Minneapolis, Minnesota 55408

Dear Bob:

As you know, we are in the process of negotiating a contract with the Minnesota Orchestra for a performance at the zoo on July 16, 1981. The contract is ready to be processed and a \$500 nonrefundable deposit must accompany the agreement.

Since the zoo, as a state agency, cannot pay for services until rendered, I am requesting that the Foundation fund this advance deposit. It appears that in the final analysis the entire concert will be underwritten by the Marquette National Bank and, in that case, the deposit will be returned to your accounts.

Please forward a check made payable to the Minnesota Orchestra in the amount of \$500.00. I will then see that it is forwarded along with the contract to the orchestra.

Thank you.

Sincerely,

A handwritten signature in dark ink, appearing to be "E. Kohn".

Edward Kohn
General Director

EK:gd



Dept of Economic Development

Minnesota Zoological Garden Foundation

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

cc: D. Bender

May 13, 1981

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General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

1001/6/81
noted

Mr. Francis "Red" Geisenhoff
Research Department
Minnesota Department of Economic
Development
Hanover Building
St. Paul, MN 55101

296-0582

Dear "Red":

Thanks for the chance to visit with you yesterday and to share some information on the Minnesota Zoo with you.

As you can imagine, there is much taking place in both the public arena as well as many successful programs and activities that are taking place at the Zoo itself. We believe that the results and benefits that are occurring do have a positive benefit and a very significant impact on our total State community. The results have been most gratifying. The opinions and attitudes expressed by the visitors have been very reassuring.

The Foundation is currently assembling material for a major capital effort as well as continuing to seek data and opinions to support our on-going programs. Enclosed are copies of the Zoo's attendance records and a recent report on a visitors survey. Also enclosed is a copy of the Minnesota Poll showing the Minnesota Zoo ranked as the number one visitor attraction in the State. There are many other reports and evidences of accomplishments that could provide similar positions for your information.

We would greatly appreciate your research into various forms of economic data that are available that will help quantify the economic impact that the Zoo is having on our area and our State. There certainly are strong benefits that are measurable in some of the obvious ways but your assistance in identifying and summarizing for us some of the other harder to identify collateral benefits will be greatly appreciated.

The reports which you shared with me on the growth of business services in Minnesota, Technological Developments in Minnesota's Health Services, The Scientific Instruments Industry in Minnesota and The Electronic Computing Equipment in Minnesota are cases in point of their value to the State. The printed report to the Commissioner of Economic Development on Technology Intensive Industries in Minnesota and Its Future with the added emphasis given by the Task Force and the members given individually is

Mr. Francis "Red" Geisenhoff
May 13, 1981
Page Two

also a valuable selling tool. We hope to have similar type materials assembled relating to the Zoo in the near future.

The Zoo staff and the Zoo Board are currently working together to assemble proposals for long term building programs and identification of exhibits and probable related operating costs for these proposed additions. As this material is completed and formally approved, I will see that you receive copies for your information.

We would welcome an opportunity to meet again with you and Commissioner Eklund in order to obtain the benefits of your personal opinions and professional suggestions on these collective approaches.

Thanks again for your personal interest and help.

Sincerely,



Robert S. Voigt
Executive Director

RSV/dm
encs.

cc: Edward Kohn ✓
Stanley Nelson



Minnesota Zoological Garden Foundation

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

April 7, 1981

TO: Ed Kohn
Steve Iserman
 Minnesota Zoological Garden

*ES &
has copy*

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 Treasurer
 St. Paul

FROM: Kathryn Rosebear *AR*
 RE: Restricted/Unrestricted Gifts On Behalf
 of MZG

For your information, the following list of gifts received by the Foundation and the various restrictions imposed on those gifts has been prepared.

FIRMIN ALEXANDER
 Apple Valley
 ANTHONY L. ANDERSEN
 St. Paul
 WALLACE C. DAYTON
 Minneapolis
 CONNIE DeLAND
 Minneapolis
 D. STEPHEN FARLEY
 St. Paul
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 HAZEL REINHARDT
 Minneapolis
 GORDON ROSENMEIER
 Little Falls
 MARY ANN SCROGGINS
 Afton
 JOHN E. TILTON
 Hopkins

RESTRICTION	TOTAL RECEIVED (through 2/28/81)	TOTAL COMMITTED/ EXPENDED	BALANCE AVAILABLE
Unrestricted	\$653,726*	\$622,599	31,157.00
Northern Trail	957,592**	957,673	(81.00)
Animal Acquisition	2,739	2,739	-0-
Arts Program	5,000	5,000	-0-
Beaver Exhibit	200	-0-	200.00
Black Leopard	500	-0-	500.00
Blue Peafowl	100	-0-	100.00
Education, Misc.	305	250	55.00
Education, Printed Materials	4,500	4,500	-0-
Education, Zoo Lab	1,040	-0-	1,040.00
Education, Terrarium	950	-0-	950.00
Education, Library	2,000	2,000	-0-
Minnesota Exhibit	100	100	-0-
Musk Oxen Exhibit	4,000	4,000	-0-
Otter Exhibit	1,047	-0-	1,047.00
Plants	175	-0-	175.00
Polar Bear Exhibit	70	-0-	70.00
Red Bill Blue Magpie	250	250	-0-
Snow Leopard Exhibit	10,000	-0-	10,000.00
Snow Monkey	3,400	-0-	3,400.00
Tiger Exhibit	1,100	1,100	-0-
Tropics Aviary	1,110	1,110	-0-
Video Equipment	500	-0-	500.00
Waterfowl, Children's Zoo	3,087	-0-	3,087.00
White Cheeked Gibbon	1,000	-0-	1,000.00
ISIS	20,000	4,895	15,105.00

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 JAMES L. HETLAND
 Chairman
 Minnesota Zoological Board
 EDWARD KOHN
 General Director
 Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

* Includes 137,345 from Zoo Walks 77 and 78

** Includes 49,091 from Zoo Walk 79



Minnesota Zoological Garden Foundation

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

April 9, 1981

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EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Cheryl Stenglein
South Suburban Women's Club
13417 Bryant Avenue South
Burnsville, Minnesota 55337

Dear Cheryl:

I was glad to hear that the South Suburban Women's Club had made the decision to make a donation to the Minnesota Zoo Foundation to support the purchase of an animal for the Minnesota Zoo in Apple Valley, Minnesota.

I contacted Sandy Friedman, Associate Director in charge of animal management at the Minnesota Zoo, regarding their immediate needs for various animal species. Sandy was deeply appreciative of your gift in that all purchase funds through the State of Minnesota have been put "on hold" and no funds are currently available at the Zoo to buy various new animals for the exhibits. He made the following suggestions:

1. Your club might be interested in supporting the acquisition of a male Burmese tortoise for the new exhibit in the Tropics Building. The price of a male tortoise is \$275, but the Zoo would be willing to cover the additional amount of \$50.
2. As an alternative, the Zoo also needs a variety of fish -- sea horses, sea raisins, etc. -- for the small aquariums located next to the Beluga whale exhibit. Also, a variety of plants such as seaweed could be procured. With a donation of \$225, the Zoo would be able to purchase approximately 30 animals and plants.

Perhaps your club would like to designate which of these projects is more interesting to them.

I had written to Ed Kohn, General Director of the Zoo, to inform him of your club's gift and also to set into motion plans for a presentation and tour at the Zoo. We have two alternatives to scheduling a presentation.

South Suburban Women's Club
April 9, 1981

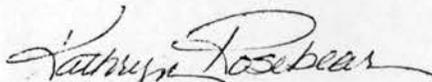
Page 2

We could schedule a program at which several of your officers and a representative of the press could participate in the presentation of a check for the purchase of the animal at the Zoo. Or, we could schedule a ceremony at the exhibit site after the new animal has been acquired. Your members do have the choice of format.

I look forward to hearing about your decisions in the near future. If you need additional information, please feel free to contact me at the Foundation office -- 827-3661.

Thanks for your gift to the Zoo!

Sincerely,


Kathryn Rosebear
Administrative Assistant

KR/me

cc. Sandy Friedman
Edward Kohn ✓



Minnesota Zoological Garden Foundation

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

Ed Kohn

March 9, 1981

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General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Mr. Ron Johnson
Curator, Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

Dear Ron:

Just a short note to say thanks again for your special effort to meet with the Lamb family on Saturday and to give them a special tour through the Tropics. All of the family were greatly impressed by your kindness and your openness in sharing information with them on the Zoo and its many exhibits.

To date, the Zoo Foundation has received over \$1,200 as a memorial to the Lambs' son, Jeffrey, who was killed in a most unusual auto accident this last fall. This money has been directed towards needs which the Zoo has for projects or purchases associated with the Aviary collection. As your needs are identified, approved and ordered, please have an official notice sent to us and we will be glad to either make payment directly or forward the funds to the Zoo to cover the items purchased.

Again, my sincere thanks for your personal help.

Sincerely,

Bob

Robert S. Voigt
Executive Director

RSV/dm

cc: Ed Kohn

Please endorse

Ed



Minnesota Zoological Garden Foundation

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

EJK

February 16, 1981

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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, Minnesota 55124

Dear Ed:

You were most kind to take a few minutes out of your "hectic schedule" on Saturday morning to meet with Mr. Yu Shu Xun. Thanks for the opportunity to share a few thoughts with him and to at least be introduced to him.

Sandy and Steve provided a most interesting tour of the biological and botanical collection. They were most informative and I know that Mr. Yu appreciated their personal attention to his interests.

Mr Yu was extremely impressed with the opportunity to meet Governor Quie. Mr Yu told me that he has never met the number one comrade who is the political leader for their province. He said he has seen him on a couple of occasions but he has always been surrounded by military guards and political party bosses. The number one person at the Peking Botanical Garden is a political appointee in contrast to Mr. Yu's position as a professional. Our visits during the day provided many interesting comments on the Chinese society and also provided a much greater appreciation for our economy.

Yesterday I had an opportunity to attend the US-China People's Friendship Association Dinner in honor of the Chinese New Year. About 80 visiting scholars who are principally at the University were also in attendance. This was a delightful time to meet these people socially and in an informal environment. In visiting with several of these people, they all, after learning that I was associated with the Minnesota Zoo, were very proudly talking about their pandas and wondering if there was anything they could individually do to contact their friends back in China in order to be of assistance. I will try to explore more who these people are specifically and what their offers might really mean. Please let me know what thoughts you have as to any positions that I should take or information I should secure in behalf of the Minnesota Zoo.

Enclosed is a copy of the Northwest Area Foundation Guidelines for the Gifted/Talented Educational program. This information might be of interest to you and others on your staff in developing the position you referred to in your General Director's report on February 12th which stated that "discussions are under way with

4 Guidelines given to Dave B. of

Dorothy + Kathy will have guest ready on Monday, 2/23

Edward Kohn
February 16, 1981
Page Two

School District #191 and #196 to attempt to establish on-going continuing education programs for gifted Junior High and/or High School groups." If I can be of assistance to you in seeking out this type of support from the Northwest Area Foundation, please let me know.

The next meeting of the Foundation Executive Committee is scheduled for Thursday afternoon, February 26th, at 3:00 p.m. The Executive Committee will be acting upon the Foundation's proposed program for the next three years funding applications. As you know, the decision was made at the Foundation's Board meeting on January 29th to establish an on-going capital improvement and enrichment drive. Both in order to have identified targets as well as to have a basis for funding Foundation activities, we will need to get together soon for the benefit of your identification of projects, priorities and estimated funding costs. I think at this time we can still talk in "ball park" estimates. Can we schedule some time on either Thursday or Friday of this week to get this started?

Sincerely,



Robert S. Voigt
Executive Director

RSV/dm
enc.

March Bond



Minnesota Zoological Garden Foundation

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

February 16, 1981

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EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Sandy Friedman
Associate Director, Biological Programs
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, Minnesota 55124

Dear Sandy:

Thanks for joining with Steve and me to share information about the Zoo with Mr. Yu Shu Xun on Saturday morning, February 14th. It is always difficult to know just how meeting people such as Mr. Yu and others may some day influence the decision that will work to the benefit of the Minnesota Zoo. I hope that this is possible through his contacts with the Peking Zoo.

If there is additional information that you would like to share with me or questions that you think I should ask to Mr. Yu please let me know. Thanks again for your help.

Sincerely,

Robert S. Voigt
Executive Director

RSV/dm

cc: Ed Kohn



Minnesota Zoological Garden Foundation

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

February 16, 1981

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General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Steve Wachter
Manager, Horticultural Programs
Minnesota Zoological Garden
12101 Johnny Cake Ridge Road
Apple Valley, MN 55124

Dear Steve:

My personal thanks again and also the sincere appreciation from Mr. Yu Shu Xun of the Peking Botanical Gardens for your most informative tour of the Zoo on Saturday, February 14th. While sometimes it is difficult to anticipate the immediate results from a visit of this type, it is always possible that some of the contacts and long term benefits will be most rewarding. I know that Mr. Yu and other associates of his that I have met recently who are in the Twin City area, are possibly in position to at least share their strong personal opinions with persons of influence in various governmental positions back in China.

Because of the historical precedent of several major zoos in our country having pandas, there may be possibilities when better relations are again restored to secure pandas for other zoos in the United States. I hope that this will be possible and that we will be able to show our ability and facilities to justify obtaining animals for the Minnesota Zoo.

Thanks again for your kind help.

Sincerely,

Robert S. Voigt
Executive Director

RSV/dm

cc: Ed Kohn



Minnesota Zoological Garden Foundation

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

Copy to D.B. 2/11/81

February 10, 1981

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Chairman
Minnesota Zoological Board
EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

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

Dear Ed:

Just a short note to let you know the Northwest Area Foundation will again be considering proposals for education of the gifted and talented this month. The Zoo's Education Department has experimented with programs in this area and I thought you might be interested in submitting a proposal for funding.

The Northwest Area Foundation has funded programs for the gifted and talented for several years. This may be their final round of grants as they are considering "winding down" the program. Grants are given for two-year projects with funding of the second year based on the success of the first.

The Northwest Area Foundation has requested that programs be designed to strengthen the basis of support for gifted and talented programs with different groups in the community. Proposals which promote advocacy with various groups, i.e., parents or teachers groups, business and industry, etc., will be considered. Proposals should include the design of information-sharing strategies which promote gifted and talented programs with advocacy groups; media, presentations or publications could be considered good information-sharing devices. Proposals could also extend education for the gifted and talented outside the school facility or bring expertise into the school. Programs should include cooperative efforts between organizations in the community whenever possible.

The deadline for proposals is February 27th. The Northwest Area Foundation considers its grants "seed money" for projects which should be continued in the future by the grantee.

Proposals are being reviewed by educators and recommendations made to the Foundation. Linda Jeska of the St. Paul Educational Cooperative Service Unit (ECSU) has sent RFPs to various organizations in the community and will be reviewing proposals. If you'd like further information from her, her telephone number is 781-5051. I have not talked with her but I have talked to Judy Galbraith in her office. (Bob Bonine was handling this program for the Northwest Area Foundation but he recently left his position there.)

Mr. Edward Kohn
February 10, 1981

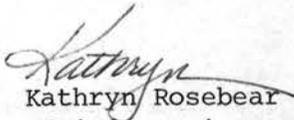
Page 2

I will be receiving grant guidelines in a day or two and will forward these to you if you are interested.

This does seem to be a good opportunity for the Zoo to gain some educational funding. I have heard the Foundation has about \$500,000 available. There's no grant limit but evidence of matching funds should be included in the project budget (in-kind contributions would be considered a match).

Let me know if you would like additional information and I'll assist in any way possible.

Sincerely,


Kathryn Rosebear

Administrative Assistant

KR/me

Neenah Bond

25% COTTON FIBER



Handwritten signature

OTTO BREMER FOUNDATION
700 NORTHWESTERN NATIONAL BANK BUILDING
ST. PAUL, MINNESOTA 55101 • PHONE 612-227-8036

VALERIE S. LIES
GRANTS ADMINISTRATOR

February 2, 1981

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

Dear Mr. Voigt:

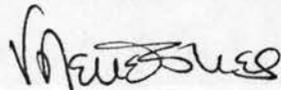
On August 31, 1978 the Trustees of the Otto Bremer Foundation granted an extension of the September 1977 conditional grant of \$40,000 for support of the Minnesota Zoological Garden Foundation's Study Center.

Would you please inform us of the status of construction of the Study Center, or if plans are still being made for this facility. To this date we have not heard from you regarding any progress made on the Center.

At the next meeting of the Trustees of the Otto Bremer Foundation consideration will be given to rescinding this grant. Please contact me regarding our recommendation to rescind. I appreciate your attention to this matter.

Sincerely,

OTTO BREMER FOUNDATION



Valerie S. Lies
Grants Administrator

VSL/lm

2/5/81
[initials]



MINNESOTA ZOOLOGICAL GARDEN

Minnesota Zoological Garden Foundation

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

February 9, 1981

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EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Valerie S. Lies
Grants Administrator
Otto Bremer Foundation
700 Northwestern National Bank Building
St. Paul, MN 55101

Dear Valeries Lies:

Thank you for your letter inquiry on the status of the Zoo's study center which had been proposed to your Foundation and for which a commitment was made in support of construction. I also appreciated the opportunity to visit with you by phone and to share with you some of the latest activities and plans for development at the Minnesota Zoo.

During the planning and pre-opening construction stages of the Zoo's history, there were a number of fine ideas presented for enhancing the Zoo's resource for our community. One of these concepts was the development of an overnight study center for organizations, school groups and individuals who might wish to have an extended visit to the Zoo. Your interest in this facility was greatly appreciated. There were many others who supported this proposal and would have seen benefits to them as well as the Zoo had this facility been completed as proposed. The study center is still one of the hopes of the future - however, it is not in existence nor close to being started at this time.

The Minnesota Zoo opened in May of 1978. Attendance has averaged approximately one million visitors per year. This is an outstanding accomplishment in comparison with other zoos and the size of their metropolitan area or community from which they draw. Also, the Minnesota Zoo is the top visitor attraction of any sports, cultural or artistic activity in our Twin City area. The Minnesota Poll of December, 1980, shows the Minnesota Zoo to be the community's top attraction. All of these achievements show significant accomplishment.

To meet the needs of the visitors, the Zoo has currently under construction an expanded educational facility on site that will be used for a number of educational and visitor related services. This classroom/conference center is adjacent to the Zoo's education wing. It is also adjacent to the Zoo's Discovery Center facility and program area.

Valerie S. Lies
February 9, 1981
Page Two

This conference center is being constructed to provide expanded facilities for daily visitor use at the Zoo. It is not an overnight center. The conference center will contain 3100 square feet. The facility is designed to provide meeting or classroom facilities for up to 100 people at any one time. The cost of this facility is approximately \$260,000. Funding for the construction of this facility will be drawn from the Zoo Foundation's cumulative collection of grants made for developments on the Zoo's Northern Trail building program. This facility is located within the Zoo's described Northern Trail development area.

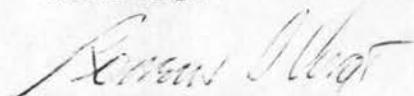
We believe that this facility will be used extensively by school groups, organizations, trade associations, businesses, and all types of groups who wish to have a facility on the Zoo site to both receive more educational information about the Zoo as well as to perhaps conduct business meetings or small conferences in a unique site while in the Twin City Metropolitan area. It is the Zoo's expectation that this conference center will both serve and attract many groups who wish to visit the Zoo.

Construction is currently in progress. Completion is scheduled for late winter or early spring. I will forward to you more detailed information and copies of the plans and specifications on this building for your reference.

It is our hope that this significant addition to the Zoo's education and visitor outreach program would be a project which your Board of Trustees would find attractive and one that meets your funding guidelines. I would welcome an opportunity to meet with you and your associates and your Trustees to discuss this facility in greater detail. With a more clear understanding than which this letter can immediately convey, it would be our hope that your prior commitment for support of a proposed facility which still appears to be "down the road", that you would be willing to transfer your commitment to this current reality.

Thank you for the opportunity to tell you about this new Zoo development. It is our hope that your Board meeting of February 26th will not rescind your prior commitment and would ask for more information about this exciting alternative. I will have more specific information for your reference at that meeting. Thank you for your consideration.

Sincerely,



Robert S. Voigt
Executive Director

RSV/dm

bc: Ed Kohn ✓



Minnesota Zoological Garden Foundation

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

January 27, 1981

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EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Mr. James L. Hetland
Senior Vice President
Urban Development Department
First National Bank of Minneapolis
120 South Sixth Street
Minneapolis, Minnesota 55402

Dear Jim:

I have just come from a meeting today with D. Stephen Farley, Senior Vice President, Trust Department, Northwestern National Bank of St. Paul. Mr. Farley is also a member of the Foundation Board of Directors.

Mr. Farley told me that he would be contacting you regarding a recommendation of George Ingebrand as a possible applicant for the Zoo Board. Mr. Farley recommended Mr. Ingebrand very highly and stated that he has been one of the executives of 3M Company who has just recently left to form his own company. Mr. Ingebrand lives at 461 Woodlawn Avenue, St. Paul 55101. His phone number is 698-9144.

I am sorry I do not know any of the other details or the basis of recommendation but Mr. Farley stated that he would be contacting you. Depending upon where you are with your visiting with possible candidates and the State is in their timing for consideration of applicants, we may be in a position within the Foundation to consider Mr. Ingebrand for a position on the Foundation Board of Directors. In either case, Mr. Farley said he would be visiting with you soon about Mr. Ingebrand.

Sincerely,

Robert S. Voigt
Executive Director

RSV/dm

cc. Ed Kohn ✓

and birds that is growing monthly, and when comparing the seven zoos who use a substantial blend of both private and public support for financing, Minnesota is exactly on average with 56%/44%. I'm sure there will be those who may argue with some of the figures I've used - and they may have good reasons for their arguments - but the purpose of the table is to present a general comparison amongst the zoos, and to show that our Minnesota Zoo is right in there and coming on strong.

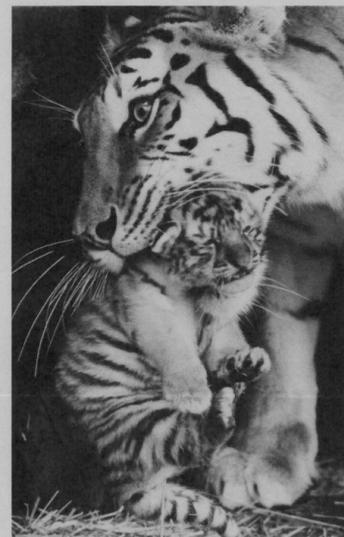
The Zoo Foundation can claim its share of the credit for this strong showing, but we must be willing to assume our portion of future responsibilities to make the Zoo even stronger. The Zoo is at a critical juncture. During its early stages of dreams, involvements, realizations, and operating, the newness of the Zoo - of any project - carried it over and through many rough spots, but it has survived with vigor and with its head held high. Now, however, "the honeymoon is over" and it is necessary to plan and operate the next phase of the Zoo on a businesslike, long-term, balanced basis that will compliment its growth, enhance its value, broadcast its greatness, and solidify its gains.

The Zoo is a combination of efforts, an amalgamation of interests, a composite of themes, and a magnificent child of all.

Our Foundation is essential to these plans - to aid in the drafting of the causes, and to participate in the assurances of the effects. The Foundation must continue to realize that it, along with the Society and its membership, is the bridge between the State-owned facility and the general public for whom the Zoo is in existence. It also is the custodian on behalf of the private support that has played such an important part in the birth and growth of the Zoo. The result of these roles as bridge and custodian, as well as continued fund-raiser from the private

sector, is that the Foundation carries a prime responsibility on its shoulders, and it cannot be shrugged off. The Legislature of the great State of Minnesota brought the Minnesota Zoo into being, and interested laypeople have been its foster parents. The Zoo is a combination of efforts, an amalgamation of interests, a composite of themes, and a magnificent child of all.

We have this great Zoo, this new type of zoo, an "open cage" or "no cage" kind of zoo. We have an intricately programmed zoo encompassing the three stages of the full cycle within a modern zoo: the breeding, birth, and natural rearing of the species, most of which work is behind the scenes but integral to the presentation



"Visible evidence of the success of the Zoo's breeding program -- a mother tiger carried her cub soon after its birth in the spring, 1980"

of a viable, balanced, healthy and dynamic Zoo for all of us to see. Our Zoo has its Bactrian camels, Crested wood partridge, Siberian tigers, and Redvented bulbuls. It abounds with flying fox fruit bats, whistling ducks, suffolk lambs, and Mongolian wild

horses. Its whales and dolphins, Japanese snow monkeys and spurred-winged lapwings add pageantry and color, action and glamour to the daily scene crowded with people, shepherded by a totally dedicated staff and crew. And, it also has its sheep and cows, its seals and beaver, and its pheasants and elk.

No wonder the recent Minnesota Poll placed the Minnesota Zoo NUMBER ONE in attraction for State - NUMBER ONE in numbers of people attending. No wonder our Foundation has an ever-increasing number of reasons to grow with the Zoo, to keep pace with developments for the Zoo, to continue its charge and stay with the change. The monorail is running, the Touch-and-See exhibits of the Zoo Lab are enlarged and full, the place is humming with special shows and exhibits, and when The National Geographic Society and the Smithsonian magazines spend days and weeks at the Zoo in preparation for major stories for the future, they know - and we all should know - there is a good thing in the Minnesota Zoo.

It's truly a world-class zoo, destined to be in a special class by itself, a stellar attraction, pleasing and educating people, and at the same time making major contributions to the science of the zoo world. As a foundation, we have an important job to see that the Minnesota Zoo continues as a viable and respected member of the zoo world. By working closely in tandem, the three-legged partnership of Board, Society, and Foundation can deliver the finest zoo in the world to the people of Minnesota. The citizens of Minnesota want it - witness the results of the Minnesota Poll.

Our Foundation is fortunate to have the opportunity to continue to hitch its wagon to such a star.

We'll shine together.

Richard G. Gray Sr., is President of Investors Group of Companies in Minneapolis. He has served as a member of the Zoo Foundation's Board of Directors since 1978.

Thanks . . .

to those individuals, foundations and corporations who contributed to the Minnesota Zoological Garden Foundation during 1980:

Katherine B. Andersen
Apple Valley Jaycee Women
Ralph M. and Mary Baker
Gerald L. Baldwin
Michael and Virginia Behn
Blue Cross-Blue Shield:
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Cenex Foundation
Chadwick Foundation
Mr. and Mrs. William B. Craig
Harold and Mavis Daffer
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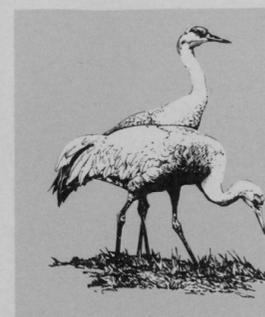
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ZOO
MINNESOTA ZOOLOGICAL GARDEN



Minnesota Zoological Garden Foundation

NEWSLETTER / JANUARY, 1981

Drawing: Metz

Stay Hitched To A Star

by Richard G. Gray Sr.

The Minnesota Zoological Garden Foundation - our Zoo Foundation - is one leg of a three-legged stool that serves to support and propagate the Minnesota Zoo. Along with the Zoo Board - whose eleven members are appointed by the Governor of Minnesota - and the Zoo Society - whose membership function is so important in involving the public in the Zoo - the Zoo Foundation is a vital monetary link in the successful chain of events that has helped to make the Zoo the first-class institution that it is today.

We should be - and have every right to be - proud of our Zoo. To repeat what I wrote in a Zoo article in June, 1980: "Our Minnesota Zoo is a winner, a marvelous place that is growing daily but is so large, with plans so expansive, it will take years before the "whole" is visible. What is not generally known or appreciated is the fact the Minnesota Zoo is a world-class zoo that is showing the zoo world what a modern zoo should be. Experts from around the world have been flocking to Apple Valley to observe this new and great phenomenon, this new zoo rated No. 1 by those who really know".

Recently, some data was compiled to offer comparisons amongst several of the best and largest zoos in the United States. The following lists eight of them, picked because of their major significance in the American zoo world, and to these eight I added the Minnesota Zoo and the Como Zoo . . . the Minnesota Zoo because it



Photo by Jeffrey Strate

rightfully belongs with the chosen eight, and the Como Zoo because it is part of the Twin Cities zoo world. The categories of comparison were chosen from many others as being of the most value, in my opinion, in rating the zoos in relation to each other. The data used was for the year

1979, and hopefully it is accurate within reason.

Of these major zoos, Minnesota is by far the newest, has next to the largest acreage, operates with a proper balance of full-time employees, maintains a respectable stable of mammals

Continued Inside

Zoo	Acres	Number of Mammals & Birds	Normal Full-time Employees	Support in 1979 Private*Public**
Chicago-Brookfield	188	1600	226	62% 38%
Como - St. Paul	10	200	13	7% 93%
Milwaukee	180	2000	107	58% 42%
Minnesota	480	800	164	56% 44%
New York - Bronx	252	2400	300	68% 32%
North Carolina	1371	300	63	30% 70%
Philadelphia	42	1500	167	69% 31%
St. Louis	83	1400	135	44% 56%
San Diego	125	2700	377	98% 2%
Washington-National	165	2000	327	0% 100%

*Includes admissions, concessions, memberships, endowments, contributions, and other forms of private support. **Includes all forms of tax-generated support.

Enjoyment And Discovery

ARE PARTNERS AT THE MINNESOTA ZOO

by Edward Kohn, General Director, Minnesota Zoological Garden

Before reaching even the age of three, the Minnesota Zoo has gained the top ranking of all attractions in the state! The Minneapolis Tribune's recent Minnesota Poll (December 28, 1980) found the new zoo out-performing all competitors.

"The Zoo attracted more people in every age group than the other attractions . . . (and) drew half of all poll respondents in the Twin Cities area -- 10 percentage points more than for any other attraction. It also drew a quarter of all outstate respondents, edging out the Twins/Kicks as the leading attraction statewide."

Why? Good service, enjoyment and enlightenment provide the answer, pure and simple.

We all know that the Minnesota Zoo was created on a crest of citizen dreams and tenacity abuilding for two decades. And we know as well the early projections, begot

and of their visitors, gave us the basis for our better understanding of the needs on both sides of the invisible or modest barriers in this most modern zoo where realms of the wild and that of people meet.

People have come from all corners to study the basis of our success and the most repeated observation is of the high overall level of animal activity. We have enjoyed marvelous success with the frequent animal demonstrations by our great volunteers, with Zoo Lab's delightful rummage center for meeting wild neighbors nose to nose, and with Steve Martin's shows where birds and spirits soar. But far more than a zoo with but a few fine centers of activity, it is the overall vitality of our eighty animal exhibits that provides the sound foundation for our growing success. Enjoyment and discovery are partners throughout the place.

The formulae for active animals on exhibit run the gamut



Two elk lock antlers in their new Northern Trail exhibit, funded with donations to the Minnesota Zoo Foundation. (Photo: Minnesota Zoological Garden)

from pollsters' squint and Minnesota optimism, foresaw attendance higher than for New York's Bronx Zoo. (While the reality gives cause for pride. Only nine other northern zoos clear a million, all more centrally located in urban settings of greater numbers and density.)

What difference can two years of hard clear-headed work accomplish? Just try us now and see! The Zoo Foundation's successful matching fund drive has enabled \$1,500,000 in selected improvements, refinements and simple additions ranging from more gracious (and serviceable) entryways, orientation graphics that both work and are festive, whale bleachers from which to watch new shows, planter box buffers giving our muntjac deer peace of mind to move with their delicate step, (making lighter that of every passerby) a great new tree for the hornbill to nest in, and many other projects. With the Foundation's successful funding we have added bison and wapiti, prairie waterfowl and improved access and viewing of tiger maternity, plus a number of other good improvements in the visitor area, in exhibits, and in support behind-the-scenes.

Leading to each of the improvements was thought and hard work by our keepers, curators, engineers, educators -- the team that accounts for the excellence of this place. Many hours of diligent observation of the wild tenants,

from shift rotation of animals (23 exhibits), and many forms of natural behavior enrichment, to 26 exhibits this year with young, to superb nutritional programs tuned to each species (and monitored animal by animal). Thus is formed the lifeblood of a great zoo.

This zoo's true product takes residence in the spirit of each visitor. Who, having once seen the Minnesota Zoo's beaver exhibit, can ever again catch but a glimpse of a distant dam or lodge and not have one's spirit live anew into the active freshwater realm of that builder's diverse community on our great Minnesota Trail.

What we can measure confirms our strengths. Our quarterly surveys with samples of 800 to 1,000 respondents show repeat rates of 40% in summer visitors, 60% in fall visitors, 64% of repeaters bringing new visitors (usually out-of-town relatives), summer spread of 44% Metro, 28% out-state and a strong 27% out-of-state, 90% satisfaction rate, and 40% visiting units now coming without children.

Our surveys show us not only where we are making it, but importantly where we must yet go. On requested improvements, 28% of the requestors, five times more than for any other need, consistently ask for more exhibits. We have excellent plans for building. For the sake of this fine venture, and the joy it can bring, we must proceed.

Zoo Foundation Goal

by Robert S. Voigt, Executive Director, Minnesota Zoological Garden Foundation

Just as the Zoo has a building program, so does the Foundation - a program to increase public awareness, build confidence, and provide avenues for contributions to the Zoo's development program.

While the primary responsibility to identify needs and design future zoo construction is with the Minnesota Zoological Board, the Zoo Foundation recommends private sector funding approaches that may best serve the development objectives of the Zoo.

Our community is blessed with a participatory spirit. A generous public believes that charitable giving is a meaningful way to achieve public benefit goals. Our state is traditionally recognized for its leadership in providing individual service to the not-for-profit sector of our society. A belief exists that sometimes goals cannot be achieved solely through the for-profit sector (private business) or through the public sector (government); thus, the growth of this third sector philanthropic tax-exempt approach has

been an attractive alternative.

The Zoo Foundation provides a way that individuals, corporations, foundations and organizations can contribute to and benefit from the Zoo's building program. The Zoo Foundation Board is an outstanding example of voluntary effort working toward a community goal.

Philanthropy has grown nationally from around \$20 billion in 1970 to about \$43 billion in 1980; an increase to \$125 billion is projected for 1990. Minnesotans, too, are increasing their participation in this unique process, appreciating the option to direct discretionary income to organizations of their choice. Future projections of current donor trends indicate a positive future for the Zoo.

Your contribution to the Minnesota Zoo Foundation can have many options - services, gifts, commitments - all providing advantages for you individually and for the Zoo. We welcome your participation. Thank you for helping to build the Minnesota Zoo.

Minnesota Zoological Garden Foundation

Summary of Financial Information Year Ended June 30, 1980

Public Support and Revenue	
Restricted for Zoo Capital Improvements	\$ 249,212
Unrestricted	159,794
Total	\$ 409,006

Expenses	
Contributions to Minnesota Zoological Garden (advanced and committed)	\$ 1,441,832
Fund Raising	60,401
Management and General	41,955
Total	\$ 1,544,188
Excess (deficiency) of public support and revenue over expenses	(\$1,135,184)

Fund balances, beginning of year	\$ 1,238,938
Fund balances, end of year (accrual basis)	\$ 103,756

Note 1. Anyone desiring a copy of the audited financial statements may procure one by writing to the Minnesota Zoological Garden Foundation, 1422 West Lake Street, Suite 303, Minneapolis, Minnesota 55408. The audit was prepared by Peat, Marwick, Mitchell and Company.



Contributions to the Minnesota Zoo Foundation are used to build new and better homes for the animal residents of the Minnesota Zoo, new facilities to provide for their care, and additions necessary to better the experiences of Zoo visitors. Gifts to the Foundation are totally tax-deductible.

To make a donation in support of the Zoo's animal kingdom, contact:

Minnesota Zoo Foundation
1422 West Lake Street
Suite 303
Minneapolis, Minnesota 55408
Telephone: (612) 827-3661

Pronghorn antelope, like this youngster, are now at home in the former musk oxen exhibit. Contributions to the Zoo Foundation have funded a new musk oxen exhibit along the Northern Trail. (Photo: Minnesota Zoological Garden)

NEW OFFICERS . . .

The Board of Directors of the Minnesota Zoo Foundation elected the following individuals officers during its Annual Meeting on November 6, 1980: **Stanley J. Nelson, President, Margee Kinney, Vice President, Malcolm McDonald, Vice President, Dean McNeal, Secretary, W. Andrew Boss, Treasurer.**

Each officer will serve a one-year term ending November, 1981.



Stanley J. Nelson

. . . AND NEW DIRECTORS

The Zoo Foundation also welcomes its newest Board members: **D. Stephen Farley, St. Paul; Herbert Goldenberg, Minneapolis; Wayne E. Petersen, Minneapolis; and Hazel Reinhardt, Minneapolis.**

Zoo Story

AVAILABLE ON VIDEOTAPE

"The Minnesota Zoo," a videotape on the Minnesota Zoo in Apple Valley, Minnesota, is now available through the Minnesota Zoo Foundation for presentation to business, civic and employee groups. The 14-minute color production, narrated by Ted O'Brien of the PBS science series "Nova," focuses on the history and purpose of the Minnesota Zoo.

Both 1/2 inch and 3/4 inch videotape cassettes are available. To make arrangements for a group presentation, contact the Zoo Foundation office.

Thanks to the members of the Dye Family Foundation whose generous gift funded the production of "The Minnesota Zoo."

1980

Groundwork For The Future

by Connie DeLand

Future planning must be an ongoing effort for the success of any venture. Planning affects major corporations, non-profit organizations and families and the Minnesota Zoological Garden encompasses all of these. 1980 was a year of laying the groundwork for the future of the Minnesota Zoo.

. . . shared accomplishments, frustrations and dreams.

Representatives of the three organizations which comprise the Minnesota Zoo "family" (the Minnesota Zoological Garden and its Minnesota Zoological Board, the Minnesota Zoological Society, the Minnesota Zoological Garden Foundation) met on a regular basis to discuss ways of working together to make the Minnesota Zoo one of the finest - one that the citizens of Minnesota can look upon with pride and joy. Those of us involved in this intergroup committee shared accomplishments, frustrations and dreams.

The Foundation Board gave much time and attention to the feasibility study conducted by the C.W. Shaver Company which showed the need for a public/private partnership in order to fund further development of the Zoo. The Foundation committees - Capital Campaign, Individual Gifts, Special Events and Public Relations Advisory - used the Shaver study to form the basis of discussion for setting goals and objectives as well as plans for future financial development and fund raising programs.

Early in the year a report entitled *The Minnesota Zoo, An Alliance* was sent to many friends of the project. The report included a letter to the

citizens of the state from Governor Albert Quie. Copies of the Alliance Report, designed to help "sort out" the various zoo agencies, are available from the Foundation office. Response to the report was extremely favorable.

The Foundation Board is a group of people who have worked creatively and with great enthusiasm for our magnificent zoo. Indeed, the Minnesota Zoo has been fortunate to have so many people with vision and dedication committed to its development; these people come from each of the zoo organizations and the public at large.

There is still much to be done. The Minnesota Zoo family must continue to strive for greater communication

Many short-term development goals have been achieved; long-term development goals are exciting and only a true partnership will see the achievement of these goals.

so that the alliance which exists will be firmly established in our state. Many short-term development goals have been achieved; long-term development goals are exciting and only a true partnership will see the achievement of these goals.

The Foundation intends to do its part. We invite all of you to share in this alliance - The Minnesota Zoo.



Connie DeLand served as Zoo Foundation President from November, 1979 to November, 1980.



Minnesota Zoological Garden Foundation

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

January 19, 1981

K

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General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Mr. James L. Hetland
Vice President
Urban Development Department
First National Bank of Minneapolis
515 Marquette
Minneapolis, Minnesota 55402

Dear Jim:

Just a quick note to tell you that Ed Kohn and I today visited with Paul Eisen and Harold Webster, both Senior Vice Presidents of the Northwestern National Bank of Minneapolis, regarding their interest in assisting the Zoo and the Foundation in Board positions.

Paul M. Eisen is Senior Vice President of Marketing for Northwestern National Bank. He is definitely interested in applying for a position on the Zoo Board and we left an application with him. Ed appeared to be very impressed with Mr. Eisen and stated that he would be visiting with you soon to facilitate his application for this position. I too believe that Paul Eisen would be an excellent addition to the Zoo Board and would bring great skills in marketing to the Zoo. His philosophy and expressions on how he approaches problems and how he likes to have results flow from participation in the process was very impressive.

Harold Webster, Senior Vice President of Public Relations, stated that he would be interested in assisting the Foundation in its community development role and proposed capital campaign. I believe both of us would benefit greatly with these two people serving in our respective programs.

Also, you and I have visited on several occasions regarding Jack Pearson of the Northwestern National Life Insurance Company. As a result of our visits with Jack, he has recommended and I have visited with Ed Ingraham, Vice President of the parent company and treasurer of several of the corporate funds. Mr. Ingraham is very interested also in serving on the Zoo Board and I would recommend him highly. Because I have been unable to reach you directly, I have left a message with Roberta and encouraged you to contact Ed for a visit. I hope this has occurred. I am also

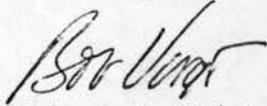
Mr. James L. Hetland
January 19, 1981
Page Two

willing to write a letter of support and recommendation for Ed to a position on the Zoo Board. I believe his skills and experience would be helpful to you also.

While the official deadline has passed for accepting applications to these positions, I have been informed by Carol McGee of the Governor's Appointments Commission that they are still accepting applications and by all means to forward applications from outstanding and experienced community leaders who wish to serve on the Zoo Board.

We at the Foundation support you in your effort to seek the most qualified individuals to serve on the Zoo Board. Thanks for your help.

Sincerely,



Robert S. Voigt
Executive Director

RSV/dm
cc: Stanley Nelson
bc: Ed Kohn



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Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

Mr. Harold S. Webster
Senior Vice President
Public Relations
Northwestern National Bank of Minneapolis
7th and Marquette
Minneapolis, Minnesota 55480

Dear Harold:

On behalf of Ed Kohn and myself, I want to thank you for meeting with us this afternoon and allowing us to share with you more information about the Zoo and its related programs. We believe that both the Zoo and the Zoo Foundation can make a tremendous impact on our community in the years ahead. The success to date has been significant and we just need to do a better job of telling the story and comparing the results with other outstanding community activities.

While Ed will be pursuing Paul Eisen's application to the Zoo Board, I would welcome an opportunity to meet with you again in the near future to discuss the Foundation's support program and proposed capital fund drive. Our accomplishments will be directly based upon the success and the positive image created by the Zoo Board in its various marketing approaches.

I believe that we have a great opportunity to work with the Zoo in this building program. These early years are most important in the positive formation of good perceptions and strong support from corporate and foundation leaders. I look forward to be working with you towards this objective.

Please give me a call if I can provide additional information to you. I will plan on calling you within the next week or so in order to discuss the next steps.

Sincerely,

Robert S. Voigt
Executive Director

RSV/dm

cc: Edward Kohn
Stanley Nelson



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Minnesota Zoological Garden

EXECUTIVE DIRECTOR:
ROBERT S. VOIGT

Mr. Paul M. Eisen
Senior Vice President
Marketing
Northwestern National Bank of Minneapolis
7th and Marquette
Minneapolis, Minnesota 55480

Dear Paul:

Ed Kohn and I were delighted to have an opportunity to meet with you and Harold Webster today and to tell you more about the Minnesota Zoo. We are pleased that you are interested in this great community program and were also pleased to be able to share some of the general information about the Zoo with you.

Thanks, also, for expressing your preference for the Zoo Board. Ed stated that he would be visiting with Jim Hetland, Chairman of the Zoo Board, and we will put our endorsement on your application. We are sure that your experience and approach toward solving marketing problems would be a great benefit to the Minnesota Zoo.

We look forward to working with you. Please let me know if there are additional questions which you have or other information which you would like to have at this time for your review. I know that Ed and Jim will also be able to provide you with more specific information on the Zoo and the Zoo Board.

As I hear more about the activities going on in the Governor's appointment process, I'll keep you informed.

Sincerely,

Robert S. Voigt
Executive Director

RSV/dm

cc: Edward Kohn
James Hetland



Minnesota Zoological Garden Foundation

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

January 7, 1981

Donald and Phyllis Kahn
100 Malcolm Avenue
Minneapolis, Minnesota 55414

Dear Donald and Phyllis Kahn:

Thank you for your contribution of \$100.00 to the Minnesota Zoo Foundation. Your gift, and that of many others, is making it possible for the Zoo to continue its significant building programs adding new exhibits and facilities for the visitors to the Zoo.

The Zoo Foundation is currently funding a \$1.5 million building program for additional facilities and exhibits at the Zoo. This is part of the continuing effort by the Foundation to assist with support from the private sector for the Zoo's growth and development.

As you know, the interest and support for the Minnesota Zoo has come from many sectors of our state's society. The funding provided by the State of Minnesota has been a most significant indication also of the support from throughout the State of Minnesota for the Zoo. Legislative leadership and funding brought dreams into realities. Today, the Minnesota Zoo is one of the outstanding zoos in our country.

You may also be interested in reviewing a comparison which we have recently assembled showing the Minnesota Zoo in relationship to other outstanding zoos in our nation. The goal which was discussed early on with the Minnesota Zoo of becoming self-sufficient is still a goal. However, in looking realistically at other leading zoos, this does not appear to be a reality that is shared by other similar zoos. All of them are tied in with a public sector entity such as a park district, county government or some other municipal level which contributes a significant share of the operating budget and a major part of the necessary funds for building and development programs. A few of the well established and highly visible zoos have been able to secure philanthropic support from a limited number of wealthy family endowments or similar gifts. It is only in the last few years that a few zoos have been establishing the traditional type of development programs to broaden the base of support and encourage community participation in the development programs.

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Donald and Phyllis Kahn
January 7, 1981
Page Two

The Minnesota Zoo was the first zoo to establish a separate program such as the Minnesota Zoological Garden Foundation to work solely for private sector participation in funding of development goals. Recent communication with other zoos have indicated their high degree of interest in following the lead established here in Minnesota. To date, they have been seeking support in a more general awareness basis.

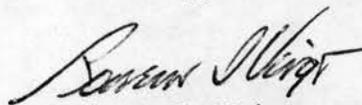
Several studies conducted for the Minnesota Zoo Foundation in regard to potential large scale private sector support in Minnesota showed a willingness to participate in the Minnesota Zoo's development effort. However, the response also indicates a recognition of the fact that the Zoo is a State agency and that leadership in this development program still rests with State funding.

The Zoo Foundation is honored to have many dedicated community leaders and experienced volunteer fund raisers serving on the Foundation Board of Directors. These individuals feel a deep sense of responsibility in the process to help the Zoo achieve its long range goals.

We, at the Foundation, would welcome an opportunity to meet with you, your friends and associates at any time in order to discuss our ideas for the future growth and development of the Minnesota Zoo.

Again, our sincere thanks for your financial contribution towards this goal.

Sincerely,


Robert S. Voigt
Executive Director

RSV/dm
enc.
cc: James Hetland
Edward Kohn ✓
Stanley J. Nelson

Foundation

DEPARTMENT Minnesota Zoological Garden

Office Memorandum

TO : Ed Kohn

DATE: December 10, 1980

FROM : Dave Bender *DBgd*

PHONE: x220

SUBJECT: MZG FOUNDATION VIDEO TAPE MODIFICATIONS

1. We would delete "as well as an internationally acclaimed center for zoological research, conservation and education."

This audio segment occurs while O'Brien is on camera so it would necessitate reassembling the rest of the tape after inserting 6 seconds of new visuals. This occurs at 2:37 into the 14:28 minute tape. The other less desirable option is to merely cut out this video and audio 6-second segment and fill in with new visuals and audio without reassemblage. This would result in a noticeable audio gap and loss of continuity.

2. The text for Brad is a voice over and can be simply re-recorded with O'Brien and the audio track would be adjusted without any work on the video.

New text to read,

"Brad House helped build the Biological Programs at the Minnesota Zoo... he represents the high degree of commitment, integrity, and professionalism of the entire zoo staff...a staff which has developed what is considered to be one of the most technically efficient and humane animal and plant support systems in the zoo world."

3. To remove the moose symbol will require access to Channel 2 or some other studio to use a character generator and editing equipment.

Our estimate is two full working days of studio and editing time.

4. Our audio person will be available to work on the project upon return from vacation leave on January 5.

DB:gd

cc D. Carlson
D. Strand