



Minnesota State Zoological Board.  
Zoo-Related Organizations Files.

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MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

West Saint Paul, Minnesota 55118 Phone (612) 457-2579

MEETING NOTICE

Board of Directors

Thursday, March 22, 1979  
Board Room  
Minnesota Zoological Garden  
Apple Valley, Minnesota

2:00 p.m.

AGENDA

2:00 p.m. Tour - Main Building Complex

3:00 p.m. Meeting - Board Room

- I. Capital Completion Program  
Presentation by Ed Kohn  
General Director  
Minnesota Zoological Garden
- II. Board Discussion  
Steps to implement Capital  
Completion Program
- III. Treasurer's Report
- IV. Executive Director's Report
  - A. CETA Approval
  - B. Deferred Giving
- V. Other Reports
  - A. Minnesota Zoological Society
- VI. Adjournment

MINNESOTA ZOOLOGICAL GARDEN FOUNDATIONSummary of Receipts and Disbursements  
January 31, 1979 - 7th Month

	<u>Current Month</u>	<u>FY 1979 To-Date</u>	<u>Annual FY 1979 Budget</u>
Receipts:			
Contributions (Schedule 1)	\$32,742.00	\$162,812.00	
Net Special Events (Schedule 2)	(1,515.38)	(8,766.22)	
Interest	33,673.28	50,469.54	
Other Income	<u>4,831.89</u>	<u>31,961.53</u>	
Total Receipts:	\$69,731.79	\$236,476.85	
Expenditures:			
Administrative Expenses (Schedule 5)	\$7,473.69	\$57,681.22	
MZG Expenditures Paid (Schedule 5)	380.00	53,921.96	
MZG Capital Project Expenditures	<u>-0-</u>	<u>-0-</u>	
Total Expenses:	\$7,853.69	\$111,603.18	
Excess of Receipts Over Disbursements	\$61,878.10	\$124,873.67	
Cash & Invested Assets - Beginning of Period 1/1/79	\$1,016,066.62	\$953,071.05	
Cash & Invested Assets - End of Period (Schedule 3)	<u>\$1,077,944.72</u>	<u>\$1,077,944.72</u>	
Outstanding Commitments (Sch. 1)	<u>\$258,150.00</u>		

## MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements  
February 28, 1979 - 8th Month

	<u>Current Month</u>	<u>FY 1979 To-Date</u>	<u>Annual FY 1979 Budget</u>
Receipts:			
Contributions (Schedule 1)	\$2,345.00	\$165,157.00	
Net Special Events (Schedule 2)	(4,909.29)	(13,675.51)	
Interest (Schedule 3)	1,275.00	51,744.54	
Other Income (Schedule 4)	<u>1,856.87</u>	<u>33,818.40</u>	
Total Receipts:	\$567.58	\$237,044.43	
Expenditures:			
Administrative Expenses (Sch. 5)	\$6,921.36	\$64,602.58	
MZG Expenditures Paid (Schedule 5)	-0-	53,921.96	
MZG Capital Project Expenditures	<u>-0-</u>	<u>-0-</u>	
Total Expenses:	\$6,921.36	\$118,524.54	
*Excess of Receipts Over Expenditures	(6,353.78)	\$118,519.89	
Cash & Invested Assets - Beginning of Period 2/1/79	\$1,077,944.72	953,071.05	
Cash & Invested Assets - End of Period 2/28/79 (Schedule 3)	<u>\$1,071,590.94</u>	<u>\$1,071,590.94</u>	
Outstanding Commitments (Schedule 1)	<u>\$258,150.00</u>		



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

West Saint Paul, Minnesota 55118 Phone (612) 457-2579

March 15, 1979

TO: Board of Directors  
Minnesota Zoological Garden Foundation

FROM: Robert S. Voigt, Executive Director  
Minnesota Zoological Garden Foundation

Subject: Executive Director's Report

I. Development

Contact with donors and prospects is still continuing in a "low key" approach. That is, information is being provided on current activities and events as well as continuing to describe in a general sense, the goals and programs of the Minnesota Zoological Garden.

While there have been no formal submissions of grant applications for requests, we are continuing to establish a basis of understanding about the zoo which will help us in our future formal requests.

Zoo Walk '79 is currently receiving attention for both support and possible assistance that will aide them in this project. Phil Sutherland has informed me that donations of products and services to Zoo Walk '79 now exceed \$60,000 and more is expected. A major portion of this relates to the advertising and promotion of both Dairy Queen and Super America who will promote this project beginning April 1 through Walk Day. The Foundation staff continues to assist the Zoo Walk staff with information on prior projects as well as advise and consul on implementing this year's program. More specific information will be detailed in the Zoo Walk Section.

Two major meetings have been held this past month relating to discussion of the proposed deferred gifts program for the Foundation. On February 8, James Sinclair, Chairman of the Board of Kennedy-Sinclair, Inc., visited with Firmin Alexander, Sandra Stokesbary, Kathryn Rosebear and me regarding the assistance which his company could provide to the Foundation on a formal development program relationship. Also, on February 22, Phil Brain, Vice President for Development of the Minneapolis Y.M.C.A., spoke to a meeting about several deferred giving programs which he has developed successfully for the Y.M.C.A. Mr. Brain also showed two films on the "Charitable Remainder Unitrust" and the "Charitable Gift Annuity". Firmin Alexander and Connie DeLand also attended this luncheon meeting.

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OFFICERS AND DIRECTORS: KENNETH M. KNOPF, President *Edina*; MARGEE KINNEY, Vice President *Wayzata*; DEAN McNEAL, Secretary *Mound*; ANTHONY L. ANDERSEN, Treasurer *St. Paul*; FIRMIN L. ALEXANDER *St. Paul*; CONNIE DeLAND *Minneapolis*; ROBERT FERGUSON *Egan*; LOUIS I. GELFAND *Minneapolis*; RICHARD G. GRAY, SR. *Mound*; REUEL HARMON *Inver Grove Heights*; R. W. KAPLAN *Owatonna*; MALCOLM McDONALD *North Oaks*; JOHN C. McKAY *South St. Paul*; CHY MORRISON *Wayzata*; DAVID W. ONAN, II *Wayzata*; JOSEPH T. O'NEILL *St. Paul*; JAMES G. PETERSON *Excelsior*; GORDON ROSENMEIER *Little Falls*; MARY ANN SCROGGINS *Afton*; SANDRA STOKESBARY *Minneapolis*; JOHN E. TILTON *Hopkins*

EX-OFFICIO MEMBERS: PAUL I. FREEMAN, President, *Minnesota Zoological Society*; EDWARD KOHN, General Director, *Minnesota Zoological Garden*; U.S. SEAL, Ph.D., Chairman, *Minnesota Zoological Board*

EXECUTIVE DIRECTOR: ROBERT S. VOIGT

Two major luncheons were held in order to provide an opportunity for Ed Kohn to meet a number of community leaders. On February 13, Chy Morrison hosted a luncheon at the Minneapolis Club for seven people. On March 1, Bob Engels also hosted a luncheon for nine people at the Minneapolis Club. Ed Kohn has a chance to meet some of the major corporate leaders in our area and to also bring them up to date on some of the current happenings at the zoo. Tony Andersen has also offered to host a similar luncheon in St. Paul on April 3. We will be planning more luncheons of this type as schedules permit. Mr. Kohn has also had a chance to meet with Amos Martin, Executive Vice President of the St. Paul Area Chamber of Commerce and several of the community leaders from St. Paul.

A meeting was held with Brad House and the members of his staff who are interested in discussing procedures relating to filing grant applications for programs in which they are involved. We discussed the information available through the Foundation Office and encouraged them to direct and coordinate all their ideas through Brad, but to feel free to call upon the Foundation for any assistance that they needed.

Two visits were had with Ladd Conrad and representatives from Target Stores who had made a contribution to the Foundation. Target is interested in doing a joint venture project involving some promotional effort for the zoo.

We have also provided information to Bill Farrell, Director of Community Affairs for United Power Association, and a program which they are developing in the communities which they serve throughout Minnesota. As part of their community relations effort for this year, they will be encouraging trips to the Minnesota Zoo. This process has been reviewed with Ladd Conrad and Sue Johnson in the Group Sales Department and they are assisting Mr. Farrell in his program.

Several visits have been held with John Carr of the 3M Company in St. Paul. Mr. Carr is originally from New Zealand and is interested in assisting with any project development that may be considered or underway representing animals from New Zealand and Australia. Mr. Carr has written several articles for newspapers back in his home city of Auckland, New Zealand. While this is not a very high priority on the zoo's development program, further discussions are being held with other representatives of 3M to determine their potential level of support for future major projects of this type.

On March 7, Sandy Stokesbary met with the President of the Kresge Foundation, Alfred E. Taylor, Jr., in Troy, Michigan. Mrs. Stokesbary was in Detroit for a personal trip and we were able to pre-arrange a meeting with Mr. Taylor, the President of the Kresge Foundation. This Foundation is still very interested in the Minnesota Zoo and looks toward possible grants in the future after a greater operating period exists and relationships are worked out with the State Legislature. We are continuing to keep the Kresge Foundation with current information on the zoo and will perhaps be able to submit a formal application to them next year.

Mr. Winston Borden, a former associate of mine, and recently the newly appointed President of the Minnesota Association of Commerce and Industry, and I have visited about some joint venture activities with the members of his association. Mr. Borden is currently arranging a tour on June 20 for some of his key Board Members and associates to visit the zoo. Current legislative activities and other commitments later this spring make it difficult to arrange anything prior to that date. I have known Oliver Perry, recently retired President of MACIO and he is very interested in and supportive of the zoo. I believe this state-wide organization of businesses can be very helpful in future development programs of our Foundation.

## II. Administration

Current information is being obtained and assembled in the Foundation's files regarding potential Foundation prospects for future campaign efforts.

A request for assistance from the Twin City area Sears Stores has been made to John Nahabedian, who is the Twin City area Manager. The May/June issue of "Greater Minneapolis" is a magazine published by the Minneapolis Chamber of Commerce. On June 13 and 14, the Minneapolis Chamber will be host to a National Business and the Art Conference. This conference is devoted to recognizing businesses nationally that have been supportive of community projects. An opportunity exists to place a advertisement in this issue which will be distributed extensively throughout the Metropolitan area as well as nationally to major businesses. We discussed this idea with Tony Andersen and have agreed that if we could secure funding for this ad that an identity statement would be worth considering. We have not heard from Sears yet as to their commitment, but Mr. Nahabedian has said that they are interested in considering this support.

This past week, I attended the House Appropriations Committee hearings on the zoo and Kathryn Rosebear attended the Senate Finance Committee hearings at the zoo as well as the Capitol.

Other on-going committee activities include attendance and participation in the Donor Recognition Committee, Interface Committee about current information or programs. Kathryn Rosebear will also be participating in the Zoo's volunteer training program to share information about the purpose and programs of the Zoological Foundation.

## III. Zoo Walk '79

This program is making tremendous progress under the direction of Phil Sutherland, the Project Director. In addition to Mr. Sutherland, there are now nine other persons that are paid staff working on this project. One other person, Luann Bruce, is working on a contractual relationship providing public relations and media contact in the promotion of the project. Three other persons are currently working under a C.E.T.A. Title VI program. They are Rita Rocheford, John Francis and Donna Bense. Three other persons are working under the C.E.T.A. Title I programs for senior citizens and two high school seniors are working part-time after school. The people in the Dakota

County C.E.T.A. Office have been very supportive of the project and have also indicated that additional persons could be placed through their training program and paid by them if there is need for additional people this summer. The distribution of materials and the presentation of shows to school groups are ahead of last year's schedule. The excitement and interest in this project is still continuing.

Mr. Sutherland and I have had several meetings with representatives from computer companies who are bidding on the processing of this year's walk receipts. I.C. Systems was the processor of payments this last year. However, Mail House has been contacted because of their leadership in this area and currently a contract is being negotiated with them for their services.

Two grants of \$1000 each was secured from the Saint Paul Foundation and the Bigelow Foundation to assist in the purchase of projectors and tape decks that are being used to show the Zoo Walk '79 slide show. The Kodak projectors were purchased through Pako and the regional Kodak distributor.

Several meetings were held with representatives from the Minnesota Department of Economic Security regarding an unemployment claim which was filed by Jeff Keith, formerly working for the project last year under an independent contractor contract. Also, additional information has been provided to Chuck Anderson regarding his employment relationship, payments on his contract, and reimbursements for expenses directly related to the project.

Several meetings have been held with representatives of bus lines in attempting to secure a donation of transportation for Zoo Walk '79. Many of the volunteers are working in their districts attempting to secure underwriting from major businesses or through the sale of buttons to help cover the costs of bussing Walkers to the zoo site on Walk Day. However, coordination of transportation is a major segment of the project.

Last year, Minneapolis Council of Campfire was the largest group participating in the Walk. This year on April 21, the organization is having a special zoo day for all of their members. This both in acknowledgement of their effort as well as an attempt to encourage their awareness of the zoo and also to encourage their participation in Zoo Walk '79. A special request has been made to the Donor Recognition Committee to acknowledge their gift in excess of \$1,000 back to the zoo from their shared proceeds last year and their pledge of an equal amount this year from participating in the Walk. It is expected that the Donor Recognition Committee will acknowledge their request and so designate that organization to be identified on the Donor Recognition Wall at the zoo.

Regular meetings are taking place with Phil Sutherland and other members of the Walk staff to review many related issues currently being faced as well as organizational problems that are being worked out. My overall impression is that this project is doing exceedingly well. We are glad to assist the Walk staff people with any bit of information or assistance that we can that relates to processes, securing equipment or reflecting on ways to approach their goals.

IV. Minnesota Zoo Ride, Inc.

Several discussions have occurred with Glenn Olson, President of Minnesota Zoo Ride, Inc., regarding the need for liability insurance for Zoo Ride Directors. The annual premiums on this coverage would amount to \$19,300. Contacts will continue with Steve Iserman, Finance Officer at the zoo, in regard to routine disbursements or notices that are sent to me acting as Executive Secretary of this organization, and information that is passed on the Glenn Olson, President of MZRI.



## STAFF STUFF

March 15, 1979

\*\*\*\* 55,000 people visited our zoo during January and February -- a tremendous record for a northern zoo! In checking with our zoo colleagues, we discovered that our two-month total exceeded the combined attendance totals of four major northern zoos: Milwaukee, New York, Brookfield and Philadelphia; (combined total 53,000). More important, from their smiling faces, we believe these 55,000 people were happy with the zoo. Letters we've received indicate that they find the zoo a "worthwhile educational as well as recreational experience." That means they're likely to tell their friends and relatives what neat place the zoo is! You can help -- keep smiling, be helpful and courteous all the time. Let's keep those people coming back!

\*\*\*\* School group reservations for this spring are all booked up!! We will have more than 800 children visiting the zoo each day from now through June 7, totalling more than 48,000 children!



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

West Saint Paul, Minnesota 55118 Phone (612) 457-2579

March 15, 1979

TO: Board of Directors  
Minnesota Zoological Garden Foundation

FROM: Kathryn Rosebear, Administrative Assistant  
Minnesota Zoological Garden Foundation

SUBJECT: Progress Report: February 2 - March 15, 1979

At Bob Voigt's request, I am preparing a written progress report on my efforts and activities for the Foundation during the previous two months.

I. Development

I have continued during the past two months to provide assistance to the Zoo's Education Department in the solicitation of funds for educational projects. Several contacts were made with Cynthia Gehrig of the Jerome Foundation, to which an application for arts assistance has been made; Ms. Gehrig was invited to a performance of "Noah" by the Mixed Blood Theater on Saturday, February 17th, and was also given a short "behind-the-scenes" tour of the zoo. In addition, I have met with and recruited several individuals from the metropolitan arts community to serve on the Zoo's Arts Advisory Committee.

I have continued contact with Don Englebrecht of Super America and his public relations agent, Duane Knops of Campbell Mithun, in regard to their interest in sponsoring a zoo television show. Funding for the proposed program would be provided by Super America.

I have been in contact with several garden clubs and women's clubs in regard to their interest in providing financial support to the zoo. The Federated Garden Clubs of Minnesota, comprised of 80 clubs with over 1,500 members, have established a small Zoo Fund; several uses for the fund have been offered through a short letter to the Federated Garden Clubs' zoo liaison, Hatsumi Takashima.

I have researched various funding sources for additional educational funding and project funding, and have written for guidelines and deadlines when appropriate.

I also prepared a format to investigate fund-raising activities at other zoos, such as Adopt An Animal programs.

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EXECUTIVE DIRECTOR: ROBERT S. VOIGT

## II. Public Relations

During the past month, I have actively investigated public relations approaches for the Foundation and considered various approaches to increase the Foundation's visibility with our various publics.

I met with Ladd Conrad, Associate Director of Visitor Services at the zoo, on March 1st to discuss approaches for increasing zoo visitor awareness of the MZGF, its plans, programs and needs. Brochure distribution, Foundation informational displays, activities and participation in major zoo events and the donor wall were discussed. Mr. Conrad offered to include a separate fly sheet, including a pledge form, in the next run of the Zoo Album.

To ensure increased volunteer awareness of the Foundation's programs, I am participating in the zoo's volunteer training programs. I have also prepared an article for the volunteer newsletter, "Volunteer Voices," which discusses ways in which zoo volunteers can make the public more aware of the Foundation and its fund-raising programs.

I attended the Interagency Publicity Committee (Interface) Meeting on March 14th. Ideas for the zoo's Birthday Celebration, scheduled for the weekend of May 19th and 20th, were discussed. I will be working on Foundation input to the celebration shortly; the interest and assistance of several Board members would be appreciated.

I investigated Foundation co-sponsorship of a donor/appreciation party with the Society; this event was later cancelled.

I have contacted both the junior and senior ad clubs, comprised of 100 and 700 members respectively, to request their donated assistance in developing future public relations programs for the Foundation; both groups volunteer assistance to non-profit agencies with public relations needs. It seems likely that the senior ad club will assign the Foundation a local public relations firm to assist in the development of public relations and marketing programs, including brochures, ads, television spots, promotions, etc.

I have also begun initial steps to prepare a Marketing Plan for the Foundation's future fund-raising campaigns. A marketing consultant has offered to provide formats and review the final plan.

Following the NSFRE meeting on March 14th, I discussed with Tom Cousins of WCCO the possible use of television public service time for Foundation image-building, as opposed to direct solicitation. Mr. Cousins suggested I contact him in the near future to discuss such low-key approaches to the use of television.

I am preparing an article on the short-range development funded by Foundation donations, to appear in the Minnesota insert of the May/June issue of "Animal Kingdom."

I have been in contact with the "Minnesota Monthly" staff in regard to the placement of a Foundation image ad, donated by the Onan Family Foundation. The ad will be placed sometime in the fall of 1979.

III. Administrative

I attended the Society Board of Directors' meetings on February 15th and March 15th, reporting on Foundation activities to the Society Board.

I attended the NSFRE luncheon meetings on February 22nd and March 15th.

I attended the Senate Finance Subcommittee meetings on March 9th and 13th.

Considerable time has been spent training Pamela Bakko, Foundation secretary, in bookkeeping and accounting procedures for the Foundation and the Walk. Notes from these training sessions, plus input from Peat, Marwick, Mitchell and Company and Treasurer Tony Andersen, will be developed into an "Accounting Procedures and Financial Control" manual for Foundation staff.

I have been working with a volunteer calligrapher to set up an on-going system for "Beluga" book distribution to major donors.

IV. Zoo Walk '79

I am assisting Phil Sutherland and Vicki Uchida in contacting local celebrities and political leaders for Zoo Walk '79. I have also provided information on previous projects, primarily in regard to public relations, and input on current promotional activities.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

CALLS AND CONTACTS

2/2/79 - 3/12/79

Ad Two	Bauenfiend	Rosebear
American Hoist & Derrick	Faulkner	Voigt
Bennett, Russell		Voigt
Bigelow Foundation	Verret	Voigt
Blandin Foundation	Olson	Voigt
Burnsville Garden Club	Garlington	Rosebear
Campbell-Mithun	Knops	Rosebear
Campfire	Cronin	Voigt, Sutherland
Columbia Transit Commission	Rutz	Voigt, Sutherland
Dayton Hudson Foundation	Contee	Voigt
Deluxe Check Printers	Peterson	Voigt
Edina Federated Jr. Womens' Club	Taylor	Rosebear
Federated Garden Club of MN	Takashima	Rosebear
First Bank System	Dixon	Voigt
First National Bank - Mpls.	Ankeny	Voigt
Gelco Corporation	Hendel	Voigt
Greater Minneapolis Chamber	Bush	Rosebear, Voigt
Green Giant Company	Wyman	Voigt
Holbrook, Frances		Voigt
Honeywell, Inc.	Lund	Kohn, Engels, Voigt
International Multifoods	Phillips	Voigt
Jefferson Company	Stolpman	Voigt
Jerome Foundation	C. Gehrig	Rosebear
Kaiser, Kristin		Voigt
Kennedy Sinclair, Inc.	Sinclair	Alexander, Stokesbary
		Rosebear, Voigt
Kenyon Sr. High School FHA		Voigt
Kresge Foundation	Taylor	Stokesbary, Voigt
Kuehn, Jack		Voigt
Land O'Lakes	Magnuson	Voigt
Mail House, Inc.	John Stamson	Voigt, Sutherland
Marigold Foods	Hayes	Voigt
Medtronics	Duclos	Voigt
Metz Baking Company	Coolidge	Voigt
Minneapolis College of Art and Design	Hausman	Rosebear
Minneapolis Foundation	Beech	Kohn, Engels, Voigt
Minneapolis Foundation	Beech	Voigt
Minneapolis Star	Flanagan	Morrison, Voigt
Minneapolis Star	Smile Factory	Rosebear
Minneapolis Star & Tribune	Dwight	Voigt
Minneapolis Tribune	Bailey	Kohn, Engels, Voigt
Minnesota Advertising Federation	Nelson, Lomar	Rosebear
Minnesota Dept. of Natural Resources	Libertus	Rosebear

Calls and Contacts (con't)

2/2/79 - 3/12/79

Page 2

Minnesota Fillies	Nevers, Sjoquist	Rosebear
Minnesota Foundation	Verret	Voigt
Minnesota Mining & Mfg. Co.	Larson	Voigt
Minnesota Mining & Mfg. Co.	Larson	Voigt
Minnesota Mining & Mfg. Co.	Hegg, Carr	House, Voigt
Minnesota Public Radio	Handford	Rosebear
Minnesota State Arts Board	Redden	Rosebear
Minnesota Twins	Prieb	Rosebear
National Society of Fund Raisers	Brain	Alexander, DeLand, Voigt,
Northern States Power Co.	McCarthy	Rosebear, Sutherland
Northwestern Bell Telephone Co.	Hulse, Parson	Kohn, Engels, Voigt
Northwestern Bell Telephone Co.	Weikert	Voigt
Northwestern National Bank - Mpls.	Morrison	Voigt
		Kohn, Peterson, Morrison
		Voigt
Northwestern National Life	Pearson	Voigt
Peavey Company	Stocks	Voigt
Portec, Inc.	Heer	Voigt
Rahr Foundation	Rahr	Voigt
R. E. Mooney & Associates	Porter	Voigt
Saint Paul Chamber	Martin	Kohn, Voigt
Satellite Industries	Anderson	Voigt
Sears	Nahabedian	Voigt
Soo Line Railroad	Beckley	Kohn, Engels, Voigt
Super America	Englebrecht	Rosebear
Swift & Co.	Goodwin	Voigt
Target Stores	Thatcher	Voigt, Conrad
Tennant Company	Pennock	Voigt
Tuck, David		Voigt
United Power Association	Farrell	Voigt
University of Minnesota - Management Science Dept.	Nauman	Stokesbary, Voigt
Williams Steel & Hardware	Puffer	Kohn, Engels, Voigt

ing up, individual giving is running at an annual rate of some \$8 billion less in real terms than it was in 1960. The result is a growing trend over the past five years of churches and other institutions curtailing services or closing their doors altogether. Many community action programs have perished for lack of funds. Others exist on a starvation budget.

Why has voluntary giving failed to keep pace? One problem is a failure of leadership in all three sectors. Many of those who have lost heart could still be reached and challenged if leadership would lead. But most Americans who make small gifts don't realize the cumulative power of their giving and its crucial importance to our way of life. I have an unshakable faith in the ability of the American people to respond once they have the understanding, leadership and policies necessary to generate that response.

If voluntary giving continues to lag, we will be well on our way toward a two-sector system. Opportunities and incentives for individual initiative will disappear, and the vaunted pluralism of American society will gradually give way to a monolithic system.

The only way to change the course we are on will be for leaders in all three sectors to see the problem clearly and take steps to restore the vitality and balance of a three-sector system. I have increasingly wondered what would happen if our top

leadership in Washington understood fully and believed deeply in the importance of the third sector. This would be manifested in specific measures, such as tax policies to encourage voluntary giving; it would also demand the exercise of moral leadership of the highest order, encouraging all government agencies to facilitate the involvement of citizens in meeting their own needs and problems.

I have wondered, too, what would happen if business executives, members of corporate boards and shareholders were made more keenly aware that the welfare of their corporations is tied up with the welfare of society as a whole, and that they have a responsibility to the third sector. This would involve an increase in corporate contributions toward the level allowed by law (five percent of net taxable income), and a greater sensitivity to the corporation's role in the community.

With such a change of attitudes, we would become a giving society again. We would surprise ourselves and the world, because American democracy, which all too many observers believe is on a downward slide, would come alive with unimagined creativity and energy.

Nothing less than this is at stake.

Reprints of this article are available. Prices, postpaid to one address: 10—\$1.00; 50—\$2.50; 100—\$4; 500—\$15.00; 1000—\$25. Address Reprint Editor, Reader's Digest, Pleasantville, N.Y. 10570

A  
Reader's Digest

REPRINT

## America's Threatened Third Sector

The nation's creativity and energy derive in large part from our willingness to support the private, non-profit institutions we believe in. But, argues this distinguished philanthropist, we're not giving the way we used to

Condensed from ACROSS THE BOARD

JOHN D. ROCKEFELLER 3RD

WE AMERICANS take pride in the vitality of our country. Yet too often we fail to recognize one of the main reasons for that vitality is the fact that we have developed over the two centuries of our existence a remarkable system of three interlocking sectors of activity. As long as each sector is healthy, we will preserve our uniqueness, our diversity, the source of much of our strength and creativity—and our best hope for a promising future.

Two of the sectors are recognizable to everyone: business and government. But the third, the private non-profit sector, is so little understood that I am tempted to call it "the invisible sector." It is crucial to our way of life. But it is eroding before our eyes.

The third sector is omnipresent

throughout our society, yet so taken for granted that it is barely recognized as an important social force. Millions of Americans participate in third-sector activities, contributing time or financial support, or both. The sector includes thousands of institutions indispensable to community life: churches, hospitals, museums, libraries, private colleges, theater groups, symphony orchestras and social-service organizations of many kinds.

The third sector is also the seedbed for organized efforts to deal with social problems. All important contemporary "movements" have sprung from it—civil rights, women's rights, consumerism, the environment and many others.

Government is supported by taxes, business by its profits. The third

sector is supported principally by voluntary contributions. These total some \$26 billion per year in the United States, more than half of which comes not from the wealthy but from families with incomes of less than \$20,000. The equivalent of another \$26 billion is contributed annually through the voluntary services of millions of individuals.

Consider the value of volunteer services to a hospital in your community. As a test I asked a secretary in my office to check on her community hospital. She came back with an eye-opening report. The Woman's Association of the Morristown Memorial Hospital in New Jersey provides 885 volunteer workers who put in more than 145,000 hours on some 45 different services in 1976. The revenue-producing services netted more than \$1 million over the past five years for the hospital. In addition, last year the volunteers organized a "decorator tour" of a nearby mansion in which local merchants and decorators contributed their goods and services. The project attracted 500,000 visitors and netted \$270,000 for the hospital.

The women of Morristown Hospital certainly don't think of themselves as participating in the third sector, nor does the person who sends a \$25 contribution to his or her alma mater. The fact that so much of the third sector is individual and local in nature is one reason why it has not been recognized as the important national phenomenon that it is. Another reason is its diversity.

There is, however, a common thread that runs through the third sector: a belief in being of service to one's community and other people, without relying on government and without any expectation of personal profit. At the heart of the third sector is individual initiative and a sense of caring.

It would miss the point to regard the third sector as innately superior to government and business. It is not; it is merely different. The real point is that a healthy democratic society needs all three in an effective and balanced relationship. But the relationship is out of balance today. We live in an age of big government and big business, while the third sector is gradually eroding.

Yet throughout most of our history virtually every significant step in social progress sprang from the third sector. I think of the work of Margaret Sanger in founding Planned Parenthood, the direct antecedent of worldwide concern and action on the population problem. One of the best examples is Alcoholics Anonymous, started in 1934 by William Wilson, a New Jersey salesman. No amount of money could buy the caring relationship of one human being for another that exists within all chapters of AA, nor could any government bureau ever do the job so effectively.

In so many fields of social need, the pioneering work of the third sector has resulted in government taking over responsibility for extending the services broadly. This is right and

proper. The third sector provides the channel through which American citizens can build a moral consensus for what should be sanctioned and broadened by government.

Today the need for that channel is as strong as ever, even in an age of big government when the annual federal budget is approaching a figure 20 times that of individual voluntary giving. A healthy third sector keeps government honest, provides alternative ways to solve problems, helps maintain institutions that should *not* be taken over by government, and provides opportunities for the initiative and sense of caring that are the indispensable bedrock of a thriving democracy. To cite just a few examples:

*The East Kentucky Health Services Center* was created by two young Kentuckians who had a dream six years ago of improving the delivery of health services in the poorest county of Kentucky. The result today is a modern clinic with five doctors serving 35,000 patients a year on a budget of \$600,000. Not a penny of government money was used.

*Southeast Alabama Self Help Association* is a black organization with 9000 members; it has a credit union, a health center and housing for members.

*Urban Home Ownership Corporation* has rehabilitated more than \$35 million worth of inner-city apartment buildings in New York and is turning ownership over to low-income residents.

There are thousands of such new

initiatives. At the same time, however, many other Americans seem to have given up, feeling that one person's voice or vote or effort does not count. They appear to be saying: if big government can't solve our social problems, what can I do?

This growing mood is one reason why the third sector is in jeopardy. Another is its shrinking financial base. While philanthropy provides the principal financial support for the third sector, there are two other means of support—government grants and contracts, and the charging of fees for services. Both have limitations. If government support becomes too large a proportion of a non-profit institution's budget, the organization loses its independence and becomes in effect a government institution. And if other third-sector organizations—such as colleges, museums and performing-arts companies—keep increasing the price of their services to cover costs, they soon will become indistinguishable from businesses.

This means that the oldest form of support, philanthropic giving, is still the most important. It provides the crucial margin that gives third-sector institutions their most precious asset—*independence*. Without a vigorous flow of voluntary giving, the third sector would ultimately split into two appendages, one to government and the other to business.

The ominous fact is that the pace of philanthropic giving has steadily lost ground in recent years. While nearly everything else has been go-

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Board of Directors Meeting  
February 1, 1979

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Thursday, February 1, 1979, at 3:00 p.m. in the Board Room of the Pako Corporation, Minneapolis.

Members Present: Kenneth Knopf, President; Dean McNeal, Secretary; Anthony Andersen, Treasurer; Firmin Alexander, Connie DeLand, Paul Freeman, Richard Gray, Reuel Harmon, Malcolm McDonald, Gordon Rosenmeier, Mary Ann Scroggins, U. S. Seal, Sandra Stokesbary. *3<sup>rd</sup> (Hayee Kinney, Dave Oman, Joe O'Neal)*

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

Others Present: Edward Kohn, General Director, Minnesota Zoological Garden; Chase Davies, Executive Director, Minnesota Zoological Society.

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

I. Minutes of Board of Directors Meeting, October 12, 1978

The minutes of the Board of Directors meeting, held October 12, 1978, were approved as mailed.

The minutes of the Executive Committee meeting, held December 14, 1978, were approved as mailed.

II. Financial Report

The Monthly Financial Report was presented by Treasurer Tony Andersen. Mr. Andersen briefly explained that two reporting formats comprised the report for month ending December 31, 1978; the format previously in use has been prepared for Board member reference, and a report utilizing a new format proposed by the Foundation's auditors, Peat, Marwick, Mitchell and Company, has also be prepared for the Board's consideration.

Referring to Exhibit 1 of the new format, Mr. Andersen explained that this page summarized all Foundation financial activity for the month of December, including all receipts and expenditures, month-end figures for cash and invested assets, and outstanding commitments.

Mr. Andersen then explained that the attached schedules detailed the items summarized in Exhibit 1. Schedule 1 details pledges, receipts and outstanding commitments for each business, foundation and individual that has given money to the Foundation on behalf of the zoo. Schedule 2 summarizes the financial activity of all special events that have netted funds for the

Foundation; the income, expenses and net revenue are detailed for the 1977, 1978 and 1979 walk projects and the zoo opening committee. Schedule 3 details cash and invested assets at month-end; an addendum to Schedule 3 details decisions made in January on investing certificates of deposit and other investments that matured during the month. Schedule 4 reports any additional income to the Foundation, such as CETA or annual dinner reimbursements, that are not detailed elsewhere. Schedule 5 provides detail on the costs of running the Foundation and raising funds for the zoo; ratios of contributions to expenses are included as cost control checks.

Several Board members then questioned whether the 26 percent ratio of contributions to expenses was high; Tony Andersen responded that the ratio was high, but would lower over the remainder of the year. Kathryn Rosebear added that expenses for the month of December were exceptionally high due to payments of several annual expenses, including audit fees, insurance and the annual dinner. She added that, although the Foundation was halfway through the fiscal year, only one-third of outstanding commitments had been received. These variables affect the ratio.

Mr. Andersen suggested that the Board receive Exhibit 1 monthly, and that the full financial report be submitted to the Board quarterly; Board members concurred with this recommendation.

Tony Andersen then recommended that the Board send a letter of appreciation to Peat, Marwick, Mitchell and Company for their assistance in preparing the new financial format.

Finally, Mr. Andersen, again referring to Schedule 3, reported on investments made during the month of January. He noted that investments were made almost equally at banks from the Northwest Bancorporation and First Bank System; the policy of the Investments Committee has been to research and obtain the highest possible interest rates.

Ken Knopf reported that he had asked Jim Peterson to replace him on the Investments Committee and had also asked Tony Andersen to serve as a committee member. He asked the Board to ratify his appointment of Mr. Peterson and Mr. Andersen to this committee.

Dean McNeal moved approval of the appointments of Jim Peterson and Tony Andersen to the Investments Committee. The motion was seconded by Mary Ann Scroggins. Motion Carried.

Tony Andersen then noted that, although he has no concern over the present invoice or cash control systems within the Foundation, he planned to ask the assistance of Peat, Marwick, Mitchell and Company in developing control system policies and procedures which would provide consistency and accuracy for auditing purposes. Mr. Andersen plans to report on these procedures at the next Foundation Board meeting.

### III. Executive Director's Report

The Executive Director's Report was deferred to the end of the meeting pending available time.

IV. Minnesota Zoological Garden Report

A. Development Plans

Ken Knopf introduced Edward Kohn, new General Director of the Minnesota Zoological Garden. Mr. Kohn made a presentation on the legislative and development programs of the Minnesota Zoological Garden.

Mr. Kohn first distributed to Board members a copy of the Governor's recommended operating budget for the zoo in fiscal year 1980. Referring to the handout (Governor's Proposed FY 1980 Operating Budget, MZG), attached, Mr. Kohn explained that the budget assumes an increase in revenue of 57 percent over the projections for fiscal year 1979; the assumed increase is based on an increase in admissions fees from \$2.50 to \$3.50 for adults and from \$1.25 to \$1.75 for children, an increase of five percent in general attendance, and additional revenues from the operation of the monorail. Mr. Kohn added that assumptions of increased attendance might not be accurate.

Mr. Kohn also explained that the governor's recommendation would allow financing of the monorail only from passenger revenues, leaving the monorail financially isolated. Original financial projections for the monorail were based on the assumption that zoo attendance would total 1.8 million visitors annually; thus, the issue of the Zoo Ride financing should be further investigated.

Mr. Kohn explained that the budget, as proposed, is a "barebones" operation.

Ken Knopf noted that the legislative discussions of the zoo program could affect fund-raising on behalf of the zoo. Mr. Knopf recommended that the Foundation maintain a low-key development program during this time, and perhaps delay any major fund-raising.

Ed Kohn commented that he has been meeting individually with legislators and that several legislative committees will be attending tours and meetings at the zoo facility. Mr. Kohn also stated that he would share information on the budgetary status of the zoo with the Foundation Board as decisions were made to keep them informed.

Commenting that the Foundation's Executive Committee, at a previous meeting, had authorized \$600,000 for short-range construction at the zoo, Mr. Kohn reported on proposed construction modifications and additions which would utilize the authorized funds (Short Range Development Program, attached).

Referring to a map of the Northern Trek, Mr. Kohn explained that both the musk oxen and Siberian tiger exhibits will be divided into two exhibits, with viewing available from both the north and south sides of the Northern Trek; this is expected to increase viewing potential and animal management flexibility. An arctic hare or arctic waterfowl exhibit will be added to the musk oxen extension, and a pheasantry for the exhibition of six

pheasant species will be added to the Mid-Trek stop. Bison and wapiti, or elk, will be presented in an exhibit at the Mid-Trek area, with viewing from both walkways and the monorail. A Mid-Trek shelter including restrooms will be constructed to provide an area for informal assembly, picnics and educational presentations by the zoo's interpretive naturalists. Shade oases will be provided along the Northern Trek.

Paul Freeman asked for a schedule of completion of the proposed construction. Ed Kohn responded that a schedule had not been finalized as different approaches to the construction process are being investigated.

Ken Knopf asked the Board for their ratification of the Executive Committee's motion to authorize the transfer of \$400,000 between now and June 30, 1979, and \$200,000 during the period July 1, 1979 through June 30, 1980, to the Minnesota Zoological Garden to be used for short term construction items. The motion of the Executive Committee was ratified by the Foundation's Board of Directors.

#### B. Legislative Proposal

Mr. Kohn distributed to Board members a copy of the proposed zoo legislation to be considered by the Minnesota Legislature during the current session. Mr. Kohn summarized major changes of importance within the legislation. It has been proposed that the Zoo Board submit an Annual Report to the legislature and the governor directly, rather than to the Department of Economic Development; Mr. Kohn noted that this change indicated the positive interest of the governor. Additional amendments allow the zoo to enter into contractual relationships with organizations such as the Foundation or Society for the benefit of the zoo and to lease or rent property within the zoo boundaries and deposit rents into the zoo's general account. An amendment to the "free day" policy would allow the director of the zoo to establish an admissions policy of visitor discounts. The legislation would also repeal the fee structure established by the Legislature during their previous session and return to the Board, as originally authorized in Chapter 85A, the responsibility of establishing fee structures.

Discussion followed on the proposed change in admission fee and its possible impact on the public.

#### V. Committee Reports

##### A. Organizational Task Force

Ken Knopf reported on the meeting of the Organizational Task Force, held at 2 p.m. prior to the Foundation Board meeting.

Mr. Knopf noted that minutes of the Foundation meeting of December 14, 1978, reported on the recommendation from the Task Force and approval for a feasibility study investigating the merger of the Foundation and the Society. During the meeting immediately preceding the current Foundation meeting, however, Ed Kohn recommended a six-month hold on the relational study to allow him time to directly communicate with Foundation and Society leadership and staff and make recommendations on the role of each organization. Ken Knopf suggested that the Foundation Board follow Mr. Kohn's recommendations

and withdraw from the relational study previously authorized for at least six months.

Tony Andersen moved that the Foundation Board withdraw its authorization of \$5,000 to hire a consultant to identify the legal, administrative, programatic, organizational and other issue areas, and to consider the benefits or disadvantages of a merger between the Foundation and Society. The motion was seconded by Dick Gray. Motion Carried.

Ken Knopf stated that a committee of three, comprised of himself, Ule Seal, Paul Freeman, and their alternates would continue to work on the relationships of the Foundation and Society during the six-month holding period. Mr. Knopf asked Dean McNeal to serve as his alternate, and suggested Margee Kinney as another alternate.

Ken Knopf then stated that the Foundation staff could use the six-month period not actively soliciting new funds but rather continuing contacts and creating goodwill for the zoo in preparation for a major fund drive. Mary Ann Scroggins asked whether this meant no new funds would be raised; Ken Knopf responded that proposals outstanding would be followed but delivery of new proposals or grant applications now might be detrimental to a future major drive, and that the Foundation should wait until a major capital campaign has been developed. Ed Kohn added that the six-month period could be well spent in good, disciplined pursuit of the roles of the Foundation and the Society.

Reuel Harmon moved that the six-month hold on the merger of the Foundation and Society, as recommended by Ed Kohn, be approved. The motion was seconded by Tony Andersen. Motion Carried.

#### B. Capital Campaign

Ken Knopf stated that there was no report on the Capital Campaign.

### VI. Other

#### A. Zoo Walk '79

Sandra Stokesbary, Chairperson of the Zoo Walk '79 Operating Committee, reported that zoo walk materials were currently being prepared and printed for future dissemination; the printing of posters has been donated by Northern States Power Company and Toro Company, and pledge form printing has been donated by Byerly's and the Minnesota Zoological Society. Pako Corporation and Super America will print and distribute promotional handouts, and Super America also plans to tag its commercials and sponsor two Naegele billboards.

Mrs. Stokesbary also reported that a Dairy Queen Sundae Social, to be held June 2, 1979, is being planned as an incentive for walkers to collect their pledges; all walkers who have collected their pledges may attend the event, sponsored by the Society and Dairy Queen.

Mrs. Stokesbary noted that assistance is needed in underwriting the costs of bus transportation to the walk and food for walk day, and asked for Foundation Board member assistance in locating donors.

B. Minnesota Zoological Society

Paul Freeman, President of the Minnesota Zoological Society, invited all Foundation Board members to an awards ceremony honoring on-site volunteers on February 27th at the Minnesota Zoological Garden. Mr. Freeman also reported on activities of the Society, including a recent coloring contest for children and a cross-country ski tour of the Northern Trek.

(III. An outline of the Executive Director's Report is as follows:  
not presented)

- A. Appreciation to Tony Andersen and Peat, Marwick, Mitchell and Company for great assistance in preparing new financial reporting format.
- B. Administrative relationship to Zoo Walk '79 diminished as new staff "takes over."
- C. Development activity as indicated in monthly call/contact report - special reference to:
  - 1. American Hoist and Derrick - Faulkner
  - 2. Amoco Foundation - Burney
  - 3. Bremer Foundation - Benz
  - 4. Campbell Mithun - Knops
  - 5. Carlson Companies - Krause
  - 6. Kennedy Sinclair - Sinclair
  - 7. Mardag Foundation - Ober
  - 8. Medtronics - Duclos
  - 9. Nohrenberg, Alvin D.
  - 10. St. Paul Chamber of Commerce
  - 11. Others as needed
- D. Announcements of other capital campaigns in the Twin Cities area:
  - 1. Minneapolis YMCA (Article), balance of \$15 million
  - 2. United Way (Article), \$5.7 million
  - 3. St. Thomas College (comment)
  - 4. Reference to St. Paul Chamber of Commerce
- E. Recommendation- Foundation Board recognize openings on Foundation Board:
  - 1. 36 positions authorized
  - 2. 21 positions filled now
  - 3. 15 positions open - initial contact needed with prospective new board members to provide information on MZG, history, goals, needs - develop understanding and desire to participate in program - establish basis for current and future programs.
- F. Staff accumulating information on MZG operations and proposed capital programs - and more on community leaders, corporations and foundations - basic to proposed capital campaign and response to current contact program.

G. Appreciate renewed interest by Board members in Foundation program. Looking for more ways of excitement, participation and responsibility. Believe Foundation program has to be accelerated to help achieve goals identified and exhibits proposed by MZG.

H. Letter from Don Larson, 3M Company...discuss.

VII. Adjournment

The meeting was adjourned at 4:54 p.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

MONTHLY FINANCIAL STATEMENT

December 31, 1978

INCOME

<u>FOUNDATION INCOME</u>	<u>MONTH</u>	<u>PREVIOUS 5 MOS.</u>	<u>FY 1979 YEAR-TO-DATE</u>
<u>Donations to MZG</u>			
Graco Foundation	2,500.00		
Mardag Foundation	12,500.00		
Dellwood Foundation	3,000.00		
Rahr Malting Company	10,000.00		
Individuals	1,195.00		
1977 Whale Walk	251.00		
	<u>\$29,446.00</u>	100,875.00	130,321.00
<u>Donations to MZGF</u>			
Onan Family Foundation	\$1,250.00	1,250.00	2,500.00
<u>Interest</u>			
Savings	80.84	1,050.15	1,130.99
Investments	437.50	15,227.77	15,665.27
	<u>\$518.34</u>	<u>\$16,277.92</u>	<u>\$16,796.26</u>
<u>CETA Reimbursement</u>	\$979.42	\$6,814.70	\$7,794.12
<u>Walk Reimbursement</u>	-0-	\$135.00	\$135.00
<u>Annual Meeting</u>	\$60.00	\$408.00	\$468.00
<u>Bank Credits</u>	-0-	\$60.21	\$60.21
<u>Other</u>	-0-	\$156.20	\$156.20
<u>Group Sales Tickets</u>	\$126.00	\$500.00	\$626.00
<u>Emergency Account</u>	-0-	\$15,128.00	\$15,128.00
Uncashed Checks	\$262.11	-0-	\$262.11
	<u>                    </u>	<u>                    </u>	<u>                    </u>
Sub-Total:	\$32,641.87	\$141,605.03	\$174,246.90

INCOME (CON'T)

<u>1978 WALK INCOME</u>	<u>MONTH</u>	<u>PREVIOUS 5 MOS.</u>	<u>FY 1979 YEAR-TO-DATE</u>
<u>Donations</u>	-0-	27,649.87	27,649.87
<u>Income Offsetting Expenses</u>			
Button Sales	-0-	50.75	50.75
Tee Shirt Sales	-0-	705.75	705.75
CETA Reimbursement	-0-	553.23	553.23
	-0-	<u>1,309.73</u>	<u>1,309.73</u>
Sub-Total:	-0-	<u>28,959.60</u>	<u>28,959.60</u>
 <u>1979 WALK INCOME</u>			
<u>Donations</u>	1,682.90		1,682.90
<u>Income Offsetting Expenses</u>			
Donations to Project	100.00		100.00
Tee Shirt Sales	5.00		5.00
	<u>105.00</u>		<u>105.00</u>
Sub-Total:	1,787.90		1,787.90
 <u>ZOO OPENING COMMITTEE</u>			
<u>Director's Reception</u>			
Salem Foundation Donation	1,000.00	59.00	1,059.00
<u>Reimbursements</u>			
Minnesota Zoological Garden	-0-	37.61	37.61
Minnesota Zoological Society	-0-	959.95	959.95
	-0-	<u>997.56</u>	<u>997.56</u>
Sub-Total:	1,000.00	<u>1,056.56</u>	<u>2,056.56</u>
<u>TOTAL INCOME:</u>	<u>\$35,429.77</u>	<u>\$171,621.19</u>	<u>\$207,050.96</u>

EXPENSES

FOUNDATION EXPENSES

<u>Budget Item</u>	<u>Month</u>	<u>Year-To-Date ( 6 months )</u>	<u>7/1/78 - 6/30/79 Budget</u>
Salaries	\$5,030.34	\$30,182.04	\$61,600.00
Retirement Contributions	652.91	3,917.36	8,024.00
Employee Benefits	136.35	1,560.55	3,157.00
Reimbursable Expenses	121.10	771.17	1,800.00
Occupancy	240.00	1,440.00	3,000.00
Office Supplies	-0-	110.91	600.00
Postage	30.00	608.61	1,500.00
Telephone	90.75	540.61	950.00
Promotion	53.62	440.05	1,000.00
Printing/Xerox	111.45	1,997.37	4,000.00
Furniture, Equipment	-0-	1,320.85	1,500.00
<u>Miscellaneous</u>			
Audit	1,025.00	1,025.00	
Insurance	451.00	613.00	
Donor Recognition Items	-0-	374.40	
Consulting	-0-	3,624.36	
Resource Materials	86.50	219.00	
Annual Dinner	719.36	719.36	
Memberships	-0-	147.50	
C.E.T.A. Coursework	70.00	166.25	
C.E.T.A. Reimbursement	-0-	553.23	
Bank Charges	-0-	66.71	
	<u>\$2,351.86</u>	<u>\$ 7,508.81</u>	<u>\$ 5,000.00</u>
	\$8,818.38	\$50,398.33	\$92,131.00
Federal & State Withholding	-0-	(190.80)	
	<u>\$8,818.38</u>	<u>\$50,207.53</u>	
Employee Retirement Accounts	-0-	-0-	
	<u>\$8,818.38</u>	<u>\$50,207.53</u>	
Group Sales Tickets	300.00	900.00	
	<u>\$9,118.38</u>	<u>\$51,107.53</u>	
MZG Emergency Account	-0-	43,521.96	
	<u>\$9,118.38</u>	<u>\$94,629.49</u>	
MZG Request for Services	2,100.00	9,120.00	\$9,500.00
	<u>\$11,218.38</u>	<u>\$103,749.49</u>	
Sub-Total:	<u>\$11,218.38</u>	<u>\$103,749.49</u>	

EXPENSES (con't)

1979 WALK EXPENSES

<u>Budget Item</u>	<u>Month</u>	<u>Monthly Budget</u>	<u>Expenses-To-Date</u>	<u>Project Budget 12/1/78 - 7/30/79</u>
Director's Salary	\$2,250.00	\$2,250.00	\$2,250.00	\$12,750.00
Assistant's Salary	-0-	350.00	-0-	4,900.00
Office Manager's Salary	-0-	-0-	-0-	3,600.00
Other	16.00	-0-	16.00	2,460.00
Reimbursable Expenses	179.47	150.00	179.47	2,250.00
Office Supplies	13.32	50.00	13.32	800.00
Postage	164.00	50.00	164.00	3,400.00
Telephone	204.57	250.00	204.57	1,520.00
Insurance	-0-	300.00	-0-	400.00
Promotion	234.92	-0-	234.92	3,500.00
T-Shirts	-0-	-0-	-0-	1,750.00
Printing & Xerox	112.12	100.00	112.12	2,500.00
Envelopes	-0-	50.00	-0-	2,900.00
Equipment Purchase	-0-	50.00	-0-	400.00
Office Equipment Rental	-0-	60.00	-0-	480.00
Walk Equipment Rental	-0-	-0-	-0-	1,800.00
Buttons	-0-	-0-	-0-	1,500.00
Data Processing	-0-	-0-	-0-	10,000.00
Space Rental	282.00	282.00	282.00	2,256.00
<b>TOTAL</b>	<b>\$3,456.40</b>	<b>\$3,942.00</b>	<b>\$3,456.40</b>	<b>59,166.00</b>

Plus Shared Proceeds	-0-	-0-
	<u>\$3,456.40</u>	<u>\$3,456.40</u>
<b>Sub-Total:</b>	<b><u>\$3,456.40</u></b>	<b><u>\$3,456.40</u></b>

1978 WALK EXPENSES (7/1/78 - 11/30/79)

<u>Budget Item</u>	<u>Month</u>	<u>Expenses-To-Date</u>
Direct Expenses	-0-	\$14,567.83
Shared Proceeds	-0-	22,232.75
	-0-	<u>\$36,800.58</u>
<b>Sub-Total:</b>	<b>-0-</b>	<b><u>\$36,800.58</u></b>

<u>ZOO OPENING COMMITTEE</u>	<u>Month</u>	<u>Expenses-To-Date</u>
Director's Reception Expenses	-0-	\$48.92
	-0-	<u>\$48.92</u>
<b>Sub-Total:</b>	<b>-0-</b>	<b><u>\$48.92</u></b>

<b>TOTAL EXPENSES:</b>	<b><u>\$14,674.78</u></b>	<b><u>\$144,055.39</u></b>
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CASH SUMMARY

BEGINNING BALANCE \$995,311.63

INCOME

Foundation Income	\$32,641.87	
1979 Walk Income	1,787.90	
1978 Walk Income	-0-	
Zoo Opening Committee	<u>1,000.00</u>	
	\$35,429.77	\$1,030,741.40

EXPENSES

Foundation Expenses	\$11,218.38	
1979 Walk Expenses	3,456.40	
1978 Walk Expenses	-0-	
Zoo Opening Committee	<u>-0-</u>	
	<u>\$14,674.78</u>	\$1,016,066.62

ENDING BALANCE \$1,016,066.62

Checking Accounts

First St. Paul - MZGF	\$130.32	
First St. Paul - Walk	(13,095.04)	
Northwestern Mpls.	<u>5,791.03</u>	
	(\$7,173.69)	

Savings Accounts

First St. Paul	\$41,784.54	
Northwestern Mpls.	<u>6,455.77</u>	
	\$48,240.31	

Certificates of Deposit

First St. Paul (8.65%, maturing 1/10/79)	\$400,000.00	
✓ Northwestern Mpls. (8.75%, maturing 1/10/79)	150,000.00	
✓ Midland Bank Mpls. (8.2%, maturing 1/3/79)	200,000.00	
First St. Paul (10.2%, maturing 4/30/79)	<u>150,000.00</u>	
	\$900,000.00	

Repurchase Agreement

First St. Paul (7%, maturing 1/26/79)	\$75,000.00	
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Exhibit 1

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements  
December 31, 1978 - 6th Month

	<u>Current Month</u>	<u>FY 1979 to-Date</u>	<u>Annual FY 1979 Budget</u>
Receipts:			
Contributions (Schedule 1)	\$29,195.00	\$130,070.00	
Net Special Events (Schedule 2)	(417.50)	(7,250.84)	
Interest (Schedule 3)	518.34	16,796.26	
Other Income (Schedule 4)	<u>2,677.53</u>	<u>27,129.64</u>	
Total Receipts:	\$31,973.37	\$166,745.06	
Expenditures:			
Administrative Expenses (Sch. 5)	\$8,818.38	\$50,207.53	\$92,131.00
MZG Expenditures Paid (Sch. 5)	2,400.00	53,541.96	
MZG Capital Project Expenditures	<u>-0-</u>	<u>-0-</u>	
Total Expenses	\$11,218.38	\$103,749.49	
Excess of Receipts Over Disbursements	20,754.99	62,995.57	
Cash and Invested Assets - Beginning of Period 12/1/78	995,311.63	953,071.05	
Cash and Invested Assets - End of Period (Schedule 3)	<u>\$1,016,066.62</u>	<u>\$1,016,066.62</u>	
Outstanding Commitments (Sch. 1)	<u>\$685,250.00</u>		

Schedule 1 12/31/78  CONTRIBUTOR  Page 1	PLEGGED CONTRIBUTIONS			RECEIPTS			OUTSTANDING PLEDGES	
	Prior to Current Fiscal Year	Current Fiscal Year	Total Pledged Contri- butions	Prior Fiscal Years	Current Month	Fiscal Year To Date	Current Fiscal Year '79	To Be Paid In Later Fiscal Years
Allen, M/M John M.	\$1,000.00	-0-	\$1,000.00	\$1,000.00	-0-	-0-	-0-	-0-
American Linen Supply Fund	1,000.00	-0-	1,000.00	1,000.00	-0-	-0-	-0-	-0-
Bayport Foundation	6,000.00	-0-	6,000.00	6,000.00	-0-	-0-	-0-	-0-
Bell Foundation	10,000.00	-0-	10,000.00	10,000.00	-0-	-0-	-0-	-0-
Bigelow Foundation	36,673.50	-0-	36,673.50	36,673.50	-0-	-0-	-0-	-0-
Blandin Foundation	300,000.00	-0-	300,000.00	150,000.00	-0-	-0-	150,000.00	-0-
Blue Cross/Blue Shield/FRED	200.00	-0-	200.00	200.00	-0-	-0-	-0-	-0-
Bremer Foundation	40,000.00	-0-	40,000.00	-0-	-0-	-0-	-0-	40,000.00
Central Exchange Foundation	12,500.00	-0-	12,500.00	5,000.00	-0-	2,500.00	-0-	5,000.00
Dain, Kalman, & Quail, Fdn.	500.00	-0-	500.00	500.00	-0-	-0-	-0-	-0-
Data 100	2,000.00	-0-	2,000.00	500.00	-0-	-0-	500.00	1,000.00
Davis Foundation	25,000.00	-0-	25,000.00	8,000.00	-0-	8,000.00	-0-	9,000.00
Degree of Honor Prot. Ass'n	1,500.00	-0-	1,500.00	1,500.00	-0-	-0-	-0-	-0-
Dellwood Foundation	15,000.00	-0-	15,000.00	6,000.00	3,000.00	3,000.00	-0-	6,000.00
Deluxe Check Printers Fdn.	30,000.00	-0-	30,000.00	10,000.00	-0-	-0-	5,000.00	15,000.00
Donaldson Foundation	5,000.00	-0-	5,000.00	5,000.00	-0-	-0-	-0-	-0-
Edina Federated Junior Women's Club	1,500.00	-0-	1,500.00	1,500.00	-0-	-0-	-0-	-0-
Farmers and Mechanics Savings Bank	15,000.00	-0-	15,000.00	-0-	-0-	15,000.00	-0-	-0-
Federated Garden Clubs of Minnesota	500.00	-0-	500.00	500.00	-0-	-0-	-0-	-0-
First Bank System	100,000.00	-0-	100,000.00	25,000.00	-0-	-0-	25,000.00	50,000.00
Sub-Total Page 1	\$603,373.50	-0-	\$603,373.50	\$268,373.50	\$3,000.00	\$28,500.00	\$180,500.00	\$126,000.00

Schedule 1 12/31/78  CONTRIBUTOR  Page 2	PLEGGED CONTRIBUTIONS			RECEIPTS			OUTSTANDING PLEDGES	
	Prior to Current Fiscal Year	Current Fiscal Year	Total Pledged Contri- butions	Prior Fiscal Years	Current Month	Fiscal Year To Date	Current Fiscal Year '79	To Be Paid In Later Fiscal Years
Flower Power Garden Club	-0-	100.00	100.00	-0-	-0-	100.00	-0-	-0-
Ford Motor Company	-0-	8,000.00	8,000.00	-0-	-0-	8,000.00	-0-	-0-
Fuller, H. B., Company	10,000.00	-0-	10,000.00	10,000.00	-0-	-0-	-0-	-0-
Fund, The	200.00	-0-	200.00	200.00	-0-	-0-	-0-	-0-
General Mills Foundation	150,000.00	-0-	150,000.00	100,000.00	-0-	25,000.00	25,000.00	-0-
Graco Foundation	2,500.00	2,500.00	5,000.00	2,500.00	2,500.00	2,500.00	-0-	-0-
Hartzell Foundation	1,000.00	-0-	1,000.00	1,000.00	-0-	-0-	-0-	-0-
Hoerner-Waldorf	10,000.00	-0-	10,000.00	10,000.00	-0-	-0-	-0-	-0-
Honeywell Fund	100,000.00	-0-	100,000.00	25,000.00	-0-	-0-	25,000.00	50,000.00
International Multifoods	21,000.00	-0-	21,000.00	21,000.00	-0-	-0-	-0-	-0-
Josten's	5,000.00	-0-	5,000.00	2,500.00	-0-	-0-	2,500.00	-0-
Knopf, Kenneth M.	3,000.00	1,000.00	4,000.00	3,000.00	-0-	1,000.00	-0-	-0-
Leslie Paper Company	300.00	-0-	300.00	300.00	-0-	-0-	-0-	-0-
Lakeville Sr. High School	500.00	-0-	500.00	500.00	-0-	-0-	-0-	-0-
Mardag Foundation	40,000.00	-0-	40,000.00	5,000.00	12,500.00	12,500.00	-0-	22,500.00
McQuay-Perfex	500.00	-0-	500.00	500.00	-0-	-0-	-0-	-0-
Miller Publishing Company	2,000.00	-0-	2,000.00	800.00	-0-	-0-	400.00	800.00
Minnesota Gas Company	15,000.00	-0-	15,000.00	10,000.00	-0-	-0-	5,000.00	-0-
Minnesota Rubber Company	-0-	4,000.00	4,000.00	-0-	-0-	4,000.00	-0-	-0-
MN Society: American Institute of Architects	200.00	-0-	200.00	200.00	-0-	-0-	-0-	-0-
Sub-Total Page 2	\$361,200.00	\$15,600.00	\$376,800.00	\$192,500.00	\$15,000.00	\$53,100.00	\$57,900.00	\$73,300.00

Schedule 1 12/31/78  CONTRIBUTOR  Page 3	PLEGGED CONTRIBUTIONS			RECEIPTS			OUTSTANDING PLEDGES	
	Prior to Current Fiscal Year	Current Fiscal Year	Total Pledged Contri- butions	Prior Fiscal Years	Current Month	Fiscal Year To Date	Current Fiscal Year '79	To Be Paid In Later Fiscal Years
Minnesota Mutual Life Insurance Company	5,000.00	-0-	5,000.00	-0-	-0-	-0-	1,667.00	3,333.00
Munsingwear, Inc.	-0-	2,000.00	2,000.00	-0-	-0-	1,000.00	-0-	1,000.00
Northern Natural Gas Co.	20,000.00	-0-	20,000.00	20,000.00	-0-	-0-	-0-	-0-
Northwest Bancorporation	100,000.00	-0-	100,000.00	20,000.00	-0-	-0-	20,000.00	60,000.00
Northwestern Bell Telephone	35,000.00	-0-	35,000.00	14,000.00	-0-	-0-	7,000.00	14,000.00
Northwestern National Life Insurance Company	7,500.00	-0-	7,500.00	-0-	-0-	-0-	2,500.00	5,000.00
Pacific Foundation	-0-	200.00	200.00	-0-	-0-	200.00	-0-	-0-
Pako Corporation	2,000.00	-0-	2,000.00	2,000.00	-0-	-0-	-0-	-0-
Peat, Marwick, Mitchell and Company	2,300.00	-0-	2,300.00	2,300.00	-0-	-0-	-0-	-0-
Peavey Company	30,000.00	-0-	30,000.00	20,000.00	-0-	10,000.00	-0-	-0-
Penn Junior High School Student Council	1,900.00	-0-	1,900.00	1,900.00	-0-	-0-	-0-	-0-
Pillsbury Co. Foundation	60,000.00	-0-	60,000.00	40,000.00	-0-	-0-	20,000.00	-0-
Plum Company	2,500.00	-0-	2,500.00	2,500.00	-0-	-0-	-0-	-0-
Rahr Malting Company	-0-	20,000.00	20,000.00	-0-	10,000.00	10,000.00	-0-	10,000.00
St. Paul Council of Camp Fire	1,100.00	-0-	1,100.00	1,100.00	-0-	-0-	-0-	-0-
St. Paul Companies	-0-	75,000.00	75,000.00	-0-	-0-	25,000.00	-0-	50,000.00
St. Paul Foundation	200,000.00	-0-	200,000.00	200,000.00	-0-	-0-	-0-	-0-
Sauby, M/M Vernon	1,000.00	-0-	1,000.00	1,000.00	-0-	-0-	-0-	-0-
Schutt Foundation	1,000.00	-0-	1,000.00	1,000.00	-0-	-0-	-0-	-0-
Skogmo Foundation	5,000.00	-0-	5,000.00	5,000.00	-0-	-0-	-0-	-0-
Sub-Total Page 3	\$474,300.00	\$97,200.00	\$571,500.00	\$330,800.00	\$10,000.00	\$46,200.00	\$51,167.00	\$143,333.00

CONTRIBUTOR	PLEGGED CONTRIBUTIONS			RECEIPTS			OUTSTANDING PLEDGES	
	Prior to Current Fiscal Year	Current Fiscal Year	Total Pledged Contributions	Prior Fiscal Years	Current Month	Fiscal Year To Date	Current Fiscal Year '79	To Be Paid In Later Fiscal Years
Page 4 Sperry Univac	-0-	500.00	500.00	-0-	-0-	500.00	-0-	-0-
Tennant Company Employees	2,250.00	-0-	2,250.00	2,250.00	-0-	-0-	-0-	-0-
Tennant Company Foundation	2,235.00	-0-	2,235.00	2,235.00	-0-	-0-	-0-	-0-
Twin City Federal Savings and Loan Association	10,000.00	-0-	10,000.00	10,000.00	-0-	-0-	-0-	-0-
Unitrust, Name Withheld	-0-	52,800.00	52,800.00	-0-	-0-	-0-	-0-	52,800.00
Valspar Corporation	250.00	-0-	250.00	-0-	-0-	-0-	250.00	-0-
Villafana, Manuel	8,295.57	-0-	8,295.57	8,295.57	-0-	-0-	-0-	-0-
Xerox Corporation	2,087.00	-0-	2,087.00	2,087.00	-0-	-0-	-0-	-0-
Misc. Individual Gifts	6,502.49	1,770.00	8,272.49	6,502.49	1,195.00	1,770.00	-0-	-0-
ZooNews: Individual Gifts	710.00	-0-	710.00	710.00	-0-	-0-	-0-	-0-
Sub-Total Page 4	\$32,330.06	\$55,070.00	\$87,400.06	\$32,080.06	\$1,195.00	\$2,270.00	\$250.00	\$52,800.00
TOTAL	\$1,471,203.56	167,870.00	1,639,073.56	823,753.56	29,195.00	130,070.00	289,817.00	395,433.00
<p>Note: In addition to the above reported contributions, special events co-sponsored by the Foundation have generated \$137,345.01 in receipts for the MZG since the Foundation's inception. Total pledged contributions are thus \$1,776,418.57 with special events added.</p>								

## MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Analysis of Special Events  
December 31, 1978

<u>Zoo Walk '79</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1979 To-Date</u>	<u>Project Budget 12/1/78 - 7/30/79</u>	<u>Project Inception To-Date</u>
<b>Income:</b>					
<u>Donations Received</u>	\$1,682.90		\$1,682.90		\$1,682.90
<u>Other Receipts</u>					
Donations to Project	100.00		100.00		100.00
Tee Shirt Sales	<u>5.00</u>		<u>5.00</u>		<u>5.00</u>
<b>Total Income Received</b>	\$1,787.90		\$1,787.90		\$1,787.90
<b>Direct Expenses</b>					
Director's Salary	2,250.00	2,250.00	2,250.00	12,750.00	2,250.00
Assistant's Salary	-0-	350.00	-0-	4,900.00	-0-
Office Mgr Salary	-0-	-0-	-0-	3,600.00	-0-
Other	16.00	-0-	16.00	2,460.00	16.00
Reimbursable Expenses	179.47	150.00	179.47	2,250.00	179.47
Office Supplies	13.32	50.00	13.32	800.00	13.32
Postage	164.00	50.00	164.00	3,400.00	164.00
Telephone	204.57	250.00	204.57	1,520.00	204.57
Insurance	-0-	300.00	-0-	400.00	-0-
Promotion	234.92	-0-	234.92	3,500.00	234.92
T-Shirts	-0-	-0-	-0-	1,750.00	-0-
Printing/Xerox	112.12	100.00	112.12	2,500.00	112.12
Envelopes	-0-	50.00	-0-	2,900.00	-0-
Equipment Purchase	-0-	50.00	-0-	400.00	-0-
Office Equip. Rental	-0-	60.00	-0-	480.00	-0-
Walk Equip. Rental	-0-	-0-	-0-	1,800.00	-0-
Buttons	-0-	-0-	-0-	1,500.00	-0-
Data Processing	-0-	-0-	-0-	10,000.00	-0-
Space Rental	<u>282.00</u>	<u>282.00</u>	<u>282.00</u>	<u>2,256.00</u>	<u>282.00</u>
<b>Total Direct Expenses</b>	\$3,456.40	\$3,942.00	\$3,456.40	\$59,166.00	\$3,456.40
<b>*Excess of Receipts Over Direct Expenses</b>	(1,668.50)		(1,668.50)		(1,668.50)
<u>Allocated Fixed Expense</u>	<u>-0-</u>		<u>-0-</u>		<u>-0-</u>
<u>Net Zoo Walk '79 Revenue</u>	(1,668.50)		(1,668.50)		(1,668.50)

<u>1978 Zoo Walk</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1979 To-Date</u>	<u>Project Budget 12/1/77 - 11/30/79</u>	<u>Project Inception To-Date</u>
<b>Income:</b>					
<u>Donations Received</u>	-0-		\$27,649.87		\$156,158.07
<u>Other Receipts</u>					
Button Sales	-0-		50.75		1,707.19
Tee Shirt Sales	-0-		705.75		4,651.32
CETA Reimbursement	-0-		553.23		915.13
<b>Total Income Received</b>	-0-		\$28,959.60		\$163,431.71
<b>Direct Expenses</b>					
Director's Salary	-0-	-0-	2,725.00	13,875.00	15,475.00
Assistant's Salary	-0-	-0-	-0-	2,600.00	3,600.00
Office Mgr Salary	-0-	-0-	-0-	4,350.00	3,108.38
Other Employees	-0-	-0-	774.18	959.00	1,412.88
Reimbursable Expenses	-0-	-0-	670.35	1,975.00	3,074.31
Office Supplies	-0-	-0-	347.78	993.00	1,277.22
Postage	-0-	-0-	1,721.79	2,955.00	3,003.24
Telephone	-0-	-0-	458.55	1,284.00	1,306.93
Insurance	-0-	-0-	-0-	220.00	70.00
Promotion	-0-	-0-	646.47	3,800.00	4,130.20
T-Shirts	-0-	-0-	466.00	-0-	5,533.97
Printing/Xerox	-0-	-0-	973.42	5,153.00	5,009.52
Furniture Purchase	-0-	-0-	-0-	500.00	-0-
Equipment Purchase	-0-	-0-	-0-	500.00	15.05
Rental Equip./Office	-0-	-0-	135.00	585.00	647.00
Rental Equip./Walk	-0-	-0-	178.63	840.00	1,832.13
Buttons	-0-	-0-	-0-	1,500.00	2,314.50
Data Program	-0-	-0-	-0-	3,380.00	3,380.00
Data Processing	-0-	-0-	4,738.66	8,800.00	10,447.91
Space Rental	-0-	-0-	732.00	2,125.00	2,082.00
<b>Sub-total Direct Expenses</b>	-0-	-0-	\$14,567.83	\$56,394.00	\$67,720.24
Plus Shared Proceeds	-0-	-0-	22,232.75	-0-	27,427.49
<b>Total Direct Expenses</b>	-0-	-0-	\$36,800.58	\$56,394.00	\$94,858.25
<b>*Excess of Receipts Over Direct Expenses</b>	-0-		(7,840.98)		68,573.46
<u>Allocated Fixed Expense</u>	-0-		-0-		-0-
<u>Net Zoo Walk '78 Revenue</u>	-0-		(7,840.98)		68,573.46
<b>Income:</b>					
<u>Donations Received</u>	251.00		251.00		121,436.27
<b>Total Income Received</b>	251.00		251.00		121,436.27
<b>Direct Expenses:</b>					
Previously Reported FY 1978	-0-		-0-		52,664.72

Analysis of Special Events (Con't)  
 Schedule 2

1977 WALK (con't)

Total Direct Expenses	-0-		-0-		52,664.72
*Excess of Receipts Over Direct Expenses	251.00		251.00		68,771.55
Net Whale Walk Revenue	251.00		251.00		68,771.55
	<u>Current</u>	<u>Current</u>	<u>FY 1979</u>	<u>Project</u>	<u>Project</u>
<u>Zoo Opening Committee</u>	<u>Month</u>	<u>Month</u>	<u>To-Date</u>	<u>Budget</u>	<u>Inception</u>
		<u>Budget</u>			<u>To-Date</u>
Income:					
<u>Director's Reception</u>					
Donations	\$1,000.00	N/A	1,000.00	N/A	1,000.00
Other	-0-		59.00		7,830.50
<u>Other Receipts</u>					
Reimbursements - MZG	-0-		37.61		433.05
Reimbursements - MZGF	-0-		-0-		325.10
Reimbursements - MZS	-0-		959.95		959.95
Total Income Received	\$1,000.00		\$2,056.56		\$10,548.60
<u>Direct Expenses</u>					
Director's Reception	-0-	N/A	48.92	N/A	\$10,057.49
Mayor/Media Day	-0-		-0-		37.61
Staff Day	-0-		-0-		82.61
Printing/All Events	-0-		-0-		1,597.88
Total	-0-		\$48.92		\$11,775.59
*Excess of Receipts Over Direct Expenses	\$1,000.00		\$2,007.64		(1,226.99)
<u>Allocated Fixed Expense</u>	-0-		-0-		-0-
<u>Net Zoo Opening Revenue</u>	<u>\$1,000.00</u>		<u>\$2,007.64</u>		<u>(1,226.99)</u>
Total Special Event Revenue (Net)	<u>(417.50)</u>		<u>(7,250.84)</u>		

(To Exhibit 1)

## MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Cash and Invested Assets  
December 31, 1978 - 6th Month

	<u>Current Balance</u>
<u>Checking Accounts:</u>	
First St. Paul - MZGF	130.32
First St. Paul - Walk	(13,095.04)
Northwestern Minneapolis	<u>5,791.03</u>
Total Checking:	<u>(\$7,173.69)</u>
<u>Savings Accounts:</u>	
First St. Paul (5%)	\$41,784.54
Northwestern Minneapolis (5%)	<u>6,455.77</u>
Total Savings:	<u>\$48,240.31</u>
<u>Certificates of Deposit</u>	
First St. Paul (8.65%, maturing 1/10/79)*	\$400,000.00
First St. Paul (10.2%, maturing 4/30/79)	150,000.00
Northwestern Mpls. (8.75%, maturing 1/10/79)*	150,000.00
Midland Bank Mpls. (8.2%, maturing 1/3/79)*	<u>200,000.00</u>
Total Certificates of Deposit:	<u>\$900,000.00</u>
<u>Repurchase Agreement</u>	
First St. Paul (7%, maturing 1/26/79)*	<u>\$75,000.00</u>
Total Invested:	\$1,023,240.31
Total Cash and Invested Assets:	<u>\$1,016,066.62</u>
	to Exhibit 1
Interest Income:	
Month	\$518.34
Year-to-Date	\$16,796.26
	to Exhibit 1

## \*Funds Reinvested as Follows:

Commercial Paper, Northwest Mpls (11.24%, maturing 6/29/79)	\$200,000.00
Commercial Paper, Northwest Mpls (11.04%, maturing 6/29/79)	300,000.00
Certificate of Deposit, First St. Paul (11%, maturing 7/09/79)	250,000.00
Certificate of Deposit, First St. Paul (10.2%, maturing 2/16/79)	150,000.00

## MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Other Income  
December 31, 1978 - 6th Month

<u>Receipts:</u>	<u>Month</u>	<u>Year-to-Date</u>
<u>Donations to MZGF</u>		
Onan Family Foundation	\$1,250.00	\$2,500.00
<u>CETA Reimbursement</u>	979.42	7,794.12
<u>Walk Reimbursement</u>	-0-	135.00
<u>Annual Meeting</u>	60.00	468.00
<u>Bank Credits</u>	-0-	60.21
<u>Other</u>	-0-	156.20
<u>Uncashed Checks</u>	<u>262.11</u>	<u>262.11</u>
Sub-Total Other Income:	\$2,551.53	\$11,375.64
<u>Group Sales Tickets</u>	126.00	626.00
<u>MZG Emergency Account</u>	-0-	15,128.00
TOTAL OTHER INCOME:	<u>\$2,677.53</u>	<u>\$27,129.64</u>

to Exhibit 1

## MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Administrative and MZG Expenses Paid  
December 31, 1978 - 6th Month

	<u>Current Month Budget</u>	<u>Current Month Actual</u>	<u>Year To Date Budget</u>	<u>Year To Date Actual</u>	<u>Prior Year Actual To-Date</u>	<u>Annual Budget</u>
<b>Administrative Expenses:</b>						
Salaries		\$5,030.34		\$30,182.04		\$61,600.00
Retirement Contributions		652.91		3,917.36		8,024.00
Employee Benefits		136.35		1,560.55		3,157.00
Reimbursable Expenses		121.10		771.17		1,800.00
Occupancy		240.00		1,440.00		3,000.00
Office Supplies		-0-		110.91		600.00
Postage		30.00		608.61		1,500.00
Telephone		90.75		540.61		950.00
Promotion		53.62		440.05		1,000.00
Printing/Xerox		111.45		1,997.37		4,000.00
Furniture & Equipment		-0-		1,320.85		1,500.00
Miscellaneous						5,000.00
Audit		1,025.00		1,025.00		
Insurance		451.00		613.00		
Donor Recognition Items		-0-		374.40		
Consulting		-0-		3,624.36		
Resource Materials		86.50		219.00		
Annual Dinner		719.36		719.36		
Memberships		-0-		147.50		
CETA Coursework		70.00		166.25		
CETA Reimbursement		-0-		553.23		
Bank Charges		-0-		66.71		
Total Miscellaneous Expenses		\$2,351.86		\$7,508.81		
Sub-Total Administrative Expenses		\$8,818.38		\$50,398.33		
Federal & State Withholding		-0-		(190.80)		
		\$8,818.38		\$50,207.53		
Employee Retirement Accounts		-0-		-0-		
<b>Total Administrative Expenses</b>		<u>\$8,818.38</u>		<u>\$50,207.53</u>		<u>\$92,131.00</u>

	<u>Current Month Budget</u>	<u>Current Month Actual</u>	<u>Year To Date Budget</u>	<u>Year To Date Actual</u>	<u>Prior Year Actual To-Date</u>	<u>Annual Budget</u>
Ratio of Net Administrative Expenses to Contributions Received (Net of Wash Accounts)		26%		32%		
MZG Expenditures:						
Group Sales Tickets		\$300.00		\$900.00		
MZG Emergency Account		-0-		43,521.96		
Outside Consultant		<u>2,100.00</u>		<u>9,120.00</u>		
Total MZG Expenditures		\$2,400.00		\$53,541.96		
Total Administrative & MZG Expenditures		<u>\$11,218.38</u>		<u>\$103,749.49</u>		

(To Exhibit 1)



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

West Saint Paul, Minnesota 55118 Phone (612) 457-2579

MEETING NOTICE

ANNUAL MEETING  
The Board of Directors

MINNESOTA ZOO RIDE, INC.

4:00 p.m.  
September 7, 1978  
Board Room  
Minnesota Zoological Garden  
Apple Valley, Minnesota

AGENDA

- I. Minutes - Annual Meeting of Members, July 21, 1978.
- II. Election of Officers.
- III. Financial Report - Audit by Peat, Marwick, Mitchell & Company  
Roy Stawarz and Steve Holland
- IV. Project Progress Report - MZG  
Gerald D. Hegstrom, General Director  
Arthur Young, Associate Director  
Steve Iserman, Finance Officer  
Jay Franklin, Project Consultant
- V. Adjournment.

**OFFICERS AND DIRECTORS:** JOHN C. MCKAY, President *South St. Paul*; DAVID W. ONAN II, Vice President *Wayzata*; KARLA A. WILLIAMS, Secretary-Treasurer *New Brighton*; FIRMIN L. ALEXANDER *St. Paul*; ANTHONY L. ANDERSEN *St. Paul*; CONNIE DeLAND *Minneapolis*; ROBERT H. ENGELS *Scandia*; ROBERT FERGUSON *Eagan*; LARRY S. FREEMAN *St. Louis Park*; PAUL I. FREEMAN *Minneapolis*; LOUIS I. GELFAND *Minneapolis*; REUEL HARMON *Inver Grove Heights*; E. ROBERT KINNEY *Excelsior*; KENNETH M. KNOPF *Edina*; MALCOLM McDONALD *North Oaks*; DEAN McNEAL *Mound*; JOSEPH T. O'NEILL *St. Paul*; MARY ANN SCROGGINS *Afton*; U.S. SEAL, Ph.D. *Bloomington*; SANDRA STOKESBARY *Minneapolis*; JOHN E. TILTON *Hopkins*; ADOLF TOBLER *St. Paul*; EUGENE TRUMBULL *Chaska*  
**EXECUTIVE DIRECTOR:** ROBERT S. VOIGT

1978

MINUTES OF THE ANNUAL MEETING OF  
THE MEMBERS OF  
MINNESOTA ZOO RIDE, INC.  
July 21, 1978  
Administration Building  
MINNESOTA ZOOLOGICAL GARDEN

Minnesota Zoo Ride, Inc. met at 12:05 P.M. on Friday, July 21, 1978, in the Board Conference Room, Administration Building.

Members Present: U. S. Seal, Firmin L. Alexander, Connie DeLand, Robert Engels, Robert Ferguson, Norma Hanson, Mary Ann Scroggins, Sandra Stokesbary, John E. Tilton, Adolf Tobler, James Kennedy.

Others Present: Gerard D. Hegstrom, Stephen Iserman, R. Doug Olson, Robert Voigt, Rick Slowes, Marialice Seal, Pat Cook, Secretary.

The meeting was called to order at 12:05 P.M. U. S. Seal indicated that the election would now be conducted for the Board of Directors for Minnesota Zoo Ride, Inc.

C. DeLand read the nominations for the Minnesota Zoo Ride, Inc. Board of Directors as follows:

Glenn G. C. Olson  
Reuel D. Harmon  
John C. McKay  
Joseph H. Nordlund  
Vincent J. Kennedy  
Edward W. White  
Gail R. Onan  
Sandra Stokesbary  
John E. Tilton

It was noted that all of these individuals have been contacted and agree to serve as members of the Board of Directors of Minnesota Zoo Ride, Inc.

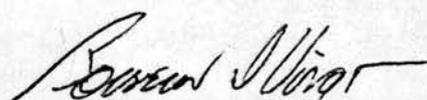
U. S. Seal asked for any further nominations. Hearing none, nominations were announced closed.

MOTION by A. Tobler, seconded by C. DeLand to accept the nominated individuals to serve as the Board of Directors for Minnesota Zoo Ride, Inc., for a term of one year. MOTION CARRIED.

G. Hegstrom announced that the annual meeting of the Board of Directors of Minnesota Zoo Ride, Inc. will be Thursday, September 7, 1978 at the Minnesota Zoological Garden at 4:00 P.M.

MOTION by J. Tilton, seconded by C. DeLand, that the annual meeting of the members of Minnesota Zoo Ride, Inc. adjourn.

Meeting adjourned at 12:10 P.M.

  
Robert S. Voigt, Executive Secretary

Revised 8/28/78

pc



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

West Saint Paul, Minnesota 55118 Phone (612) 457-2579

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MEETING NOTICE

BOARD OF DIRECTORS MEETING

July 13, 1978

3:00 p.m.

Conference Room  
Wentworth Office Center  
West St. Paul

AGENDA

Special Presentation: Mr. Joseph Samuels  
"Capital Fund Drive Campaigns"

- I. Minutes of Executive Committee Meeting, June 8, 1978.
- II. Treasurer's Report, June 30, 1978.
- III. Executive Director's Report.
- IV. Other Reports:
  - A. Campaign Committee
  - B. Budget Committee
  - C. Deferred Gifts Application
  - D. Emergency Fund - MZG
  - E. Walk With The ANimals
  - F. Minnesota Zoological Garden
  - G. Minnesota Zoological Society
- V. Adjournment



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

West Saint Paul, Minnesota 55118 Phone (612) 457-2579

Feb

SPECIAL NOTICE

The next two meetings of the entire Board of Directors will be special sessions. These meetings are designed to provide more information on processes and programs that have worked for others in achieving their capital funding goals.

JULY 13, 1978 -- 3:00 p.m., Wentworth Office Center, First Floor  
Conference Room, West St. Paul, Minnesota

Mr. Joseph Samuels, Chairman of Joseph Samuels Associates, Edina, national consultant, lecturer and writer. Mr. Samuels will share information on organizational structures in successful campaigns of non-profit institutions and the steps between announcing a goal and implementing its attainment.

AUGUST 10, 1978 -- 3:00 p.m., Wentworth Office Center, First Floor  
Conference Room, West St. Paul, Minnesota

Mr. Donald Maysack, Senior Director, Ketchum Incorporated, Pittsburg, Pennsylvania, a consultant to the Ebenezer Society, Minneapolis, Minnesota. Mr. Maysack will share insights in matters of organizational development, management, public relations, planning and fund-raising.

Both of these meetings will begin at 3:00 p.m. with a formal presentation and discussion to follow.

Our regular monthly reports will conclude the meetings.

These meetings, and others to follow, will help us shape the next phase of our program.

Mark your calendar and plan to attend. These are official full Board of Directors meetings.

A PROPOSAL  
TO  
MINNESOTA ZOOLOGICAL  
GARDEN FOUNDATION



**Collins Associates Inc.**

fund raising • research • public relations • program consultation

Walter R. Collins, President

5 Birchwood Road  
Mahtomedi, Mn. 55115  
(612) 429-3986

May 15, 1979

Mr. Kenneth M. Knopf  
President  
Minnesota Zoological Garden Foundation  
33 Wentworth Avenue East, Suite 218  
West Saint Paul, Minnesota 55118

Dear Mr. Knopf:

Bob Voigt was good enough to brief me on the major capital fund drive now being contemplated at the Minnesota Zoological Garden Foundation.

Collins Associates, Inc. would consider it a privilege to work with the Foundation in achieving its fund-raising objectives, and I appreciate the opportunity to outline our experience and services.

#### QUALIFICATIONS OF COLLINS ASSOCIATES, INC.

Collins Associates, Inc., founded 5 years ago in the Twin Cities, offers a unique combination of experiences.

1. With over 19 years fund-raising experience of my own, the Company has amassed over 128 years of combined experience.
2. In its first five years of existence the Company has raised over \$8.5 million alone in the Twin Cities.
3. At the present time we are either about to initiate programs or complete capital programs for five Twin Cities' organizations.
4. The one unique feature of Collins Associates, Inc. is that we have concentrated on fund-raising in the seven county area as well as the State of Minnesota. We are proud of saying there is not another firm available that knows the Twin Cities like Collins Associates, Inc.

#### Full Range of Services

Our services include:

Feasibility studies

Pre-campaign counsel

Guidance in approaching corporations, foundations and individuals

Direction of intensive campaigns

Public relations counsel and the development of promotional materials

Counsel in long-range development, deferred giving, and annual giving programs

Assistance in pledge collections

### Techniques

This firm has developed and continues to develop new methods for achieving client goals. These include demonstrably effective programs in cultivating the interest in potential leaders and donors prior to solicitation, and imaginative promotional programs to interpret the organization to its constituents.

## PRELIMINARY RECOMMENDATIONS

### Preliminary Feasibility Study

At this point -- prior to a detailed discussion of your project which I would request before meeting your Board -- I feel that we would recommend the development of a tentative Case for Support detailing the Minnesota Zoological Garden's strengths, needs, plans, and its significance to the future of its constituency; and the presentation of that statement to a selected cross section of potential leaders and major donors for their information and comments. The objective of this proposed feasibility study would determine:

1. The strengths and weaknesses of a preliminary Case for Support for this particular project.
2. The availability of influential leadership for the campaign.
3. The availability of potential major gifts in line with certain standards which would have to be maintained to achieve the proposed objective.
4. The degree of support which might reasonably be expected from the various segments of your constituency.
5. Pre-campaign preparation which may be necessary.

### Implementing the Study

To develop the preliminary Case for Support and plan and direct the feasibility study, Collins Associates would assign a member of our staff for a period of six weeks to the Minnesota Zoological Garden Foundation. During that period, he would work with Bob Voigt in developing a basic case statement and in identifying a list of potential interviewees for the study.

He would then conduct confidential interviews with approximately 65 key individuals whose opinions and willingness to work, give, and cooperate would be crucial for a successful campaign of this magnitude. Following this, he would report his findings and work with me in developing a series of specific recommendations to the Foundation, including the feasibility of the objective. The completed study would then be personally presented to your Board in written form and would contain our evaluation and specific recommendations for the conduct of the campaign.

The fee for these services would be \$6000. There would be no additional cost for travel or living expenses.

### Special Advantages of This Plan

In addition to helping you to determine the feasibility of your proposed objective, this program for initiating the campaign offers several important advantages:

1. It will explain the concepts and opportunities involved before the campaign actually is launched.
2. It will seek the advice and suggestions of influential citizens who are representative of your constituency before the case is made final, providing adequate time to weigh their advice and opinions well in advance of the campaign.
3. It will offer an opportunity to uncover potential campaign leaders before a volunteer organization is established.
4. It will permit a careful evaluation of major potential donors well ahead of their solicitation.
5. It will serve to uncover major strengths which subsequently can be emphasized in the final "Case for Support."
6. It will provide a solid core of factual information and opinions upon which I can base specific recommendations for your program, including a strategic plan of campaign, a timetable, a feasible objective, and suggestions regarding the campaign theme and promotional program.

Mr. Kenneth M. Knopf  
May 15, 1979  
Page 4

#### CAMPAIGN COSTS

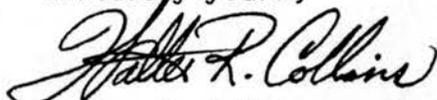
The services of Collins Associates, Inc. are provided for a fixed fee which is determined by the size of the staff and the length of service required in the particular campaign. Following the feasibility study, you would know exactly the fee for professional direction and the maximum budget for office expenses, printing, meetings, clerical help, and similar items. These budget expenditures would be paid to suppliers and not to or through Collins Associates, Inc.

If this study were to recommend an objective of \$6,500,000, it has been my experience that the campaign would require full-time staffing by either myself or a senior director for twelve to eighteen months and the services of a supervising officer. Our fee would be approximately \$5,000 per month and I would estimate the total expenses for printed materials, secretarial assistance, travel, meetings, etc., to be approximately \$48,000 to \$72,000 depending on length of campaign. The Minnesota Zoological Garden Foundation would thus be considering a total campaign cost as follows:

<u>PERIOD</u>	<u>TOTAL COST</u>	<u>% of COST VS. GOAL</u>
12 months	\$108,000	1.7%
18 months	\$162,000	2.5%

Thank you for the opportunity to introduce Collins Associates, Inc. Again, we would consider it a privilege to serve the Minnesota Zoological Garden Foundation. Please let me know if I can answer any questions or provide any additional information.

Sincerely yours,



Walter R. Collins  
President

WRC:bw

SOME OF THE CLIENTS I PERSONALLY WORKED WITH DURING MY LIFE BOTH AS A  
VICE PRESIDENT OF A PROFESSIONAL FIRM AND AS PRESIDENT OF COLLINS ASSOCIATES, INC.

	<u>GOAL</u>	<u>AMOUNT RAISED</u>
West Virginia Wesleyan College Buckhannon, West Virginia	\$ 450,000	\$ 700,000
Carnegie-Mellon University Pittsburgh, Pennsylvania	\$ 750,000	\$ 900,000
Beaver College Philadelphia, Pennsylvania	\$1,200,000	\$2,000,000
University of South Carolina Columbia, South Carolina	\$5,000,000	\$4,800,000
Detroit Symphony Detroit, Michigan	\$3,000,000	\$4,100,000
Opportunity Workshop Minneapolis, Minnesota	\$1,700,000	\$1,750,000
Marquette High School Ottawa, Illinois	\$ 750,000	\$ 900,000
Minnehaha Academy Minneapolis, Minnesota	\$ 750,000	\$1,000,000
Dunwoody Institute Minneapolis, Minnesota	\$6,100,000	\$6,100,000

OTHER CLIENTS (CONSULTATION)

Bluefield College - Bluefield, Virginia

National Ballet Company - Washington, D. C.

San Antonio Symphony - San Antonio, Texas

Metro-Community Health Consortium - Minneapolis, Minnesota

Camp New Hope - MacGregor, Minnesota

Pennsylvania Ballet Company - Philadelphia, Pennsylvania

Minnesota Diversified Industries - St. Paul, Minnesota

## REFERENCES

David T. McLaughlin  
Chairman and CEO  
The Toro Company  
Minneapolis, MN

William A. Hodder  
President  
Donaldson Company, Inc.  
Minneapolis, MN

Robert P. Fox  
President  
American Hoist and Derrick Co.  
St. Paul, MN

Robert H. Engels  
Minneapolis, MN

Revel Harmon  
Chairman (Retired)  
Webb Company  
St. Paul, MN

James Harris  
Northwestern National Bank  
Minneapolis, MN

Thomas M. Crosby  
The Crosby Company  
Minneapolis, MN

William R. Humphrey, Jr.  
General Mills Foundation  
Minneapolis, MN

Leonard H. Murray  
Chairman  
Soo Line Railroad  
Minneapolis, MN

Don Larson  
3M Company  
St. Paul, MN

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting  
June 8, 1978

Minutes

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Thursday, June 8, 1978, at 3:00 p.m. in the Conference Room of the Wentworth Office Center, West St. Paul, Minnesota.

Members Present: David W. Onan, II, Vice President; Karla A. Williams, Secretary-Treasurer; Connie DeLand, Paul Freeman, Margee Kinney, Kenneth Knopf, Dean McNeal, U. S. Seal, John Tilton.

Staff Present: Robert S. Voigt, Executive Director; Kathryn Rosebear, Administrative Assistant; Pamela Bakko, Secretary.

Others Present: Donald Bridgwater, General Director, Minnesota Zoological Garden.

The meeting was called to order at 3:09 p.m. by Dave Onan, presiding.

I. Minutes of Board of Directors' Meeting, May 11, 1978

Dave Onan noted that, in the minutes of the Board of Directors' meeting held May 11, 1978, page 3, Section VII, "Search Committee," paragraphs 1 and 4, the words "search committee chairperson" should be changed to "campaign chairperson."

Connie DeLand moved that the minutes be accepted as amended. The motion was seconded by John Tilton. Motion Carried.

II. Treasurer's Report

The Treasurer's Report was presented by Karla Williams. Mrs. Williams reported that income for the month of May included payments of \$25,000 on commitments of \$100,000 and \$150,000 respectively from Honeywell and General Mills; a \$5,000 payment on a \$10,000 commitment from Twin City Federal; a \$5,000 payment on a \$30,000 commitment from the Deluxe Check Printers Foundation; and a \$5,000 payment on a \$15,000 commitment from the Minnesota Gas Company. Mrs. Williams also reported that donations were received from the St. Paul Council of Camp Fire, Dain, Kalman, and Quail, Inc., Foundation, Edina Federated Junior Women's Club, Minnesota Society American Institute of Architects, Independent School District 194, and numerous individuals.

Mrs. Williams stated that expenses for the month of May totaled \$5,259.57 and projected year-end expenses at approximately \$60,000.

Mrs. Williams also explained that \$50,000 in Walk With The Animals funds had been transferred into the Foundation's savings account to gain interest on the monies.

III. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt, who also

detailed current activities of the Foundation in the written Executive Director's Report.

Mr. Voigt reported that the Search Committee did not meet during the month as several members were not in town.

Mr. Voigt also reported that he is continuing to work with Mr. Donald Zalk of LuMac Leasing; Mr. Zalk has expressed interest in underwriting the cost of the whale expedition to Churchill to capture an additional two female whales. Don Bridgwater noted that unless the contribution were received, no whale expedition would be possible as the zoo did not have the funds for this capture expedition.

Mr. Voigt noted that, in his function as Executive Secretary of Minnesota Zoo Ride, Inc., he has continued to meet with zoo staff, accountants and bank representatives to begin preparation of year-end reports. Mr. Voigt added that the Foundation will serve an administrative function for Zoo Ride files and records.

Mr. Voigt reported that all zoo opening events were successful, and thanked Karla Williams and Eugene Trumble for their leadership in the Zoo Opening Committee.

Referring to the monthly list of calls and contacts, Mr. Voigt detailed continuing development activities with current prospects.

Karla Williams then questioned why the amount of proposals outstanding had decreased over the last several months. Mr. Voigt answered that the 3M Company had indicated that a \$200,000 request, rather than the original \$450,000 request, would be considered by their contributions committee and the proposal to Coca Cola Midwest had been postponed to a later date.

Don Bridgwater asked where the energy graphics proposal had been submitted. Kathryn Rosebear responded that several meetings between zoo staff, herself, and Dr. Carl Glewwe, Assistant Director of the Energy Agency, had been arranged; Dr. Glewwe had suggested that the zoo submit the proposal directly to the new federally funded Mid American Solar Energy Center in Eagan.

#### IV. Old Business

##### A. Board Appointments

Dave Onan introduced new board members Dean McNeal and Margee Kinney. Mrs. Kinney replaced her husband, E. Robert Kinney, as a member of the Foundation's Board of Directors.

##### B. Search Committee Report

As several search committee members were out of town during the month, no meeting was held. No report was made.

##### C. Special Events Report

Bob Voigt reported that he had met with Jerry Hegstrom regarding special

requests for commercial activity financially benefiting the zoo, as had been suggested by the Board at their last meeting. Mr. Hegstrom is in process of considering what process could be established to review these proposals and coordinate action and decisions with zoo policies.

V. New Business

Dave Onan added to the agenda item D, Emergency Fund Request, and item E, Check Writing Proposal.

A. Budget, Fiscal Year 1978-79

Dave Onan presented the proposed budget for fiscal year 1978-1979, noting that the officers and Executive Director had reviewed the proposal but a final recommendation would have to be deferred until more decisions were held on program, direction, and responsibilities.

Bob Voigt briefly explained that the proposed budget is a continuation of the budget originally prepared for the Bush Foundation grant and is primarily concerned with an extension of present programs without additional expenditures for any of the proposed expanded development programs.

Ken Knopf noted that Hay and Associates have developed a plan to determine individual compensation levels, and offered to pursue this approach if needed; he noted that United Way, other non-profit corporations, and many corporations use the Hay approach.

Discussion followed on job descriptions for Foundation staff. Ulie Seal noted that problems often exist with unspoken expectations and that a written job description allows staff and board to work out expectations. Dave Onan added that original job descriptions prepared for staff may be different from those developed two years ago.

John Tilton moved that the chair designate a committee to draft future Foundation goals and new job descriptions for staff to be reviewed at the next Executive Committee meeting. The motion was seconded by Connie DeLand. Motion Carried.

Karla Williams then noted that the Board has not yet officially approved the proposed capital campaign, and that therefore questions still exist on the processes and format of this campaign. She suggested that new members be appointed to the Search Committee so that the committee can meet to discuss campaign needs.

Connie DeLand stated that locating a capital campaign chairperson might not be appropriate until the proposal for a new capital campaign has been reviewed and approved. Margee Kinney added that the Board certainly needs to define procedures before locating a person to head the campaign; the responsibilities of a volunteer chairperson would be defined by the format of the campaign.

Connie DeLand moved that the chair appoint a committee to study the proposed capital campaign and make a recommendation on its implementation at the next Executive Committee meeting. The motion was seconded by Karla Williams. Motion Carried.

Bob Voigt emphasized that the campaign approach being suggested, which includes the active participation of Board members and community leaders, is a proven, successful approach to raising funds. He suggested that resource people in specific fund-raising areas be brought into the next three board meetings to provide more information on fund-raising processes.

John Tilton asked whether the preceding motion served the purpose of disbanding the Search Committee until a decision on the capital campaign was made. Connie DeLand answered that the motion in effect did disband the Search Committee.

John Tilton then recommended that the new committee to consider the capital campaign be comprised of representatives from the Minnesota Zoological Board and the Minnesota Zoological Society as well as the Foundation's Board of Directors. The determination of zoo goals is a prerequisite for establishing a formal Foundation program.

#### B. Deferred Gifts Proposal

Bob Voigt presented a verbal report on current information gathered on deferred gifts and several meetings with professionals in the deferred gifts field. The report also included a verbal proposal for the establishment of a deferred gifts program within the Foundation. Discussions on the implementation of this program have been held over the preceding ten months.

Kathryn Rosebear added that several meetings had been held with deferred gifts officers in the Twin Cities, and that the proposed program would provide substantial financial benefit to the zoo on a long-term basis. Ms. Rosebear recommended that the Board indicate its support of a deferred giving program and that other foundation dollars be sought to fund the initial years of the program.

Dr. Seal moved that the Foundation approve the establishment of a deferred giving program and provide up to \$25,000 annually to match any contributions received for the establishment of a deferred giving program. The motion was seconded by John Tilton. Motion Carried.

#### C. By-Laws; Advisory Committee; Meeting Schedule; Responsibilities, etc.

Bob Voigt stated that a by-law change had been considered by Executive Committee members to change board meetings from a quarterly schedule to a monthly schedule. At this time, a change has not been considered necessary. However, full board meetings will be scheduled as special meetings for the next three months -- July, August, and September.

Dave Onan suggested that the Executive Committee and the full Board meet on separate days. No action was taken.

#### D. Emergency Fund

Dave Onan reported that the zoo, through Jerry Hegstrom, Chief Operating Officer of the Minnesota Zoological Garden, had requested the establishment of an "emergency fund" of up to \$30,000 to donate items needed by the zoo. Mr. Onan explained that the zoo is in need of items from time to time that cannot be easily obtained through the normal state purchasing procedures. He suggested that the Foundation buy these items and donate them to the zoo. In essence, the Foundation would function as a "paying agent," not a "buying agent"; approval for the purchase of items would come directly from the zoo.

John Tilton questioned whether this fund would be used to cover other costs, such as entertainment for distinguished guests. Ulie Seal explained that the fund would only be used to donate real items, not services, to the zoo as the need for these items was presented.

Karla Williams moved that the Foundation's Board of Directors establish an emergency fund account in the amount of \$30,000 to respond to requests from the zoo's Finance Officer for specific items, with approval for each request being given by the Foundation's Executive Committee. The motion was seconded by Ken Knopf. Motion Carried, with Dr. Seal, John Tilton, and Connie DeLand abstaining.

#### E. Check Writing Proposal

Dave Onan reported that Foundation staff often have difficulty getting a second Foundation officer signature on checks written to maintain the Foundation's regular office and program, such as salaries, office rental and maintenance, etc. He suggested that one signature only be required in these instances.

Board members discussed various approaches to authorizing payment. It was determined that the Foundation's bank would probably require a second signature on each check.

Karla Williams moved that Kathryn Rosebear's name be added to those authorized to sign checks, and that any two of the five authorized signatures be permitted to sign checks for the Foundation. The motion was seconded by Paul Freeman. Motion Carried.

### VI. Other Reports

#### A. Walk With The Animals, 1978 and 1979

Bob Voigt reported that collections on Walk pledges were well underway, with \$109,480 already counted and collected. He added that Rita Rocheford, a former volunteer, had been added to the Walk staff through the C.E.T.A. program; four other individuals are currently employed through C.E.T.A. on the walk. The total number of employees is now seven, including Chuck Anderson and Jeffrey Keith on contract.

Paul Freeman commented that the Walk Operating Committee is meeting to discuss the 1978 walk project and to make recommendations for 1979. As President of the Minnesota Zoological Society, Mr. Freeman has asked the Operating Committee to make recommendations for another walk in 1979.

Discussion followed. Dr. Seal emphasized the value of the walk project to the zoo and its support organizations. No recommendation on a 1979 walk project was made by the Foundation pending the recommendation of the Operating Committee.

B. Minnesota Zoological Garden

Don Bridgwater reported that attendance at the Minnesota Zoological Garden since opening on May 22nd has been equal to or above projections; the highest attendance recorded to date has been over 14,000 people.

Mr. Bridgwater added that the zoo is still in process of opening gift shops and attending to other minor details not completed by opening. No major problems, however, have occurred to date.

Mr. Bridgwater also commented that the response to the zoo from other zoo professionals has been exceptionally positive.

C. Minnesota Zoological Society

Paul Freeman, President of the Minnesota Zoological Society, reported that board member elections are in process; results will be announced at the annual meeting of the Society Board on June 15, 1978.

Mr. Freeman also announced that the Society's membership poster, "Join The Family," has won the top award in a state poster contest.

The meeting was adjourned at 5:20 p.m.

*File*

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE MEETING

April 14, 1977

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Thursday, April 14, 1977, at 4:00 p.m. in the Conference Room of the Wentworth Office Building.

Members Present: John McKay, President; David W. Onan, II, Vice-President; Firmin Alexander, John Tilton.

Others Present: Robert Voigt, Executive Director, Kathryn Rosebear, Administrative Assistant, Minnesota Zoological Garden Foundation; Robert Bonawitz, Associate Director, Minnesota Zoological Garden; Charles Anderson, Whale Walk Project Director, Minnesota Zoological Garden Foundation.

The meeting was called to order at 4:25 p.m. by John McKay, presiding.

I. Minutes of Board of Director's Meeting, February 10, 1977

Firmin Alexander moved that the minutes of the Board of Directors' meeting, February 10, 1977, be accepted with the following change: "The next meeting of the Board of Directors has been scheduled for May 12, 1977, in the Investment Services Conference Room of The First National Bank of St. Paul." The motion was seconded by John Tilton. Motion Carried.

II. Executive Director's Report, March 10, 1977

Robert Voigt deferred to the report mailed to each Board member during the preceding month. The report was acknowledged by John McKay.

III. Treasurer's Report

The Treasurer's Report was presented by Bob Voigt, who mentioned in particular the income from Northwestern Bell Telephone Company and James Ruben. He also noted that contributions to the Whale Walk have already been made by both individuals and corporations. These funds are being co-mingled in the Foundation's accounts, but a separate accounting of funds received is being maintained. Mr. Voigt also referred to a hand-out listing all companies providing services or products for the Whale Walk. He noted that materials and services support for the Whale Walk project has been very strong, and credited this response to Project Director Charles Anderson's contacts in the community.

Discussion followed on corporate solicitations. John Tilton questioned whether the foundation might request additional funds from any of the firms and foundations that have extended present commitments -- especially those that generally contribute three or more percent of their pre-tax earnings. Dave Onan mentioned that several local corporations, including Dayton-Hudson and the Tennant Company, generally contribute five percent

of their pre-tax earnings. He also noted that foundations must contribute their income and six percent of their assets annually or be taxed for the portion not contributed. John Tilton then asked whether we could develop an approach to corporations asking for one percent of their pre-tax earnings annually. Firmin Alexander stated that foundations and corporations are generally researched by the Foundation prior to being asked for a contribution, and that generally Foundation staff have an indication of the giving level of these contributors.

Firmin Alexander then asked how the Treasurer's Report balanced. Robert Voigt answered that the monthly report balanced cash-in-hand, with interests and receipts less expenses. He noted that interest on the Foundation's certificate of deposit accrued in late April. Mr. Alexander then questioned whether a flow chart of receipts versus commitments had been developed to determine cash flow over a period of years. Kathryn Rosebear stated that the Foundation maintained such a chart, and that approximately \$98,000 in receipts from current commitments were expected in 1977.

Noting that a proposal had been submitted to Piper, Jaffray, and Hopwood, John Tilton inquired whether other brokerages had been contacted. Mr. Voigt stated that Dain, Kalman, and Quail, Inc., had recently turned down a request for funds this year, and that other firms would be contacted. John Tilton said that James Davant, President of Paine, Webber, was formerly the manager of the Minneapolis office.

The Treasurer's Report was acknowledged by John McKay.

#### IV. Executive Director's Report, April 14, 1977

The Executive Director's Report was presented by Bob Voigt as a summary of the foundation's accomplishments during the past several months. He noted that the previous months had been especially busy for Foundation staff; contacts with foundations, businesses, and individuals are continuing, but staff is also very involved in the many aspects of planning and implementing the Whale Walk project.

#### V. Whale Walk '77

Robert Voigt reported on the progress of the Whale Walk, estimating that the project will gross a six-figure dollar amount. He estimated this figure based on the number of sponsor sheets distributed, the number of schools contacted, and the number of volunteers working to organize the effort. Mr. Voigt concluded that, with such a strong response to the project from all levels in the community, 10,000 walkers can be expected on April 30th.

Charles Anderson reported that, of the 120,000 sponsor sheets printed, only 10,000 are left for distribution. Relating to his previous experience coordinating the Walk for Mankind, he estimated that the ratio of walkers to sponsor sheets distributed is generally about one to ten.

Mr. Anderson estimated that each walker would earn \$20, but indicated that steps had been taken to increase contributions; awards have been designed to motivate walkers to raise greater amounts, and remit envelopes for contributors include a request for additional contributions.

Mr. Anderson concluded that, if the weather is favorable and Johnny Cake Ridge Road is passable, the expense ratio on the project could be as low as five percent.

Firmin Alexander asked for a report on the progress of the project in the St. Paul Schools. Charles Anderson responded that Highland Park High School and the St. Paul Open School were particularly enthusiastic, and that other schools were being contacted.

Several board members expressed concerns as to how Governor Perpich would be greeted on Walk Day. Bob Bonawitz also expressed concerns about the construction on Johnny Cake Ridge Road, and suggested that a Steering Committee meeting be held the following week to finalize walk day plans. It was determined that a meeting would be held on Tuesday, April 19th, to discuss final plans for coordinating the walk on April 30th.

Charles Anderson inquired about the progress of road construction on Johnny Cake Ridge Road. Bob Bonawitz stated that it seemed unlikely that the road would be finished by April 30th, and that a wide trench for sewers was being dug in front of Gate 3. Bob Voigt suggested that road contractors be present at the Whale Walk meeting on April 19th.

#### VI. A. Minnesota Zoological Garden

Bob Bonawitz presented proposed revisions to the Fund Development Guidelines, which had been approved by the Executive Committee of the Minnesota Zoological Board (attached). Dave Onan questioned whether the Zoological Board was required to solicit public opinion regarding future planning for construction at the Minnesota Zoo.

John Tilton moved that the proposed revision be included in the Fund Development Guidelines. Dave Onan seconded the motion. Motion Carried.

#### VI. B. Minnesota Zoological Society

No report was made by the Minnesota Zoological Society. John Tilton asked whether the Society had been contacted regarding the Whale of a Walk project. Bob Voigt explained that the Whale Walk was co-sponsored by the Society and the Foundation, and that many volunteers were Society members. The Walk could not have occurred without tremendous help from the Society.

Firmin Alexander requested that a new statement delineating the roles of the Foundation and the Society in fund-raising for the Minnesota Zoological Garden be written; he referred to a meeting held in December between Society, Foundation, and zoo staff in which this issue was discussed in conjunction with the Minnesota Zoological Garden's Fund Development Guidelines. Mr. Alexander suggested that Bob Voigt and Karla Williams write this report and submit it to the Board at a future date.

#### VII. Other Business

Bob Voigt reported on continuing contacts by the Foundation with corporations and foundations in the area. On June 17th, a meeting of approximately

thirty metropolitan-area Chamber of Commerce executives will tour the zoo site and have a box lunch during an extended noon meeting. This presentation is being coordinated with the assistance of Amos Martin from the St. Paul Chamber of Commerce and Don Groen from the Bloomington Chamber of Commerce. Mr. Voigt will also be meeting with Dick Slade, President of Northwestern Bank of St. Paul, and the officers and directors of the bank on Wednesday, May 11th. The H.B. Fuller Company will be holding their contributions committee meeting at the zoo site on June 6th.

Mr. Voigt also reported that on April 13th, Lloyd Brandt, Vice President of the First Bank System, hosted a luncheon meeting for 19 persons who manage corporate contributions for major corporations with headquarters in Minneapolis. Beverly Rongren made a visual presentation on the Minnesota Zoological Garden. Mr. Voigt made a presentation on the Foundation. Charles Anderson commented on the Whale Walk.

Also on April 13th, Mr. Voigt and several zoo staff met with the corporate contributions committee of Northern States Power Company to submit a grant application and presentation on the zoo.

Mr. Voigt also mentioned that the proposal requesting assistance from the Kresge Foundation in Troy, Michigan, has been submitted. Firmin Alexander suggested that staff travel to Troy to talk with the Kresge Foundation staff about the proposal. (This meeting was subsequently arranged for May 19th in Troy, Michigan.)

Firmin Alexander then asked Bob Voigt for a progress report on the Foundation's one million dollar goal for 1977. Mr. Voigt reviewed the proposals in process and commented on the current status of each. Additional conversations and contact by staff and board members are still needed. Firmin Alexander noted that if only four large grant applications outstanding were approved, the Foundation would reach its million dollar goal. He suggested that Board members assist Bob Voigt in contacting key people within these companies and others to insure the success of the Foundation.

#### VIII. Board of Directors' Meeting, May 12, 1977

John McKay announced that the next quarterly meeting of the Board of Directors would be held on Thursday, May 12th, in the Investment Services Conference Room of The First National Bank of St. Paul.

The meeting was adjourned at 6:25 p.m.

# MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Suite 218

33 Wentworth East  
West Saint Paul, Minnesota 55118

Tel. 457-2579

*File*

## OFFICERS & DIRECTORS

\*John McKay  
President  
\*David W. Onan II  
Vice President  
\*G. Richard Palen  
Secretary-Treasurer  
Reuel Harmon  
Larry S. Freeman  
\*Firmin L. Alexander  
\*Robert H. Engels  
James Weiler  
\*John Tilton  
Adolf Tobler  
Mary Ann Scroggins  
Dr. U.S. Seal  
Jerome Wagner  
Robert Kinney  
Malcolm McDonald  
Reverend Alan W. Moss  
W. John Driscoll  
Richard Salet  
Karla Williams

\*Executive Committee

## EXECUTIVE COMMITTEE

Thursday, January 6, 1977

## A G E N D A

- I. Minutes of Executive Committee Meeting,  
December 9, 1976
- II. Treasurer's Report (Attachment A)
- III. Executive Director's Report
  - a) Monthly Report (Attachment B)
  - b) Calls and Contacts (Attachment C)
  - c) Priority Prospects (Attachment D)
- IV. New Business
  - a) Whale Walk Project (Attachment E)
  - b) Individual Solicitations
  - c) Fund Disbursement Policy (Attachment F)
  - d) Stock Sale Approval
  - e) Federal Form 990 - Return of Organizations  
Exempt from Income Tax
  - f) Minnesota Form 2-990 - Annual Report of  
Charitable Trust
  - g) Quarterly Board Meeting - Thursday,  
February 10, 1977
- V. Other Business
- VI. Adjournment

*2.50*  
*13*  
*125.50*  
*250*  
*37.50*

*Thurs Feb 10*  
*3.00*

*San Diego*

continued page two Gifts, Grants and Donations

Top Priority Prospect Development

Athwin Foundation  
Baker Foundation  
Bean, F.A., Foundation  
Bemis Foundation  
Blandin Foundation  
Bremer Foundation  
Burlington-Northern Foundation  
Carlson, Curtis L.  
Control Data Corporation  
Dain, Kalman, and Quail, Inc., Foundation  
Dayton-Hudson Foundation  
Domain Industries  
Elwell Family Foundation  
Fuller, H.B., Company  
Green Giant Company  
Hubbard Foundation  
Kresge Foundation  
McKnight Foundation  
Northwest Area Foundation  
O'Shaughnessy Foundation  
Prudential Life Insurance Company  
Tennant Company

EXECUTIVE DIRECTOR'S REPORT

January 6, 1977

I. General Development

## A. Financial Goal Reached

We are pleased to report that the financial goal established by the Board of Directors has been reached and exceeded for the calendar year 1976. The goal was \$400,000. As of December 31, we had commitments and cash-in-hand totalling \$400,445.57. In addition to this, the foundation has received commitments of \$90,505 for its initial operating needs. This result has been achieved because of the fine cooperation and assistance that staff has received from members of the Board of Directors. We hope to expand this entire process in order to meet the one million dollar goal that has been established for the calendar year 1977. We will be building on the programs which were initiated this year as well as introducing some new projects that should assist us in the future.

## B. New Commitments

During the month of December we received a commitment of \$20,000 from Northern Natural Gas Company of Omaha, Nebraska. This was identified as a one-year payment at this time with half of the funds coming from Northern Natural Gas Company and the other half from Northern Gas Products Company, a subsidiary. It would be our hope that Northern will continue to make a similar commitment annually to the project.

We have also received word that the James Ford Bell Foundation has made a commitment of \$10,000 with payment to be made over a two-year period. We have also received two individual contributions totalling \$700.

## C. Proposals Delivered

During this past month we have delivered a \$60,000 proposal to the Pillsbury Company for general support of the zoo. We've also had a number of follow-up visits with representatives of Control Data, Coca Cola, Minnesota Gas Company, and the 3M Company. We will continue to keep close contact with representatives of these firms in order to provide them with additional information on the zoo and to answer any questions which they have on the funding requirements. We also have meetings coming up in the near future with representatives of Northwest Bancorporation, Deluxe Check Printers, and Prudential Insurance Company of Minnesota. Recent meetings have been held with representatives of the H.B. Fuller Company, the Bemis Company, Green Giant Company, and Burlington-Northern Railroad. All of these will be receiving proposals in the near future for an amount yet to be agreed upon.

D. Deferred Action

We have received notice this past month from three foundations that they are momentarily delaying any positive action on our proposals. The Bigelow Foundation has deferred our request until their next meeting in June of 1977. The Southways Foundation has stated that at the moment they are fully committed and will not be able to make a commitment to us. Honeywell, Inc., has indicated that their long-term, multi-year commitments are fully committed for 1977 but has left the door open for us to come back later this year for consideration in future years.

F. Current Prospects

We are currently waiting for information on the Zoo Study Center to make formal requests for financial help from the Northwest Area Foundation, Bremer Foundation, and the Dayton-Hudson Foundation. These three foundations have all previously expressed an interest in programs, education, and needs that can be identified with the Zoo Study Center project.

II. New Projects

A. Whale Walk '77

During the past several months, we have had a number of conversations with Bob Ferguson as a representative of the Minnesota Elementary School Principals Association in regard to a spring 1977 project for the elementary school students in Minnesota. Discussions have progressed satisfactorily and we are now moving ahead to establish a group walk for April 30, 1977. The project proposal is attached to today's report so that you can see more specific information on the projected number of participants and the possible revenue which will be generated by this project.

B. Individual Solicitations

We have written a short article for the next issue (January-February) of the Minnesota Zoological Garden of the newsletter. In addition to the article calling attention to the need for individual support now and for deferred gifts, we have enclosed a return envelope for prospects to return to us with either their gifts, pledges, or requests for information on areas of need. We intend to be expanding this individual solicitation process during 1977 in order to reach more persons that are potential donors of financial support for the Minnesota Zoological Garden.

C. National Organizations Contacted

During the past month we have initiated contact with several national organizations for their assistance and information on individual deferred giving programs. The firm of Kennedy Sinclair, Inc., of Wayne, New

Jersey, is one that is highly recommended for their factual information brochures. We have received copies of a variety of reports dealing with charitable gifts in trust, tax savings, reasons behind establishing a valid will, tax problems, duties of an executor, and other publications that are available from them for fees. Further information on using this type of assistance will be secured and reported to the Board when recommendations have been developed.

A second firm from which we have received similar material is the American Fund-Raising Services, Inc., of Burlington, Massachusetts. They are affiliated with a firm called Epsilon Data Management, Inc.

The R and R Newkirk company of Indianapolis, Indiana, has also responded to our inquiry that they will have their regional representative for Minnesota call on us in the near future.

Information obtained from companies like these as well as assistance which we are able to generate from other capital fund raising staff within the metropolitan area will help us in establishing our own basic data for responses to inquiries from people who want to make contributions to the zoo project. All of this data will be used to establish our own program; further results will be reported to the Board as we establish our own identification.

We have also established contact with the Minnesota Bar Association for their assistance in providing material of this type to us.

### III. Annual Reports

#### A. Charities Organizations Registration Statement

According to the requirements of the state of Minnesota, we have filed this report with the Department of Commerce for our fiscal year ending June 30, 1976. We were assisted in the preparation of this report by our accounting firm, Peat, Marwick, Mitchell and Company..

#### B. Charities Organizations Annual Report

According to the requirements of the state of Minnesota, we have filed this report with the Department of Commerce for our fiscal year ending June 30, 1976. We were assisted in the preparation of this report as well by Peat, Marwick, Mitchell and Company.

#### C. Sales and Use Tax Exemption #26749

We have applied for and received notice from the state of Minnesota that purchases for products used by the foundation will be exempt from payment of a sales tax.

D. 1977 Business Reply Mail Postal Permit #5460

We have applied for and received approval from the U.S. Post Office to use this postal permit number for our business reply mail. This number will be used on return envelopes that will be enclosed in the January-February issue of ZooNews and other types of promotional or solicitation material. This business reply envelope will be used with information left at employee work stations in the firms of Control Data and others to be developed in the area.

IV. Administration

A. Establishment of TSA, Life Insurance and Disability Insurance

During the past month we have established the programs identified and approved at the Executive Committee Meeting on December 9th. These benefit programs have been contracted with the Franklin National Life Insurance Company of Springfield, Illinois, through their area manager, Douglas A. Last. Copies of the formal contracts, when received, will be kept in the foundation's office.

B. Office Furniture and Equipment

We have completed purchase of several items of furniture and equipment that are needed for the office. This includes three desks, three chairs, a file cabinet, a bookcase, and an IBM correcting selectric typewriter. This furniture replaces that which was loaned to us by the Minnesota Zoological Garden for the first year of our existence.

C. Intern - Greg Palen

During the month of January, Greg Palen, a senior at St. John's University in Collegeville, Minnesota, is working with us on our fund-raising development programs. His primary responsibility is to assist us in developing processes that will be used in our general fund-raising efforts. Emphasis is being placed on assisting Bob Ferguson in the establishment of needs and responsibilities associated with designing an effective program for the Whale Walk. Greg will also be working with us in areas of basic research which help to identify key individuals and prospects within corporations and foundations within the metropolitan area.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

## CALLS AND CONTACTS

12/9/76 - 1/5/77

Bell Foundation	Anderson	Tilton, Voigt
Bemis Company	Asplin, Clarke	Voigt
Bremer Foundation	Lies	Voigt
Burlington-Northern RR	Ashton	McKay
Cargill, Inc.	MacMillan	Tilton
Cargill Foundation	Anderson	Onan
Carlson Companies	Carlson	Onan
Coca Cola Bottling Company	Drum	Voigt
Community Credit Company	Dorn	Voigt
Control Data Corporation	Cornish, Hurst	Voigt
Deluxe Check Printers	Steinkraus	Voigt
Domain Industries	Buell	Onan
Federal Reserve Bank of Mpls.	MacLaury	Voigt
Fuller, H. B., Company	Durenberger	Voigt
Green Giant Company	Wyman, Thrane	Voigt
Honeywell Fund	Mitchell, Lund	Voigt
Mayo Development Board	Ward	Douglass
3M Company	Larson	Voigt
Minnesota Gas Company	Kraemer, Jepsen, Hanson	Voigt
Mossiman, Morton C.		Voigt
Northern Natural Gas Company	Strauss, Clark, Finnegan	Voigt
Northwest Bancorporation	Lind	Voigt
Northwestern Bell Telephone	Buxton	Voigt
Pillsbury Company	Spoor	Kinney
Pillsbury Co. Foundation	Cummings	Voigt
Prudential Insurance	Borchert	Tilton
Prudential Insurance	McDonald	Voigt
Touche Ross	Carlson	Rosebear
Tuttle, Harry		Tilton, Voigt
Valspar Corporation	Wurtele	Voigt

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Directors: Rudolph Eberstadt Jr., Jack C. Foote, Robert P. Fox, Harry W. Moberg, Edward L. Murphy, George R. Patterson, Kenneth H. Schaffer, Walter W. Walb, H. Clifton Whiteman, George C. Wilder, John P. Walsh.

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(Brooks-Scanlon, Inc., con't)

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Directors: Atherton Bean, John B. Bean, George H. Dixon, Charles D. Evans, Walter W. Heller, M.W. Mackenzie, William G. Phillips, Chas. Ritz, Darrell M. Runke, Lloyd E. Workman.

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Directors: William M. Baker, Frank J. Brennan, Edwin A. Gallun, Paul V. Grambsch, Byron E. James, Jay R. Resch, Henry T. Rutledge, Fred M. Seed, Daniel K. Sewell, Robert L. Vincent, Gerald G. Workinger.

Minnesota Fabrics, Inc.

Officers: C. Wilbur Peters, P; Bessie Peters, VP; Duane G. Hansen, VP & T; Ronald F. Pautz, VP; Robert G. Meeker, VP; Donald K. Mortenson, VP; Warren E. Eastlund, S.

Directors: C. Wilbur Peters, Bessie Peters, Duane G. Hansen, Warren E. Eastlund, Robert G. Meeker, Ronald F. Pautz, John E. Lamb.

Modern Merchandising, Inc.

Officers: Harold Roitenberg, P; Leonard LaBelle, EVP; Charles Huber, VP; John Marcotte, VP; Patrick Sidders, VP & T; John Rief, VP; Irwin Roitenberg, VP; James Roitenberg, VP; Doris Wineski, VP; Sidney Z. Jaffe, VP.

Directors: Harold Roitenberg, Stephen K. Lieberman, Leonard LaBelle, Sidney Z. Jaffe, Patrick Sidders, Charles Huber, Harold G. Olson, John Schwartz.

Murphy Motor Freight Lines, Inc.

Officers: Edward L. Murphy Jr., P & CEO; C.H. Becker, EVP; Herman A. Selz, VP & S; Raymond L. Stevens, VP; John A. Korlath, VP; John L. Summers, VP; Beryl L. Shroyer, T & C; Edward L. Murphy III, AS.

Directors: Edward L. Murphy Jr., Patrick F. Flaherty, Clarence G. Frame, Jerome J. Choromanski, Leonard L. Kallestad, Edward L. Murphy III.

Nash Finch Company

Officers: Thomas A. Riley, P; Harold B. Finch Jr., VP; Alan W. Clark, VP; Arthur C. Wangaard Jr., VP; Robert F. Nash, T; Julian W. Mageli, S; Sidney N. Gullekson, AT; James F. Shekleton, C; Gary G. Widell, AS; Burton West, AT.

Directors: Floyd Ashley, Alan W. Clark, Harold B. Finch Jr., Russell T. Lund, Julian W. Mageli, Edgar V. Nash, Fred V. Nash, Robert L. Nash, Thomas A. Riley, Arthur C. Wangaard Jr., Jerome O. Rodysill, Russel N. Mammel, James F. Shekleton

North Central Airlines, Inc.

Officers: Hal N. Carr, Chm & CEO; Bernard Sweet, P; John P. Dow, VP & S; Robert L. Gren, VP; T.M. Needham, VP; George J. Karnas, VP; Daniel F. May, VP; Gowan J. Miller, VP; David E. Moran, VP; G. F. Wallis, VP; J.F. Nixon, VP & T; Charlotte G. Westberg, VP; J.W. Ettel, AS; R.J. Rasenberger, AS; W.E. Nielsen, AT; M.D. Meyer, C; J.W. Dregge, Asst to Chm.

Directors: Hal N. Carr, G.F. DeCoursin, Chan Gurney, John M. Lawrence, Samuel H. Maslon, Theodore R. Miles, Jay Phillips, Morton B. Phillips, Joseph E. Rapkin, Henry M. Ross, H.P. Skoglund, Bernard Sweet, Kenneth B. Willett.

Northwest Airlines, Inc.

Officers: Donald W. Nyrop, P; James A. Abbot, VP; Clayton R. Brandt, VP; Robert W. Campbell, VP; J. William Campion, VP; Roland W. Chambers, VP; Robert A. Ebert, VP; Roy K. Erickson, VP; Robert J. Filschinski, VP; Benjamin G. Griggs Jr., VP & Asst to P; M. Joseph Lapensky, VP & T; William E. Huskins Jr., VP; Reginald C. Jenkins, VP; Ronald McVickar, VP; Bryan G. Moon, VP; Robert J. Phillips, VP & C; C.L. Stewart, VP; Robert J. Wright, VP; A.E. Floan, S.

Directors: James H. Binger, Hadley Case, Donald H. Hardesty, Melvin R. Laird, Malcom S. Mackay, Donald G. McNeely, Donald W. Nyrop, C. Frank Reavis, Albert G. Redpath, Lyman E. Wakefield Jr.

Pacific Gamble Robinson Company

Officers: Douglas S. Gamble, P; Mervin Arenchild, EVP; E.A. Thompson, EVP; Donald P. Gamble Jr., VP; E.W. Sandygren, VP; Wendell G. Elliot, AS; Arnold J. Schoenecker, AS; Norman G. Morrison, T; John E. Ryan, S.

Directors: Mervin Arenchild, John E. Ryan Jr., E.W. Sandygren, Douglas S. Gamble, E.A. Thompson, Donald P. Gamble Jr., Norman C. Morrison.

Saint Paul Companies, Inc.

Officers: R. M. Hubbs, Chm; C.B. Drake Jr., P & CEO; R.S. David, EVP; R.C. Lauppe, VP; D.W. Leatherdale, VP; R.L. Gunderson, VP; H.J. Badenhop, VP; R.J. Haugh, VP & T; Culver David, VP; T.E. McDonnell, VP; T.D. Jones, VP; R.A. Garrity, VP; W.C. Goodwin, CP; J.A. Stegner, VP; L.O. Shervheim, Corp S & Chief Legal Officer; R.O. Baker, A Corp S.

(Saint Paul Companies, con't)

Directors: Bert S. Cross, R.M. Hubbs, C.B. Drake Jr., Reuel D. Harmon, W.H. Lang, Earl Ewald, D.M. Lilly, John M. Musser, Benjamin G. Griggs Jr., W. John Driscoll, James F. Bourquin, R.S. Davis, R.B. Ridder, Waverly G. Smith, C. Arthur Williams Jr.

Soo Line Railroad Company

Officers: Leonard H. Murray, P; Thomas R. Klingel, EVP; Thomas M. Beckley, VP; Fordyce W. Crouch, VP & GC; Ray H. Smith, VP; R.L. Murlowski, VP; Edward H. Etken, T; Charles H. Clay, AS & AT; M.D. Ross, AT; Gilbert A. Gillette, AVP; Lloyd L. Wasnick, AVP; James T. Hartnett, AVP; Doris L. Valley, S.

Directors: F.S. Burbidge, John H. Daniels, H. Robert Diercks, George H. Dixon, Robert H. Engels, Reuel D. Harmon, F.T. Heffelfinger II, John H. Hjellum, Burleigh E. Jacobs Jr., A.F. Joplin, Thomas R. Klingel, D.S. Maxwell, Q.C., George W. Mead II, Leonard H. Murray, William G. Phillips, Ian D. Sinclair, C.J. Tempas, Peter N. Todhunter, Boert C. Wood.

Super Valu Stores, Inc.

Officers: Morris Lewis Jr., Chm; James T. Wyman, Chm Ex Comm; George W. McKay, VChm; Jack J. Crocker, P & CEO; L. Rex Burns, VP; Homer A. Childs, VP & S; Charles D. Dugan Jr., VP; Lowell J. Janke, VP; Robert R. Koenig, VP; John E. Morrissey, VP; Donald F. Murphy, VP; Carl D. Nipp, VP; James H. Ruben, VP; Frank E. Schiel, VP; James L. Slovick, VP & T; Paul J. van Helden, VP; John B. Ferris, C & AT; Peter Dorsey, GC.

Directors: Homer A. Childs, Jack J. Crocker, Paul S. Gerot, Morris Lewis Jr., George W. McKay, Robert W. Mueller, Milton Perimutter, James H. Ruben, James L. Slovick, Thornton W. Snead Jr., Albert R. Whitman, James T. Wyman.

Tennant Company

Officers: George T. Pennock, Chm; Roger L. Hale, P; George E. Bevis, SVP; Joseph T. Lyon, SVP; James P. Mannelly, VP; Robert J. Christianson, S; Martin N. Kellogg, VP & T; Roy T. Baril, C.

Directors: George T. Pennock, George E. Bevis, Roger L. Hale, John T. Adams, Harold G. Olson, Russell L. Wenkstern, Joseph T. Lyon.

Tonka Corporation

Officers: R.L. Wenkstern, Chm; Dale R. Olseth, P & CEO; Charles M. Groschen, EVP; John H. Sandbo, EVP; Richard L. Klein, VP & C; Roger S. Lawrence, VP & T; Vernon R. Wamsley, VP; John S. Cundell, VP; Edwin W. Nelson Jr., VP; Wayne R. Nelson, VP; Peter R. Stevens, VP; Peter M. Wimsatt, VP; Stephen G. Shank, S & GC.

Directors: R.L. Wenkstern, Dale R. Olseth, Charles M. Groschen, Roger S. Lawrence, James R. Spicola, Herbert C. Johnson, Edward C. Lund.

Toro Company

Officers: David M. Lilly, Chm; David T. McLaughlin, P & CEO;  
John C. Norton, GVP; Norman W. Harris, VP; Lawrence H. Blanchette, VP;  
Jesse Adams, GVP; Edwin J. Hunter, VP; Vernon A. Johnson, VP, S & GC;  
Robert A. Peterson, VP; James R. Watson, VP; Donald R. Brattain, VP;  
Kendrick B. Melrose, VP; Noel J. Engels, AS.

Directors: David M. Lilly, Bruce B. Dayton, Jack C. Foote, Robert W. Gibson,  
Ronald M. Hubbs, Stephen F. Keating, James P. McFarland, David T. McLaughlin,  
Philip H. Nason, James P. Shannon.

Turbodyne Corporation

Officers: O.E. Powers, P & CEO; Geoffrey W. Hands, VP & T; James T. Hewitt, VP;  
George W. Hipp, VP; Vernon O. Woodard, VP & S; J.J. William Brown, VP;  
Walter E. Max, VP; W. Cooper Slay, VP.

Directors: O.E. Powers, Derald H. Rутtenberg, Leslie T. Welsh,  
John C. Trackman, W.P. Auer.

Webb Company

Officers: Reuel D. Harmon, Chm; Robert E. Haugan, P; Bert O. Lund, VP;  
Robert Sallman, VP; Damie C. Gruber, VP; Robert A. Doten, S; Joseph  
C. Grundtner, T.

Directors: Reuel D. Harmon, Robert E. Haugan, Bert O. Lund, Robert S. Davis,  
Clarence G. Frame, Richard Gunderson, McNeil V. Seymour Jr.

WHALE WALK '77

Purpose: Develop a walk program primarily for elementary school children. The results will:

- A. Fund-Raising
  - 1. Provide funds for the acquisition of the Beluga whales for the Minnesota Zoological Garden
  - 2. Provide funds for the Minnesota Zoological Society for use in programs
  - 3. Provide funds to schools for busing and/or programs
  
- B. Publicity -- publicize and promote the zoo

Time: Beginning at 8:30 A.M. on April 30, 1977.

Location: Zoo Site  
12 kilometers around the zoo site is the projected route.

Participants: There are approximately 1,200 elementary schools in the state with approximately 250,000 elementary school students. We estimate that 200 schools may participate, involving an average of 50 students per school. A conservative total of estimated walkers is 10,000.

If other organizations or outstate schools are interested, the Minnesota Zoological Garden Foundation will provide guidelines, forms, and assistance if necessary. The primary responsibility for implementing outstate walks will be each community's; assistance can be coordinated through the Minnesota Zoological Garden Foundation.

Finance: 10,000 walkers, each collecting an estimated \$5.00, would provide \$50,000 in total revenues. With expenses of approximately \$7,000, a total of \$43,000 would be raised through the walk.

Approval: Minnesota Zoological Garden Foundation Executive Committee meets on January 6th.  
Minnesota Zoological Board meets January 7th.  
Minnesota Zoological Society meets January 15th.

The support of MESPA is also necessary. On January 5th, ~~to~~ MESPA members from the suburban chapter met and approved the whale walk concept.

On January 26th, MESPA as well as various state legislators will receive more information about the zoo and the walk.

On February 3rd, MESPA will meet on a state-wide level at which point we can gain their support.

Pre-Walk  
Process:

The following outline is the method of development for the walk. Each procedure indicates the nature of the task, who will be involved in accomplishing the goals, and when the objectives are to be completed. There may be changes or revisions in the procedure but this draft of objectives is important in making the whale walk a real splash...

--Karla Williams, President of the Minnesota Zoological Society, will find two people to co-chair and organize the walk by January 7th.

--The co-chairpersons will enlist 100 to 200 Society volunteers by January 31st.

--The Minnesota Zoological Garden Foundation, along with the Society workers, will prepare materials by January 31st and train the volunteers by February 28th.

--The training process will motivate volunteers and impress on them the importance of their role. Volunteers will be introduced to information about the zoo and the walk so that they in turn can motivate and educate children.

--Audio-visual presentations will be used by the volunteers in the schools. The presentations will include about eighty slides and run around 15 minutes.

--Kathryn Rosebear has access to filmmaking facilities.

--The slide show will describe the zoo, the whale walk, whale capture, motivate children, produce a "bandwagon effect," and excitement that "the zoo is coming." Should also show zoo's programs in education, conservation, research, and community involvement.

--School presentations also need buttons and pins (available at LarLu in Winona, Minnesota). Buttons could include whale picture and date. Hospital-type bracelets can be ordered and used as extra incentive and as a reminder to students -- also stimulates curiosity. Order by January 31.

--Pledge cards should be prepared before February 28th.

--Printing costs may be donated.

--Printer should have order by February 11th.

--Letters to all schools, agencies, churches must be sent to encourage participation. Interest return cards will be included and send back to the Minnesota Zoological Garden Foundation for further action. Letters should be sent by January 31st.

--Letters as well as slide presentation should:  
(1) motivate, (2) educate about zoo, walk, whales,  
(3) show need.

--Follow-up on letters could be done by volunteers  
via Action line during February.

--Society workers will make audio-visual presentations  
to schools and other interested groups.

--Projectors will be provided by schools, if not  
available. The Foundation does have a few for use  
by volunteers. Presentations should start by March 7th.

--Following the presentations, registration begins  
along with button and bracelet distribution to those  
who register.

--Each participant receives an extra sponsor card to  
use or give to a friend.

--Chuck Anderson says that about one-half of the walkers  
don't know why they are there -- the "bandwagon effect."

--Sample sponsor cards available from Chuck Anderson

--May contain brief description of child's undertaking  
along with the walk sponsor's role, a list of goals  
and awards, and even an ad.

--Pledge cards, through cooperation with principals,  
are collected prior to walk.

--Honorary student chairpersons can be appointed to  
assist and encourage collection.

Day of Walk:

Busing - Buses will be major transportation means.

1. Schools could provide transportation and receive percentage of total revenues.
2. Zoo could pay for buses to pick up and return walkers to schools.
3. Combination of 1. and 2.

--Society workers will contact local officials for  
permits, police, medical.

--Ken Anderson is Dakota County engineer. He may  
close off roads for the day.

--Provide lunch, possibly donated. Walk for Mankind  
paid 14¢ for lunches.

--Boy Scouts and National Guard and other volunteers  
needed for clean-up and set-up.

--Workers can solicit sponsors-just as walkers, with one hour of work equal to one kilometer of walking.

--Thus, volunteers for day of walk must be enlisted and provided with information during mid-March.

--Lavatories must be provided day of walk.

--Check points must be set-up.

--Tents, megaphones, badges for volunteers, clipboard and pencils for checkers.

--Food and refreshments through 7Up, Schweigert, Burger King.

Promotion:

Press release soon. Corporations to see about promotion - Farrells "Zoo," Burger King "Whaler," MacDonald's Ronald, Vikings Ed White, Mick Tinglehof, Stu Voigt, etc., Pillsbury food STIKX, Schweigert hot dogs, WAYL radio, PSA on TV and radio, Balding or McGlynn for buns, Munsingwear for shirts, Control Data, IBM, or NW Computers for computer services donated if possible.

After Walk:

--Due to self collection systems, workers need reminders.

--This role could be filled by teachers, principals, and honorary student chairpersons within schools.

--if pledge cards are computerized, the follow-up reminder could also be computerized.

- walker number
- distance
- sponsors
- money
- school number

--Students have responsibility to turn money into principal's office

--Society coordinator for that school or group must collect money and forward it to the foundation, which will be turn be allocated to proper places.

Awards:

Participants who collect recognitionable amounts of money will eb awarded with a plaque and a hearty smile from Bob Voigt.

--Finishers could receive "I'm a Whale of a Walker" button.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE MEETING  
December 9, 1976

The Executive Committee meeting of the Minnesota Zoological Garden Foundation was held on Thursday, December 9, 1976, at the Wentworth Office Building in West St. Paul at 4:00 p.m.

Attendance: John McKay, President; Richard Palen, Secretary/Treasurer; Firmin Alexander, John Tilton, members, Executive Committee; Donald Bridgwater, General Director, and Robert Bonawitz, Associate Director, Minnesota Zoological Garden; Robert S. Voigt, Executive Director, and Kathryn Rosebear, Administrative Assistant, Minnesota Zoological Garden Foundation.

The meeting was called to order at 4:07 p.m. by John McKay.

- I. Minutes of Board Meeting, November 11, 1976. Motion made for approval of minutes by Richard Palen and seconded by John Tilton. Motion carried.
- II. Treasurer's Report (Attachment A). Motion made for approval of Treasurer's Report by John Tilton and seconded by Richard Palen. Motion carried.
- III. Executive Director's Report (Attachment B). Bob Voigt said his report is attempting to look ahead at the coming year. It is important that the foundation also initiate long-term support through individual contacts, bequests, wills and annuities. In order to broaden the base of support, the foundation will have to enlarge their resource material for board member participation. He said some progress has been recorded but a lot more is needed in order to get one million dollars in commitments this next year. Firmin Alexander asked Bob Voigt if he has contacted all of the board members regarding potential prospects. Bob Voigt said he has met with each board member at least once, but needs to meet again with each board member to determine their specific areas of interest and potential help. Alexander said Voigt should go to each one with the lists of prime prospects and ask who they would accept for contact. Bob Voigt also reported that there is public money that could possibly help on some aspects of the zoo program.

John Tilton suggested developing a model letter that could help in soliciting bequests. He suggested mailing the letter to members of the Minnesota Zoological Society and others who have expressed an interest in the zoo.

Richard Palen suggested working through the Minnesota Bar Association. John McKay said we need to get an attorney to draft the legal bequest statement and publish it in the Zoo News and the MZS Newsletter.

John Tilton suggested the foundation stress percentages rather than dollars of net estate.

Don Bridgwater said the Zoo Newsletter mailing list would be appropriate and would reach everyone.

Richard Palen suggested two groups be contacted by letters:

- (1) Zoo Newsletter mailing list, and
- (2) Minnesota Bar Association

Motion made by Firmin Alexander that two groups of letters be sent regarding bequests solicitations and John Tilton seconded. Motion carried.

Bob Voigt said the Calls and Contacts Report is self-explanatory and told the committee if they know any prospects, a call in our behalf would be very helpful.

#### IV. New Business.

a) board member appointment - Bob Voigt said Ken Knopf has accepted and was elected at the annual meeting. Firmin Alexander said he visited with Joe O'Neill and he has agreed to serve on the Foundation Board. Firmin Alexander moved for the appointment of Joe O'Neill and John Tilton seconded that he be a new Foundation Board member for a three-year term. Motion carried.

John McKay said a letter will be sent to Joe O'Neill regarding his appointment.

Firmin Alexander said he is reappointing all board members that are currently on the State Zoo Board. There are three vacancies-- one elected and two appointed.

b) fund disbursement policy (Attachment C) - Under retainer, it was suggested to read:

"The necessary funds to run the Foundation will be retained by the Foundation for its operating program." Richard Palen moved we delete any reference to a percentage in the fund disbursement policy statement. Firmin Alexander seconded the motion. Motion carried.

Don Bridgwater said the intent was to set up some periodic disbursement so bookkeeping becomes a lot neater. The zoo cash flow needs are a little bit difficult to predict.

Firmin Alexander said Foundation disbursements should be reviewed quarterly and could probably tie it in to board meetings. He said the Foundation should base the disbursement on a request from the Zoo Board. He said there will be unrestricted funds and specific funds. When a certain area is built it should be reviewed and recognition given to the zoo project, the donor and the Foundation at that time.

Dick Palen suggested the Fund Disbursement Policy should read "taking maximum publicity of fund transfers."

Don Bridgwater said the interest part should be discussed further.

It was decided the Fund Disbursement Policy will be discussed at the next Executive Committee meeting. Don Bridgwater and Bob Voigt will discuss it prior to the next Executive Committee meeting and make recommendations at the meeting.

Discussion followed regarding the Personnel Policies that had been examined at the last meeting and the changes which were requested. Firmin Alexander moved for approval. John Tilton seconded. Motion carried.

Firmin Alexander asked Richard Palen to go over them as he has had considerable experience in that area and they can always bring them back for revisions.

The meeting adjourned at 5:20 p.m.

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John C. McKay  
President  
Minnesota Zoological Garden Foundation

Top Priority Prospect Development

Athwin Foundation	Hubbard Foundation
Baker Foundation	Kresge Foundation
Bemis Foundation	McKnight Foundation
Blandin Foundation	Minnesota Elementary School
Bremer Foundation	Principals' Association
Burlington-Northern Foundation	Northwest Area Foundation
Control Data	O'Shaughnessy Foundation
Cowles, John	Pillsbury Foundation
Cowles, Russell	Plywood Minnesota
Dayton-Hudson Foundation	Reuben, James
Elwell Family Foundation	Southways Foundation
Fuller, H. B., Company	Tennant Company
Gretsch, Mrs. Gerald	

EXECUTIVE DIRECTOR'S REPORT - DECEMBER 1976

This month's report will attempt to look ahead at the projects and involvements that I see as components of our 1977 program.

We have established a good base of operations during this first year. Our effort has been directed toward establishing procedures and policies as well as initiating the development program.

Our results to date show commitments of \$369,495.00 for the Minnesota Zoological Garden, \$90,505.00 for the Minnesota Zoological Garden Foundation, and proposals outstanding amounting to \$2,008,567.00.

From this beginning, we have the challenge ahead to keep the momentum and to initiate new programs that will be even more effective and produce greater funding benefits for the Minnesota Zoological Garden.

The foremost goal during 1977 is to secure commitments of one million dollars (more if possible) and secondly to develop a cash flow that will be utilized in the construction commitments of the Northern Trek.

The programs that will be most effective will be those that involve the participation of all board members in various roles that are instrumental in opening doors and assisting staff in calling on prospective donors. A more active role will help the Foundation accomplish its goal. This participation could also include bringing prospects to the zoo site or recommending key persons in corporate positions that staff should cultivate. The Foundation staff and other board members are available to assist upon call. We will also be taking a more encouraging approach to involve each member in a way that is most appropriate and possible.

Attached to this report are several categories of Foundations and Corporations that appear to be major opportunities for our program in 1977. These examples are prospects that we intend to contact this next year. Their combined potential of financial support is enough to make our total campaign goal. However, each prospect deserves some personal contact and cultivation before we can make a direct application for support. Time is a most significant element. The Foundation staff needs individual help to be most effective. To volunteer help is the easiest if anyone knows someone among these prospects. Any ideas?

Promoting community awareness of the Zoo Foundation is also the job of the Foundation--not in the same way that the marketing program of the Minnesota Zoological Garden approaches this assignment--but in a way that our community becomes aware of the Foundation, its needs, and opportunities available to help. We believe there is much potential within the state of Minnesota and hope to tap some of it this next year. One method will be to participate whenever possible in programs that invite a sharing of information on the zoo and the foundation. We encourage all board members to tell their friends about our program and then to let the Foundation staff know when you find interested listeners. There is much to share on the total program...slides, newsletters, brochures, etc. Staff would welcome opportunities to explore any avenue of potential support.

There appears to be some number of persons throughout the community who would like to become involved in a small way to aid in the development of the Foundation. You may know several...we have met a few. Perhaps we can develop an advisory or supportive program that can utilize these energies and talents to our benefit. It is my hope that an adjunct group may be formed to assist us in our fund development program. Their mission could be also to identify prospects, open doors, participate in development efforts on behalf of the Foundation, and bring in results needed to meet our goals. This idea is still in concept stage and will be structured and submitted for approval prior to any creation or activity.

We hope to explore sources of funds available through various governmental programs. The intent will be to identify agencies that provide funds for development as well as programs, operations, research or education that could be directed to the Minnesota Zoological Garden. If funds could be provided for operations, then revenues or appropriations could be redirected for capital expenditures.

National foundations also provide opportunities that are not often associated with projects in Minnesota. We have a proposal in process to submit after January 1, 1977, to the Kresge Foundation. Our effort will expand to identify more potential sources for grant applications including the LAW Fund, the Lilly Endowment, Exxon, Sears, Weatherhead, Shell, Mobil, etc.

For long term, on-going, permanent levels of support, we will be developing more approaches that will be attractive for individual consideration. This is the real "bread-and-butter" base of all development programs.

Initial contacts will be made to develop interest in an annual donation program. It will also be the intent to cultivate long term support through bequests, annuities and living trusts.

Personal solicitation of support is most successful when done on a direct basis and by a person who is a close acquaintance of the prospect.

More emphasis will have to be directed toward the potential of Foundation Board members becoming more active in both the identification of prospects and the participation in the individual solicitation effort.

Sources exist from which we could develop lists of key community leaders and individuals that may be among the higher income groups. However, it would be detrimental to our long term objectives of developing and maintaining personal support if we were to instigate an impersonal campaign. Therefore, we should work with the persons known to us and continue to widen our base of acquaintances with others who can help with the personal introductions.

National giving patterns are substantiated by reports of local campaigns...that approximately 80% of all funds raised are from individuals.

In order to establish our base for on-going long term support from this sector of our society, it is imperative that this individual sector be developed now and continued for the future.

During the past several months, I have had a number of informal visits with executives of local Chambers of Commerce and leaders from other community organizations. I believe there are ways in which we may more effectively communicate our needs and programs to members of groups like these, trade associations, corporate leaders, foundation staff associations, statewide development groups, and the like. It is my intent to determine how best we might do this, the time commitments and staff needed, costs, and probable results. This process is partially an ongoing continual communication effort as well as a potential major program area for the future.

To do all the things that need to be done to reach our financial goal and operational goal, there are several structural needs that should be met. First I believe we will need to add a regular half-time stenographer in January to meet some of the typing and clerical needs. Perhaps around July the work load will develop to the extent of that position becoming a full-time responsibility. The program actively should be focusing more on individual potentials and subsequent programs of individual solicitation. This universe is much greater than

either the corporation or foundation list which will still be a major potential annual source. Our operating budget appears to be adequate to support the additional person and the support materials, additional desk and typewriter later this year.

The lease for the office continues through July 1, 1977. It is my opinion that the present location and space adequately meets our needs at this time. Further consideration will be given to this question next year as our program continues to develop.

I am looking forward to the participation of our two new board members: Ken Knopf, Chairman of the Board of Pako Corporation, and Joe O'Neill, Attorney from St. Paul. We still have one elected position open on our board (waiting for report from Ed Lund of Honeywell) and two appointed positions.

1977 will be an exciting year for all of us. Much of the preliminary ground work accomplished this year will result in major commitments of financial support this next year. Our contacts need to be expanded. Our program needs to be promoted. Our results will follow.

Robert S. Voigt  
Executive Director

## MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

CALLS AND CONTACTS - 11/12/76-12/7/76

Bayport Foundation	Andersen	Voigt
Bell Foundation	Anderson	Voigt
Burlington-Northern RR	Ashton	McKay
Burlington-Northern RR	Farrell	Gelfand
Cargill Foundation	Anderson	Voigt
Control Data Corporation	Johnson, Lohn	Voigt, Bonawitz
Economic Development Administration	Arnold	Rosebear
Edina Federated Junior Women's Club	Taylor	Rosebear
First Nat'l Bank/St. Paul	Van Hoef	Voigt
Fuller, H.B., Company	Durrenberger	Voigt
Hartz, L.B., Company	Hartz	Hanson
McKnight, Sumner T., Foundation	Kroeger	Voigt
Mendota 4-H Club	Smallidge	Voigt
Mid-American Bank of Eagan	Stevenson	Plucker
Minneapolis Industrial Development Commission	Risk	Voigt
Minneapolis Star & Tribune	Hawthorne	Gelfand
Minnesota Gas Company	Kraemer, True	Voigt
3M Company	Larson, Luis, Kosanke	Voigt, Bridgwater, Rongren
Northern States Power Co.	Carney	Voigt
Northern Natural Gas Co.	Strauss, Finnegan	Engels, Voigt
Pillsbury Co. Foundation	Cummings	Voigt
Piper, Jaffray & Hopwood Inc. (Minneapolis)	Fischer	Voigt
Piper, Jaffray & Hopwood Inc. (St. Paul)	Everson	Voigt
Plywood Minnesota	Dodor	Rosebear
Predco, Inc.	Hollis	Rosebear
Prudential Insurance Co.		Tilton
Rubin, James		Rosebear
St. Paul Foundation	Verret	Voigt
Sioux Line RR	Marosek	Voigt
Trumble and Associates, Inc.	Trumble	Voigt
United Air Lines	Zumbrunner	Voigt
U.S. Dept. of Commerce	Mattson	Voigt

CORPORATE PROSPECTS - METRO AREA

	<u>Net Worth in Thousands</u>	<u>Example (ratio of .0002675) Potential</u>
American Hoist & Derrick Co.	76,134.5	20.0 (Fdn.)
Apache Corp.	66,169.1	17.5 (Fdn.)
Applebaum's Food Markets Inc.	8,559.0	2.5
Bemis Co. Inc.	159,375.0	40.0 (Fdn.)
Briggs Transportation Co.	5,912.4	1.5
Brooks-Scanlon, Inc.	38,134.0	10.0
Buckbee-Mears Co.	24,739.4	6.5
Burlington Northern	1,611,643.0	400.0 (Fdn.)
Comten, Inc.	5,791.0	1.5
Control Data Corp.	890,747.0	230.0
Conwed Corp.	28,588.0	7.5
Cornelius Co.	15,076.9	4.0
Data 100 Corp.	12,718.3	3.5
Data Card Corp.	5,495.3	1.5
Dayton Hudson Corp.	356,111.0	95.0 (Fdn.)
Donoran Companies Inc.	24,740.9	6.5
Economics Laboratories Inc.	117,824.0	31.5
Fingerhut Corp.	52,883.6	14.0 (Fdn.)
Fuller, H. B. Co.	32,787.0	9.0
Gamble-Skogmo, Inc.	224,615.0	60.0
Graco, Inc.	25,526.3	7.0
Green Giant Co.	101,142.9	27.0 (Fdn.)
Hoerner Waldorf Corp.	161,568.0	43.5
International Multifoods Corp.	122,285.0	32.5 (Fdn.)
Inter-Regional Financial Group Inc.	15,296.8	5.0
Investors Diversified Services Inc.	271,653.1	72.5
Josten's, Inc.	46,872.0	12.5 (Fdn.)
Kodicor, Inc.	7,929.5	2.0
LaMaur, Inc.	11,251.3	3.0
Leisure Dynamics, Inc.	13,006.0	3.5
MEI Corp.	22,171.5	6.0
MTS Systems Corp.	6,516.1	2.0
McQuay-Perfex, Inc.	30,875.4	8.5
Medtronics, Inc.	68,736.0	18.5
Mid-America Bancorporation Inc.	8,902.6	2.5
Minnesota Fabrics, Inc.	13,449.0	3.5
Minnesota Title Financial Corp.	11,402.7	3.0
Modern Merchandising Inc.	20,802.9	5.5
Munsingwear, Inc.	33,902.5	9.0
Murphy Motor Freight Lines, Inc.	13,693.6	3.5
Napco Industries, Inc.	12,975.4	3.5
Nash Finch Co.	40,348.4	11.0
North Central Airlines, Inc.	47,152.0	12.5

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	<u>Net Worth</u> <u>in Thousands</u>	<u>Example</u> <u>(ratio of</u> <u>.0002675)</u> <u>Potential</u>	
North Central Companies	9,204.8	2.5	
Northern States Power Co.	1,608,390.0	45.0	
Northrup King & Co.	69,945.5	18.5	
Northwest Airlines, Inc.	589,990.9	150.0	
Northwestern National Life Ins. Co.	91,643.0	25.0	
Onan Corp.	47,691.2	12.5	
Pacific Gamble Robinson Co.	34,457.7	9.0	
Pentair Industries, Inc.	9,520.8	2.5	
Pillsbury Co.	222,372.3	60.0	(Fdn.)
Rembrandt Enterprises, Inc.	3,501.6	1.0	
Rosemount Inc.	10,728.8	3.0	
St. Paul Companies, Inc.	324,929.0	85.0	(Fdn.)
Soo Line Railroad Co.	145,931.0	40.0	
Sunstar Foods, Inc.	7,911.5	2.0	
Super Value Stores Inc.	64,746.0	17.5	
Tennant Co.	22,384.7	6.0	(Fdn.)
Tonka Corp.	26,798.0	7.5	(Fdn.)
Toro Corp.	35,142.7	10.0	
Turbodyne	43,924.0	12.0	
Valspar Corp.	21,817.0	6.0	
Van Dusen Air Inc.	8,165.0	2.0	
Webb Co.	14,791.7	4.0	
Werner Continental, Inc.	12,400.2	3.5	
		<u>1,469.5</u>	

CORPORATE PROSPECTS - OUTSTATE

	<u>Net Worth</u> <u>in Thousands</u>	<u>Example</u> <u>(ratio of</u> <u>.0002675)</u> <u>Potential</u>
Arctic Enterprises, Inc. (Thief River Falls)	27,276.8	7.3
Bellanca Aircraft, Corp. (Alexandria)	2,754.4	.7
Domain Industries, Inc. (New Richmond)	13,360.2	3.6
Electro-Craft Corp. (Hopkins)	2,599.1	.7
Fiberite Corp. (Winona)	10,041.8	2.7
Gateway Transportation Co. Inc. (La Crosse)	16,832.0	4.5
Heileman, G. Brewing Co, Inc. (La Crosse)	39,344.0	10.5
Hormel, Geo. A. & Co. (Austin)	117,931.8	31.5
Johnson, E. F. Co. (Waseca)	11,843.7	3.2
Kahler Corp. (Rochester)	14,698.7	3.9
La Crosse Cooler Co. (La Crosse)	4,430.5	1.2
Lake Superior District Power Co. (Ashland)	37,156.6	9.9
Manufacturers Systems, Inc. (Detroit Lake)	2,250.4	.6
Marshall Foods, Inc. (Marshall)	11,640.0	3.1
Minnesota Power & Light Co. (Duluth)	205,497.1	54.9
National Presto Industries Inc. (Eau Claire)	75,282.6	20.1
Otter Tail Power Co. (Fergus Falls)	148,560.0	39.7
Peerless Chain Co. (Winona)	9,952.1	2.7
Raven Industries Inc. (Sioux Falls)	4,665.0	1.2
Sheldahl Inc. (Northfield)	7,059.5	1.9
Stearns Manufacturing Co. (St. Cloud)	2,740.1	.7
Sterner Lighting Systems Inc. (Winsted)	4,837.9	1.3
Trane Co. (La Crosse)	173,380.0	46.4
Washington Scientific Industries (Long Lake)	4,343.0	1.2
Waters Instruments Inc. (Rochester)	2,525.2	.7
		<u>254.2</u>

FOUNDATIONS PROSPECTS - METRO AREA

<u>Name</u>	<u>Annual Grants in \$1,000's</u>	<u>Max/5%</u>
Advance Foundation, Spring Park	98.0	5.0
American Linen Supply Fund, Inc.	35.0	5.0
Andreas Foundation	241.0	5.0
Athwin Foundation	190.0	25.0
Baker Foundation	117.0	5.0
Bean, F. A. Foundation	1,091.0	50.0
Bemis Company Foundation	381.0	25.0
Blandin Foundation	891.0	30.0
Bremer Foundation	723.0	25.0
Burlington Northern Foundation	759.0	50.0
Cargill Foundation	605.0	50.0
Carlson, Curtis L. Fdn.	78.0	20.0
Carolyn Fdn.	264.0	20.0
Chadwick Fdn. (Dayton Bros.)	35.0	2.0
Conwed Fdn.	47.0	2.0
Cowles, John & Elizabeth Bates Fdn.	212.0	11.0
Dain, Kalman, & Quail, Inc. Fdn.	124.0	6.0
Dayton-Hudson Fdn.	1,246.0	62.0
Elwell Fdn.	12.0	1.0
Ferndale Fdn.	93.0	5.0
Fullerton Fdn.	15.0	1.0
Gainey Fdn.	21.0	1.0
Graco Fdn.	91.0	5.0
Grain Terminal Fdn.	85.0	4.0
Green Giant Fdn.	158.0	8.0
Greystone Fdn.	101.0	5.0
Groves Fund	77.0	4.0
Hartz Fdn.	141.0	7.0
Hormel Fdn.	411.0	20.0
Hubbard Fdn.	85.0	4.0
Kahler Corp. Fdn.	49.0	3.0
Kelley, Margaret H. & James E. Fdn., Inc.	95.0	5.0
Lilly, Richard Coyle Fdn.	65.0	3.0
McKnight Fdn.	1,256.0	63.0
Marbrook Fdn.	116.0	6.0
Maslon Fdn.	72.0	4.0
Melamed Fdn.	53.0	3.0
Minneapolis Fdn.	709.0	36.0
Northwest Paper Fdn.*	98.0	5.0
O'Brien, Alice H. Fdn.	99.0	5.0
O'Shaughnessy, I.A. Fdn.	842.0	42.0

\*In process of liquidation

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Paulucci Family Fdn.	48.0	2.0
Phillips Fdn.	944.0	47.0
Pillsbury Co. Fdn.	458.0	23.0
Red Wing Shoe Co. Fdn.	82.0	4.0
Rivers, Margaret Fund	149.0	8.0
St. Paul Companies, Inc. Fdn.	17.0	1.0
Southways Fdn.	258.0	13.0
Tennant Co. Fdn.	64.0	3.0
Tonka Fdn.	64.0	3.0
Tozer Fdn.	329.0	17.0
Warner, Lee & Rose	97.0	5.0
Whitney Fdn.	64.0	3.0

\$767.0

NATIONAL FIRMS IN AREA - PROSPECTS

Archer-Daniels-Midland Company  
Armco Steel (Republic Steel)  
Beatrice Foods  
Eaton  
Exxon  
Fairmont Foods  
Ford Motor Company  
Gillette  
Gould, Inc.  
Greyhound  
Inland Steel  
International Business Machines  
International Paper Company  
Knight Redder Newspapers  
Litton Industries  
Pepsi Company  
Portec, Inc.  
Prudential Insurance Company  
Sears  
Sperry Rand Univac  
St. Regis Paper  
Standard Oil of Indiana  
Whirlpool

OTHER LOCAL PROSPECTS

Campbell-Mithun, Inc.  
Carlson Companies  
C.E.A. Carter-Day Company  
Contech, Inc.  
Despatch Industries, Inc.  
Durkee-Atwood Company  
Ellerbe Architects  
Fabri-tek, Inc.  
Farmers and Mechanics Savings Bank  
Gelco-Feld Corporation  
Holden Industries  
International Dairy Queen, Inc.  
Knox Lumber Company  
Land-O-Lakes  
Maple Island Inc.  
Mid-America Bancorporation  
Midwest Federal Savings and Loan Association  
Midland Cooperatives  
Minnesota Mutual Life Insurance Company  
M.T.S. Systems Corporation  
National Car Rental Systems, Inc.  
National City Bank of Minneapolis  
North American Life and Casualty Company  
Rauenhorst Corporation  
West Publishing Company

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

PERSONNEL POLICIES

I. POLICY STATEMENT

The following Personnel Policies, as proposed to the Executive Committee and Board of Directors of the Minnesota Zoological Garden Foundation, have been adopted at the meeting of the Executive Committee on December 9, 1976.

Policies should be reviewed annually by a committee appointed by the President of the Foundation. Any changes in policies and procedures must be confirmed by the Board of Directors.

Personnel policies, including employment, promotion, compensation, employment benefits, and termination, will be administered by the Executive Director in a non-discriminatory manner.

II. POLICY PRACTICES

A. Employment Procedures

The Board of Directors appoints the Executive Director and delegates to the Director authority to recruit, appoint, and dismiss staff within the approved operating program and budget of the Foundation. Job descriptions for each position to be offered by the Foundation will be prepared by the Director.

1. Employment Application

A formal application shall be filed by each applicant and followed by a personal interview. A letter confirming appointment will be sent by the Executive Director. A similar letter will be written to a present employee who is appointed to another position.

2. Probation

When an applicant has accepted an appointment, he or she shall serve in a probationary status for three months. Following the probationary period, the worker will understand that he or she will have continuing employment contingent upon satisfactory performance.

3. Terminations

a. Resignations

Any employee leaving the service of the Foundation

shall give a minimum of one month's written notice.

- b. Dismissal  
In the event of dismissal of any employee, such action shall be taken by the Executive Director.

Notification of dismissal shall be written, with specific cause for discharge stated. During the probationary period, no cause need be shown for dismissal.

No dismissal because of unsatisfactory performance shall be made without giving the employee an opportunity to correct or improve the problem areas.

#### B. Working Schedule

##### 1. Full-time Employees

Regular office hours will be maintained by full-time staff members. Working hours will be determined by the Executive Director in conformity with the demands of the Foundation.

Additional hours beyond the 40-hour week may be required of staff. Overtime hours must be accounted for by the employee and must be reported to the Executive Director. Compensatory free time equal to overtime hours worked may be taken by employees with the approval of the Director.

##### 2. Part-time Employees

Work schedules for part-time employees will be determined by the demands of the Foundation. Part-time employees will maintain work records subject to the approval of the Director.

### III. COMPENSATION

#### A. Salary Range

The Executive Committee shall recommend a salary range for the position of Executive Director. The Executive Director shall recommend salary ranges for other staff positions within limits of the approved operating budget.

Salary ranges will be comparable to the salaries being paid for similar functions in development programs and other foundations within the Twin Cities community.

B. Performance and Salary Reviews

A review of the Executive Director's performance shall be the responsibility of the Executive Committee. An annual evaluation shall be made by the Executive Committee in consultation with the Executive Director.

An evaluation of each employee's performance will be made in consultation with the employee by the Executive Director at the end of the probationary period and at least once annually thereafter.

An annual salary review of each employee shall be effected at some time during the year. An appropriate salary increase based on increased cost-of-living, merit, or a combination of both may be recommended at that time.

C. Payment

Salaries and wages shall be paid semi-monthly, on the fifteenth and last days of each month. If a payday falls on a weekend or holiday, paychecks will be issued on the preceding workday.

Exceptions to this payroll schedule may be made for temporary or part-time personnel, who may be paid bi-weekly or semi-monthly. In general, no salary advances will be allowed.

D. Reimbursable Expenses

Direct costs to the employee related to employment will be paid by the Foundation, as follows:

1. Car Allowance

Staff members using their own automobiles on Foundation business will be reimbursed at the prevailing rate established for state employees. Tolls and parking costs will also be reimbursed.

Employees regularly using their automobile on Foundation business are required to carry their own policies of automobile insurance. The Foundation will provide employer's non-ownership automobile liability insurance to cover obligations arising out of use for business of the Foundation.

2. Attendance at Conferences and Seminars

Work-related conferences, institutes, seminars, or workshops are regarded as educational opportunities. The Foundation will encourage attendance on a selective basis by allowing time and pay to workers who can be spared from the program.

Expenses which a staff member may incur while attending courses, seminars, or other job training sessions directly related to the employee's ability or performance on the job will be reimbursed by the Foundation.

At the discretion of the Executive Director, employees attending programs not directly related to their job performance may be granted a leave with pay, although no expenses will be reimbursed.

### 3. Other Expenses

Other direct costs related to employment will be paid by the Foundation as approved by the Executive Director in advance. These may include expenses incurred at luncheon or dinner meetings which staff members are required to attend, transportation, meal, or lodging costs while traveling on Foundation business, or other reasonable costs.

### 4. Expense Reporting

A detailed summary of reimbursable expenses will be submitted at the end of each month. Proper accounting for all reimbursable expenses must be made.

Expense checks will be written and distributed within the first week of the following month.

## IV. LEAVE POLICIES

### A. Holidays

All permanent employees shall receive paid time off for the following holidays:

New Years Day	January 1st
Memorial Day	Last Monday in May
Independence Day	July 4th
Labor Day	First Monday in September
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25th

Three floater days throughout the year may also be designated by the Executive Director as paid holidays. These three days are in lieu of additional holidays available to state employees: Presidents' Day, Columbus Day, and Veteran's Day.

B. Vacation Leave

1. Annual Vacation Leave

All permanently employed staff shall be granted annual leave with full pay, which shall accrue at the rate of eight hours monthly from their starting date. No annual leave, however, may be taken by any employee during the probationary period, although leave will accrue at the established rate. Prevailing schedules used by the state of Minnesota may be considered in establishing comparable vacations for years of continuous service.

Employees working less than forty hours weekly shall accrue vacation leave proportionate to their working schedule if they work at least one-half time on a permanent basis.

Annual leave shall be arranged in advance with the Executive Director for the mutual convenience of the staff and the Foundation.

2. Accrued Annual Vacation

It is expected that the full allowance of vacation will be used during the year in which it accrues. However, if it becomes necessary from the organization's standpoint to forego a part of the authorized vacation, the remaining days shall be cumulative through the succeeding year.

Persons continuing in the service of the Foundation shall not be paid for vacation not taken.

3. Equity Upon Termination

In the event of dismissal or resignation, accrued unused vacation shall be paid at the regular rate of pay.

C. Sick Leave

Sick leave with pay shall be granted to an employee because of absence necessitated by personal illness. For permanent employees, sick leave shall accumulate at the rate of eight hours monthly from the employee's starting date. Saturday, Sunday, and legal holidays shall not be charged to sick leave.

Employees working less than forty hours weekly shall accumulate sick leave proportionate to their working schedule if they work at least one-half time on a permanent basis.

Employees leaving the service of the Foundation will not be paid for sick leave not taken.

D. Leaves of Absence With Pay

In addition to holidays, vacation leave, and sick leave, employees may be eligible for the following leaves with pay:

1. Military Leave

Military leave will be granted in accordance with federal law.

2. Jury Duty

Employees subpoenaed for jury duty are to be compensated at their regular rate of pay. Payment received for jury duty is to be returned to the Foundation.

If an employee is not actively involved in a case, he or she will be expected to report to work.

3. Emergency Leave

Absences with pay not chargeable to vacation or sick leave may be granted to employees in cases of emergencies when authorized by the Executive Director.

Such emergency absences may include absence due to critical illness in the employee's immediate family, funerals which employees are obliged to attend, and other emergencies which warrant special allowance.

4. Voting Leave

Employees shall be granted leave to vote during the forenoon of election day as required by Minnesota law.

E. Leaves of Absence Without Pay

Maternity leave or extended medical leave will be granted without pay. The length of such leave will not exceed six months on an individual basis.

Additional leaves without pay may be granted at the discretion of the Executive Director. Requests for leave of absence without pay are to be made in writing to the Executive Director at least one month in advance. Requests shall clearly define the purpose of the request. Leaves may be for extended travel, education, or such other reasons deemed

appropriate by the Executive Director.

During leaves of absence without pay, employees will retain their employment status, but will receive no pay or other compensation.

#### V. FRINGE BENEFITS

##### A. Health Insurance

Group Health Plan, Inc., insurance shall be provided by the Foundation for any interested permanent employee. The cost of the policy will be paid by the Foundation.

Full written details on the policy will be provided to each new employee and to incumbent employees as the plan is changed.

##### B. Tax-Sheltered Annuity

Upon entering the employ of the Foundation, permanent employees will be provided with a tax-sheltered annuity plan through an insurance company specified by the Executive Committee. A percentage of each employee's gross income, equal to Social Security contributions, will be withheld from each paycheck and matched by equal funds from the Foundation.

Employees may opt to set aside up to an additional four percent of their salary to be matched by the Foundation at the rate of one and one-half percent for each one percent contributed by the employee. Employees may also designate an additional percentage of their salary to be withheld, up to the twenty percent total limit of gross income imposed by federal law; this percentage will not be matched.

Part-time employees working a minimum of twenty hours weekly may opt to participate in the same plan.

All deferred savings through tax-sheltered annuity investment are tax-exempt until distributed and received by the employee. Specific information regarding the plan will be available in the Foundation's business office.

##### C. Life and Disability Insurance

Life and disability insurance plans are available to each permanent employee of the Foundation. The cost of the policies shall be covered by the Foundation.

A life insurance policy with a guaranteed amount of five thousand dollars (\$5,000.00) shall be issued to each permanent employee after the ninety-day probationary period. Eligibility shall be determined by the carrier.

The disability insurance plan shall provide a tax-free income based on salary for two years when an employee is disabled by illness, and a tax-free income for life when an employee is permanently disabled by injury.

Part-time employees working a minimum of twenty hours weekly may opt to participate in the insurance plan on a pro-rated basis.

Specific information on both insurance plans will be available in the Foundation's business office.

#### D. Unemployment Compensation

All employees of the Foundation are covered under the Minnesota Unemployment Act of January, 1972. When an employee terminates, he or she may apply for benefits at the Minnesota Department of Employment Services.

Eligibility for benefits will be determined according to reason for separation and other established guidelines.

#### E. Worker's Compensation

Worker's Compensation Insurance is provided for all employees in accordance with the Minnesota Worker's Compensation statutes. Eligibility for benefits shall be determined by the carrier.

### VI. PERSONNEL ADMINISTRATION

Administrative procedures for the implementation of these personnel policies, including the maintenance of personnel records, shall be the responsibility of the Executive Director.

### VII. EXCEPTIONS TO PERSONNEL POLICIES

The Executive Director may recommend exceptions to the provisions of these policies subject to the approval of the Executive Committee and confirmation by the Board of Directors.

A PROPOSAL TO ESTABLISH A TAX SHELTERED ANNUITY PROGRAM  
FOR THE EMPLOYEES OF THE MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

The Minnesota Zoological Garden Foundation is not liable for social security taxes under the regulations that apply to the 501(c)(3) section of the Internal Revenue Code and to organizations described in section 509(a)(3) unless the Minnesota Zoological Garden Foundation files a waiver of exemption certificate as provided in the Federal Insurance Contributions Act.

Recommendation #1: The Executive Director recommends to the Minnesota Zoological Garden Foundation Executive Committee that the foundation does not file a waiver of exemption of F.I.C.A. taxes.

Recommendation #2: The Executive Director recommends to the Minnesota Zoological Garden Foundation Executive Committee that individual T.S.A. accounts be established with the Franklin Life Insurance Company for each permanent employee of the foundation working at least half-time and payment be made into the account at a rate equal to the prevailing withholding rates of social security.

Recommendation #3: The Executive Director recommends to the Minnesota Zoological Garden Foundation Executive Committee that each employee contribute to the T.S.A. account at a rate equal to the prevailing withholding rates of social security.

Recommendation #4: The Executive Director recommends to the Minnesota Zoological Garden Foundation Executive Committee that the Minnesota Zoological Garden Foundation make additional payments into the individual T.S.A. account as contributions toward the employees personal retirement program. This amount would be equal to 6% of the employees gross income each pay period.

Recommendation #5: The Executive Director recommends to the Minnesota Zoological Garden Foundation Executive Committee that each employee contribute 4% of gross income each pay period into the individual T.S.A. account.

Recommendation #6: The Executive Director recommends to the Minnesota Zoological Garden Foundation Executive Committee that an option may be provided for individual employees that do not wish to participate fully in the T.S.A. benefit program:

- a. The basic program in lieu of social security will be established for all full-time, permanent employees, after completing the 90 day probationary period.

- b. However, if the employee chooses not to make any contribution over and beyond the prevailing social security comparable, the Foundation will not be required to make its contribution.
- c. If the employee chooses to make a contribution at a rate of less than 4% per pay period, the Foundation's match will be at a rate of one and one-half times the employee's amount.
- d. This option will be available to the employee only once a year in advance of the respective pay periods, and according to variations available in structuring payments as provided by the insurer.

Recommendation #7: The Executive Director recommends to the Minnesota Zoological Garden Foundation Executive Committee that this program be adopted at its meeting on December 9, 1976, and that the provisions be retroactive to February 1, 1976, the date formal operations commenced for the Minnesota Zoological Garden Foundation.

A PROPOSAL TO ESTABLISH A LIFE INSURANCE PROGRAM  
FOR THE EMPLOYEES OF THE MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

The Executive Committee of the Minnesota Zoological Garden Foundation has expressed a commitment to provide life insurance to Foundation employees at a level commensurate to the protection provided by the State of Minnesota for employees of the Minnesota Zoological Garden.

The Executive Director has investigated several life insurance companies that provide coverage of small groups or individuals as members of professional associations, social service organizations, school districts, and United Way agencies.

Recommendation #1: The Executive Director of the Minnesota Zoological Garden Foundation recommends to the Executive Committee that the Franklin National Life Insurance Company be selected as the provider of individual life insurance policies on each permanent full-time employee of the Minnesota Zoological Garden Foundation.

Recommendation #2: The Executive Director of the Minnesota Zoological Garden Foundation recommends to the Executive Committee that coverage of \$5,000 term life insurance be provided at no cost to the employee. After five years of service the Foundation will increase the coverage to \$10,000.

The following provisions will apply:

- a) insurance will commence after the 90-day probationary period
- b) additional insurance coverage may be purchased by the employee, and with the provisions or conditions established by the carrier
- c) variations in the type of policies (i.e., whole life instead of term) or variations of amount of coverage purchased by the Foundation (i.e., different amounts for different positions) will be reviewed and approved by the Executive Committee

Recommendation #3: The Executive Director of the Minnesota Zoological Garden Foundation recommends to the Executive Committee of the Minnesota Zoological Garden Foundation that this proposal be adopted at the Executive Committee Meeting on December 9, 1976, and that the Executive Director be authorized to establish these applicable benefits for Foundation employees.

A PROPOSAL TO ESTABLISH A DISABILITY INSURANCE PROGRAM  
(Income Protection Plan)  
FOR THE EMPLOYEES OF THE MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Disability insurance coverage is a benefit plan that is often included in a benefit package offered by major employers to their employees.

The State of Minnesota offers employees a program not to exceed two-thirds of a person's monthly salary.

Because the Minnesota Zoological Garden Foundation has chosen not to file a waiver of exemption of F.I.C.A. taxes, a separate disability insurance program would appear to be desirable as a supplemental benefit plan.

Recommendation #1: The Executive Director of the Minnesota Zoological Garden Foundation recommends that the Executive Committee of the Minnesota Zoological Garden Foundation approve the program for the Foundation to purchase disability insurance for the permanent, full-time employees of the Foundation.

Recommendation #2: The Executive Committee of the Minnesota Zoological Garden Foundation authorizes the Executive Director to act on behalf of the Foundation to contract with the Franklin Life Insurance Company as the insurer.

Recommendation #3: The level of coverage provided will be at a level of fifty percent of the employee's monthly gross salary.

Recommendation #4: It is recommended that this proposal be adopted by the Executive Committee at the Executive Committee Meeting on December 9, 1976.

## I. T.S.A. ACCOUNTS VS. I.R.A. ACCOUNTS

1. IRA accounts restrictions greater than T.S.A.
2. IRA penalty 10% for withdrawals -- no penalty for TSA withdrawals.
3. TSA program can provide SS benefits without cost added to individual income.
4. Insurance policies can be part of TSA program.
5. Disability benefits -- under SS no change in benefits or increase if disabled -- Under TSA benefits do increase because insurance company pays into program.
6. Flexible -- with change of employment -- past credit is available and retroactive lump sum available.
7. Optional program for employees.
8. Return greater than SS.
9. Variable payment annuity available.
10. Program changeable annually to meet changing needs.

## II. WHY FRANKLIN LIFE INSURANCE COMPANY

1. Company offers more insurance programs than any other.
2. Already serves many small agencies and foundations in the area.
3. School systems in Minnesota -- most covered by any company.
4. Company in top five insurance companies in Minnesota.
5. Recommended by Greater Minneapolis Day Care Association.
6. Company covers Minneapolis, St. Paul, and suburban school districts.
7. Douglas Last, Area Manager, with company 14 years, local agent.
8. Company prepares annual IRS form EBS-1.

## III. OTHERS CONSIDERED

1. Individual Retirement Accounts - First National Bank
2. Lincoln National Life Insurance Company
3. National Health and Welfare Retirement Association, Inc.
4. State Mutual Life Assurance Company of America

MINUTES OF ANNUAL MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
BOARD OF DIRECTORS

November 11, 1976  
4:00 p.m.

The Annual Meeting of the Minnesota Zoological Garden Foundation Board of Directors was held on Thursday, November 11, 1976, at the Minneapolis Club, Hearth Room, Minneapolis.

Members present: John C. McKay, President; David W. Onan, II, Vice President; G. Richard Palen, Secretary-Treasurer; F. L. Alexander; W. John Driscoll; Robert Engels; Louis Gelfand; Reuel Harmon; Mary Ann Scroggins; Karla Williams.

Others present: Robert S. Voigt, Executive Director; Kathryn Rosebear, Administrative Assistant; Gloria Bridgwater, Minnesota Zoological Garden Foundation; Donald D. Bridgwater, General Director; Robert Bonawitz, Associate Director, Operations and Visitor Services; and Beverly Rongren, Director, Interpretive Services; Minnesota Zoological Garden.

Visitor: Maurice Scroggins.

John McKay called the second Annual Meeting of the Minnesota Zoological Garden Foundation to order at 4:15 p.m. and requested that the Secretary, G. Richard Palen, read the Minutes of the First Annual Meeting of October 17, 1975. Approval of minutes was moved by Mary Ann Scroggins and seconded by Reuel Harmon. Motion Carried.

President McKay asked the Treasurer, G. Richard Palen, to present the audit for fiscal year ending June 30, 1976, and the current Treasurer's Report. Both items were reviewed by Bob Voigt as the finished audit had only just been received from the firm of Peat, Marwick, Mitchell and Company. The report, prepared on a cash receipts basis, is a complete certification with the qualification that the auditors allocation of funds for operations and solicitations is based upon the information presented by the Foundation staff. Bob Voigt explained that the audit is consistent with standards established for foundations.

David Onan asked if Peat, Marwick will give the Foundation a fully certified audit next year. Bob Voigt said if each employee kept a daily work report this could be done, but Peat, Marwick did not think this was necessary. Don Bridgwater asked if this is germane to qualify for tax-exempt status. Bob Voigt said the auditors reported this would fully qualify the Foundation for continued tax-exempt status.

Ace Alexander said all non-profit charitable organizations file a statement early so the Attorney General can certify the organization as a worthy charity.

Lou Gelfand said then you only list all of your expenditures. Don Bridgwater asked if separating expenditures for external and internal activities was necessary to maintain tax exempt status. Bob Voigt said this procedure would be reviewed with the auditors and completed according to instruction.

The Monthly and Cumulative Financial Report dated October 31, 1976, was explained by Bob Voigt. Discussion followed regarding the transfer of funds from the Foundation to the Zoological Garden. Ace Alexander suggested that the Foundation publicize fund transfers, indicating the funding source and naming specific exhibits funded, noting it is good publicity.

Reuel Harmon said such action also insures public confidence that the money is going where it is intended. It was decided to have further discussion later when the fund transfer policy is reviewed.

Don Bridgwater stated that, by the end of this month, a cash flow analysis of the Minnesota Zoological Garden project in terms of commitments will be completed and that information provided at the next Foundation Executive Committee meeting in December. Discussion followed on alternatives for maximizing return on gifts until expended for zoo construction.

John McKay said the point is well taken that we should get as much mileage as possible out of any transfer of funds and at the same time get some publicity.

Bob Voigt noted that, to date, the Foundation is well below its first year's operating budget and that funds presently in-hand would provide one more year's operation. Ace Alexander asked if the Bush Foundation grant required any more reports. Bob Voigt said he has sent them a report as required within 90 days of fiscal year end and has advised Bush staff members that audit information would be forwarded when it is available.

Ace Alexander commended John McKay and Bob Voigt on their well managed, prudent use of resources. He then moved for approval of the audit. Richard Palen seconded the motion. Motion Carried.

Mr. McKay then turned the board's attention to the Director's Report. Bob Voigt expressed his appreciation of the opportunity to serve the Board during the Foundation's first year. He said the Summary Statement outlined the accomplishments during the year, and could be read for details later. The results are identified in the other attachments titled Gifts, Grants and Donations. The current month's calls are in the attached Contact Report. Bob Voigt explained the donations information goes through November 9th and that he had received additional good news this morning that First Bank System has made a commitment of \$100,000 over a period of four years. He noted their expressed appreciation of visiting the zoo site and said this is just the beginning of their on-going donations. Based upon First Bank's traditional criteria, this commitment exceeds their normal percentage of giving by one percent.

Lou Gelfand asked if knowledge of this grant would be helpful to parties to whom the Foundation delivers proposals. Bob Voigt said yes, and major commitments are reported as a basis to encourage others to support the project.

Bob Voigt said one of the activities most helpful to the Foundation program has been the direct call or letter by the M.Z.G. Foundation board members with key corporate leaders who can be contacted subsequently by staff.

Mary Ann Scroggins asked what were the Foundation fund goals. John McKay said \$400,000 this year (1976) and \$1,000,000 the next calendar year (1977). Bob Voigt referred to Attachment D, Gifts, Grants and Donations, and said the Foundation currently has \$361,000 in commitments.

Don Bridgwater said the \$400,000 goal does not reflect cash in hand. The project assumed that we would be able to release \$1,175,000 in order to complete construction that is going on now and with the pledges in cash to date plus what is already in the coffers of the state, the total would come to close to \$1,165,000 which means we are \$9,950 short of anticipated commitments. The balance needed beyond that to release entire matching funds amount to \$1.2 million. If the Dairy Queen commitment is counted, the zoo can meet its cash flow. Actually needed is \$930,000 in additional commitments in order to release the \$2.350 match. He further noted the Executive Director has led us pretty close to where we wanted to be in November. John McKay said it takes longer to get the contacts made and the lead time is greater than anticipated. He said there have been a lot of contacts made and some people are waiting to commit, but the coming year will reflect the work done thus far. We also are developing new techniques as we go along. Mr. McKay said as a report from the President, he is satisfied and thinks Bob Voigt has gotten the Foundation off to a good start. President McKay also encouraged every board member to give Bob all of the assistance possible.

Mary Ann Scroggins asked about the Foundation's program for grants and bequests. Bob Voigt said that individual solicitation and estate development are very time consuming and deferred benefit activities. He said the Foundation has had inquiries from a number of individuals regarding individual donations or bequests, and he has referred these individuals to their attorneys or accountants. John McKay said the Foundation is trying to emphasize approaches that will reflect money right now and is trying to make the first effort where it reflects the greatest return on invested time. He further noted that one new idea in the mill is a "Whale of a Walk" involving the Minnesota Elementary Schools. This idea was suggested by board member Bob Ferguson.

Mary Ann Scroggins said the Board needs to set up a meeting with the Minnesota Zoological Society as to who should handle this sort of fund-raiser and that clarification needs to be made so the Foundation and the Society are cooperating and working together. John McKay said it was a matter of open information and communication. He suggested setting a date and expressed hope that none of the activities of the Foundation or the Society will deter anyone from getting money for the zoo.

Ace Alexander said the Zoo Board has designated the Foundation as the official money raising organization and if the Society wishes to raise money, it should be coordinated by the Foundation.

Mary Ann Scroggins said we should defer this to a committee meeting. Bob Bonawitz suggested reviewing the Fund Development Guidelines which address the Foundation, Society and Board. Mary Ann Scroggins suggested a meeting be set up to discuss the issue because some of the Society board members are concerned about the possibility of too many uncoordinated, understaffed projects.

President McKay asked if there was any New Business. There was none. President McKay presented the Nominating Committee Report, Election of Board and Election of Officers as follows:

Election of Board

Persons recommended by Chairman of Zoo Board, Firmin Alexander, to serve as Appointed Directors of MZG Foundation for a term of one year:

- |                         |                    |
|-------------------------|--------------------|
| 1. Alexander, Firmin L. | 6. Seal, U. S.     |
| 2. Engels, Robert H.    | 7. Tilton, John E. |
| 3. Ferguson, Robert     | 8. Tobler, Adolf   |
| 4. Hanson, Norma        | 9. Wagner, Jerome  |
| 5. Scroggins, Mary Ann  | 10.                |
|                         | 11.                |

Persons recommended by Nominating Committee of Foundation, John C. McKay, Chairman, to serve as Elected Directors of MZG Foundation:

For the term ending November, 1977:

1. Kinney, E. Robert
2. McDonald, Malcolm
3. Moss, Rev. Alan W.
4. Salet, Richard
5. Williams, Karla

For the term ending November, 1978:

1. Driscoll, W. John
2. Harmon, Reuel
3. McKay, John C.
4. Onan, David W.
5. Palen, G. Richard

For the term ending November, 1979:

1. Freeman, Larry S.
2. Gelfand, Louis I.
3. Knopf, Kenneth M.
- 4.
- 5.

Election of Officers

The following individuals are recommended for re-election to serve as officers of the MZG Foundation for a term of one year:

President	John C. McKay
Vice President	David W. Onan, II
Secretary-Treasurer	G. Richard Palen

Bob Voigt presented information on the new proposed board member, Kenneth M. Knopf, Chairman of the Board, Pako Corporation, noting he has traveled widely and is an avid follower of zoo programs across the country. Ace Alexander moved that Kenneth M. Knopf be approved as a new board member and Richard Palen seconded the motion. Motion Carried.

Reuel Harmon moved the Foundation accept the Nominating Committee Report. David Onan seconded the motion. Motion Carried.

The meeting was adjourned at 5:30 p.m.

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JOHN C. MCKAY  
PRESIDENT  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

# MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Suite 218

33 Wentworth East  
West Saint Paul, Minnesota 55118

Tel. 457-2579

*Fall*

## OFFICERS & DIRECTORS

- \*John McKay  
President
- \*David W. Onan II  
Vice President
- \*G. Richard Palen  
Secretary-Treasurer
- Reuel Harmon
- Larry S. Freeman
- \*Firmin L. Alexander
- \*Robert H. Engels
- James Weiler
- \*John Tilton
- Adolf Tobler
- Mary Ann Scroggins
- Dr. U.S. Seal
- Jerome Wagner
- Robert Kinney
- Malcolm McDonald
- Reverend Alan W. Moss
- W. John Driscoll
- Richard Salet
- Karla Williams

## NOTICE OF EXECUTIVE COMMITTEE MEETING

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation will be held on Friday, October 15, 1976 at 2:00 p.m. at the Minnesota Zoological Garden site in the Internal Services Building.

\*Executive Committee

In addition to the regular agenda items, your attendance at this meeting is important because we will be discussing a preliminary draft of a proposed personnel policy, a fund disbursement policy and arrangements in process for our annual meeting.

*20,000*  
*06*

*\$ 1,200.00*

*20,000*  
*04*

*1,600.00*

*(800.00)*

- 1) Over time*
- 2) Equal opportunity*

*\$ 3,200.00*

*11:00*  
*Oct. 26*

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE MEETING  
September 17, 1976

The Minnesota Zoological Garden Foundation Executive Committee meeting was held on Friday, September 17, 1976 at 2:00 p.m. at the Internal Services Building at the zoo site.

Attendance: John C. McKay, President; Firmin Alexander, John Tilton, and Bob Engels, Members, Foundation Executive Committee; Norma Hanson, Mary Ann Scroggins, and Jerome Wagner, Foundation members; Donald Bridgwater, General Director, Minnesota Zoological Garden; Robert S. Voigt, Executive Director and Kathryn Rosebear, Administrative Assistant, Minnesota Zoological Garden Foundation.

John McKay called the meeting to order at 2:15 p.m.

I. Minutes of Board Meeting, August 20, 1976.

Motion by Bob Engels and seconded by John Tilton to accept the minutes as mailed. Minutes approved.

II. Treasurer's Report (Attachment A)

John McKay called upon Bob Voigt to present the Treasurer's Report and answer questions on the information reported. Motion for approval of the Treasurer's Report was made by John Tilton and seconded by Bob Engels. Motion carried.

III. Director's Report (Attachment B)

The information presented in the Director's Report was reviewed by Bob Voigt. He also reviewed the new office resource for foundation solicitation--a book obtained from the Minnesota Foundation which is a complete compilation of financial and personal data obtained from foundations annual 990 IRS Reports. The book will be available in the foundation office for everyone to use.

Mary Ann Scroggins asked if any thought had been given to Dewit Wallace of Reader's Digest as a prospect as he has given substantial amounts to Macalester College and to the Bronx Zoo. She suggested asking for money for the aviary as Mrs. Wallace has a strong interest in birds.

John Tilton asked if anyone has talked with John Mooty of Dairy Queen. Bob Voigt reported that Mr. Mooty is shown on the contact list under John Tilton's name. Don Bridgwater recommended that this approach would be best at a later date after all contract negotiations are complete.

a. current calls and contacts (Attachment C)

Bob Voigt reviewed this monthly report noting that the foundation will be delivering a proposal to Bigelow next Monday for \$60,000, to the Ober Foundation for \$60,000 and to the St. Paul Foundation for \$200,000. He said John McKay and he had visited Gordon Shepard of Bremer Foundation and Mr. Shepard and a group of his friends are interested in a tour of the site. Valerie Lies of the Bremer staff said the foundation is interested in funding education programs. Voigt said he has not yet heard from Cargill Foundation. John Tilton is following with friends within Cargill. Bob Engels said the approach regarding Northwestern Banks is through Banco rather than to Northwestern of

Minneapolis and suggested going after something more substantial. He said Henry Rutledge said our efforts should go to Banco.

b. board members development list (Attachment D)

Bob Voigt requested Ace Alexander to keep Neal McDonald of Twin City Federal current on our needs as we will be delivering a proposal to T.C.F. early in October.

The monthly development report indicated that Mr. Tobler had initiated contact with the St. Paul papers. Because of prior relationship, it was agreed that Don Bridgwater would call John Finnegan to explore possible support.

It was suggested slides be made on the financial program for addition to zoo slide shows. Such additions will be explored and developed.

Bob Engels noted that the recession has made many Minneapolis companies tighten up and that the Art Institute and Minnesota Orchestra have gotten a lot of the money. He said General Mills considers a maximum 5% of total goal giving never giving more than 5% of the total goal. Other corporations also develop similar total guidelines.

Don Bridgwater noted that using inflation as an appeal should be avoided as the zoo funding program was designed so that arbitrage interest compensated for inflation. We are simply trying to match the state's matching bond promise and obtain the balance needed to complete the Northern Trek. John McKay said his pitch is to say we are trying to match the funds the state has given us and that he tells people it is an ongoing project.

c. exhibit description summaries (Attachment E)

Bob Voigt brought the committee's attention to the exhibit description summaries attached. These are summaries of specific exhibits that we have some potential of support from prospects that have indicated a specific interest.

IV. New Business

a. new prospects (Attachment F)

The four foundations were introduced as having provided good support previously to Minnesota projects and should be top on our priority list. Bob Voigt said it possibly would be more helpful for the first contact with Atherton Bean and the others to be made by a friend or a contemporary rather than staff. John Tilton said he would write to George Pillsbury. John McKay said he would contact Jim Oppenheimer of the Blandin Foundation.

Kathryn Rosebear said this is a good time to contact both the Athwin and Bean Foundations as they are completing their pledges to the Society of Fine Arts and again beginning to accept proposals from other sources.

Don Bridgwater said Larry Gould is a trustee of the F. A. Bean Foundation and is on the Arizona Sonora Desert Museum Board. Bob Voigt said he has communicated with Gould and that Malcolm McDonald is a close friend of his.

b. space, fixtures and equipment

This subject was on the agenda because the foundation's "borrowed" desks and typewriters have been requested to be returned by December 1, 1976. As a result, the foundation will have to spend funds for this equipment or find someone new to loan us replacements or make a gift of similar items.

John McKay said he would like to wait as long as possible to buy new equipment and suggested the foundation should consider moving near the zoo especially if the Zoo Ride corporation uses the foundation office as has been suggested to John McKay. He said he and Bob Voigt have looked at other office space for comparative prices and locational advantages. Ace Alexander said he thought it would be more advantageous for the staff to be in downtown Minneapolis or St. Paul. John McKay said if you are in downtown the cost of parking an automobile runs around \$45 to \$60 a month. Ace Alexander said staff time spent in mileage should be a consideration. Bob Engels said basically this organization is looking for money and if you are looking for daily contacts, you wouldn't run into many in the Wentworth Office Building. It is important to see these people on a day to day basis. Don Bridgwater said the zoo doesn't have sufficient space to house the foundation and does not in fact have adequate space to cover its own employees at the present time. He said the foundation has to identify its needs and equip its office as intended from the original foundation grant monies.

V. Other Business and Reports

a. Minnesota Zoological Garden

Don Bridgwater said we have solidified the entire zoo--Phase I.

b. Minnesota Zoological Society

Mary Ann Scroggins said her minutes from the Minnesota Zoological Society had a mention of the possibility of combining offices with the foundation. Bob Voigt said it has been strictly conversation from what he has heard. Ace Alexander said someone should sit down and analyze the possibility of sharing offices with the Minnesota Zoological Society and coming up with a recommendation. Jerry Wagner said mutual enrichment would be a real plus. Don Bridgwater said based on consideration of past experience in similar situations and the short and long term goals of the society and the foundation, such an arrangement would not be either mutually satisfying or beneficial.

c. Minnesota Zoo Ride Inc.

John McKay said he has taken the post of Vice President. He also reported that the organization is set up and the legal work has been done for developing the financing. The name of Greyhound Corporation has been mentioned as a possible source of financial help.

It was announced that the next Executive Committee meeting will be Friday, October 15th.

Bob Engels said he noticed in the minutes that the annual meeting was being considered at a different location. He said John Driscoll could not meet on Friday afternoons and that he also needs a different location or just can't attend further noting Fridays as a bad day for many people. Ace Alexander suggested the quarterly foundation board meetings dates should be changed and that perhaps they should be held on Thursday afternoon prior to Friday Zoo Board meetings with the idea that the "out state" Zoo Board members could come one-half day earlier for the next day's Zoo Board meeting. He said this should be decided at the October Executive Committee meeting. Perhaps the change from Friday afternoons to Thursday afternoons would be more attractive to most board members.

Bob Engels suggested the foundation should consider a special award for Elmer Andersen at the annual meeting to recognize him and thank him for the Bush contribution.

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

---

John C. McKay  
President  
Minnesota Zoological Garden Foundation

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

EXECUTIVE COMMITTEE MEETING

September 17, 1976  
2:00 p.m.

A G E N D A

- I. Minutes of Board Meeting, August 20, 1976
- II. Treasurer's Report (Attachment A)
- III. Director's Report (Attachment B)
  - a. current calls and contacts (Attachment C)
  - b. board members development list (Attachment D)
  - c. exhibit description summaries (Attachment E)
- IV. New Business
  - a. new prospects (Attachment F)
  - b. space, fixtures and equipment
- V. Other Business and Reports
  - a. Minnesota Zoological Garden
  - b. Minnesota Zoological Society
  - c. Minnesota Zoo Ride Inc.
- VI. Adjournment

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

DIRECTOR'S REPORT - SEPT. 17, 1976

Development

Our contact effort is continuing with foundations and corporations that would appear to have the most potential for substantial gifts and grants to the Minnesota Zoological Garden Foundation that will help us to achieve our immediate goal which is to secure funds needed to finish the Northern Trek. This task includes both meeting with and touring with those contacts that have been previously reported in prior monthly call reports as well as initial contacts that we are developing with new prospects each month.

We believe that commitments are imminent. It would certainly help our foundation program if several businesses or foundations to whom we have delivered proposals would take the first step in making a commitment to us rather than waiting as they are presently to see what other local commitments might develop.

Several national foundations (Exxon and Kresge) have been contacted this month in order to develop new awareness of our project and to attempt to get their reactions to our needs. Other major national foundations that we expect to contact in the near future are Sears and Shell Oil Company. Information that we have been able to secure indicates that these four foundations are already active in funding projects in Minnesota and have provided financial help to education and conservation projects like ours in other parts of the United States.

We have just received in our office the most comprehensive compilation of information on Minnesota foundations that has ever been assembled and we will be using this book as a base for our next contacts with foundations in the state of Minnesota. This book is available to you in case you want information on these foundations, their prior giving patterns, information as to who is a member of their board or other data which might have been reported annually by the foundation through their required I.R.S. 990 form.

Attached to today's report is a list of calls and contacts that our board members have previously indicated a willingness to develop and in many instances have already made an initial call for our program. Many of these do need additional contact and I urge each one of you to keep the Minnesota Zoological Garden's financial need constantly in focus and let the foundation staff help you in any way that we can.

Gifts and Grants Received

Our only source of funds this past month has come from individuals that have made small personal contributions to the foundation. We have received 22 checks for a total of \$420. Several of these checks have come as a result of letters that we have written to individuals but most of them have come as a result of a small

neighborhood backyard summer party that collected monies for the general support of the zoo. They have asked that these monies be designated if possible for the construction of the Minnesota Exhibit.

#### Proposals Delivered

Three major requests have been presented for consideration this month. We have asked Northwestern Bell Telephone Company for \$100,000 for general support of the Minnesota Zoological Garden. We have also requested that the Peavey Company, through their foundation, make a contribution of \$100,000 also for undesignated purposes. Both of these proposals would be a commitment with payment probably distributed over a three year period of time. This past month we have also delivered a proposal to the Minneapolis Star & Tribune Company and asked them to support the signage and graphic system. This fund request is for \$78,000.00.

#### Proposals in Process

We have three applications to be delivered on September 20th to major foundations that we believe will subsequently act favorably upon our request. The St. Paul Foundation is receptive to considering our request for a \$200,000 commitment. The Bigelow Foundation will be receiving our application for \$60,000.00. The Ober Foundation proposal is for \$60,000.00. We have been told that these three proposals will be on the October agenda for each of the individual foundations and that possibly we could receive some form of action and notification of their commitments prior to the end of this current calendar year.

Another potential source of funding is being cultivated at present for possibly underwriting the \$1,200,000 needed to construct the Minnesota Exhibit. We expect to have a good indication of this possibility within the next 30 days.

Several exhibit descriptions are in final stages of writing and will be the basis for additional applications to be developed in the next month. These are: (1) the youth hostel education center complex; (2) central city programs for general support; and (3) the zoomobile. We have several prospects that have indicated a willingness to consider funding of these concepts when specific detail and cost figures are available.

We will continue to stress the need for general support of the completion of the zoo rather than specific designated exhibits.

#### Site Tours

We continue to receive great reactions to seeing the project anytime we are able to bring prospects out to the site. On Tuesday, September 14th, we had a group of 41 members of the Guestion Club and their wives out for a box lunch, slide show, comments and tour. We also have had smaller groups and individuals out at their convenience to show them the facilities and to encourage their consideration of support.

On September 29th, we will be host to the ten member corporate contributions committee of the First Bank System. They have scheduled their quarterly meeting at the zoo site to review their regular business activities as well as receiving a presentation from the Minnesota Zoological Garden staff on program goals and financial needs. We are extremely pleased to host groups such as this and urge each board member to identify and suggest similar meetings for other similar groups to whom we would like to tell our story and from whom we might be able to develop financial support.

#### Staff

Katherine Rosebear has joined our staff as of August 30th as an Administrative Assistant. Katherine has most recently been the administrator of the Film in the Cities program, a Twin City based organization providing educational opportunities for students interested in developing their skills in media communication. Katherine is a 1971 graduate of the University of Minnesota and has had considerable experience subsequently in several community projects necessitating funding through contract negotiations and grant applications to foundations locally. Her experience also includes considerable success in developing volunteer participation in projects and communication with community organizations. Katherine's assistance will be generally in all areas of our foundation's activities, but with specific attention being directed towards contacting foundations in Minnesota for their financial assistance.

#### Immediate Need

We can benefit greatly from knowing of personal friendships and business contacts that exist between each board member and key community business executives. We would like to have this information so that we would have a better understanding of how each board member could help us with initiating contacts for our financial program. We presume that many potential foundation contacts are currently going untapped. We know that in several recent examples where board members have written a letter or that we have assisted in writing a letter for their signature, that a door has been opened that we believe will soon be successful in some financial support. While we are not waiting for this information before we initiate contacts with prospects we have identified, we do believe that your assistance in identifying key prospects will make our project a little bit easier. We are sincerely grateful for all the help that we have received and are looking forward to any and all the assistance that is available in order to accomplish our goal. Thanks to each and every one of you for your help.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

CALLS AND CONTACTS - 8/21/76-9/17/76

Andersen Foundation, Bayport	Swanson	McKay, Rosebear
Bigelow Foundation	Verret	Voigt
Bremer Foundation	Shepard	McKay, Voigt
Cargill Foundation	Anderson	Voigt
C. W. Shaver Co. Inc.	Currie	Voigt
Domain Industries	Buell	Onan
Drover State Bank	Anderson	Voigt
Edwin Davis Foundation	Micallef	McKay, Rosebear
First Bank System	Brandt	Voigt
Kresge Foundation	McGuire	McKay, Rosebear
Miller Publishing Co.	Lindgren	Voigt
Minneapolis Star & Tribune Co.	Hawthorne	Voigt
Minnesota Fabrics	Peters	Onan
Musser, Betty		Voigt
Northwest Area Foundation	Taylor	Voigt
Northwest Bancorporation	Rutledge	Engels
Northwest Bancorporation	Neerland	Tilton, Bridgwater, Voigt
Northwestern National Bank, Mpls.	Morrison	Kinney
Northwestern National Bank, Mpls.	Buckles	Tilton, Bridgwater, Voigt
Ober Foundation	Verret	Voigt
O'Shaughnessy Foundation	O'Shaughnessy	Rosebear
Plywood Minnesota	Dodor	Rosebear
Question Club-41 members	Fruen, Nygaard	Bridgwater, Voigt, Rosebear
Red Wing Shoe Co.	Bergwall	Tobler
St. Paul Foundation	Verret	Voigt
St. Paul Newspapers	Finnegan	Tobler
Twin City Federal Savings & Loan	Wallin	Voigt

BOARD MEMBER DEVELOPMENT LIST TO DATE  
(9-15-76)

<u>Firmin Alexander</u>	Twin City Federal Savings & Loan	McDonald, Wallin
<u>Robert Engels</u>	Northwest Bancorporation	Rutledge
<u>Bob Ferguson</u>	Minnesota Elementary School Principals	Arnold, Tismer
<u>Louis Gelfand</u>	Minneapolis Star and Tribune	Hawthorne
<u>Norma Hanson</u>	L. B. Hartz Co. (Thief River Falls)	
<u>Reuel Harmon</u>	Catherine Ordway Gladys Ordway Smokey Ordway Dellwood Foundation	
<u>Malcolm McDonald</u>	O'Brien Foundation Medtronics	Terry O'Brien Holloran
<u>John McKay</u>	Bigelow Foundation Northwest Area Foundation Ober Charitable Foundation Cenex First Bank System, Inc. Harry Holtz 3M Company Foundation Anderson Foundation (Bayport) Burlington-Northern Green Giant Co. McKnight Foundation International Multifoods Hoerner Waldorf	Verret Taylor Verret Tvedt Brandt  Kosanke, Garretson Stout Ashton Kline Ewald Kolb Myers
<u>Rev. Alan Moss</u>	Legislature Unions Archdiocese	
<u>David W. Onan, II</u>	Honeywell Domain Industries Minnesota Fabrics	Bissell Buell Peters

continued page two (Attachment D) Board Member Development List

Richard Palen

H. B. Fuller Company  
Red Owl

Andersen  
Roth

Mary Ann Scroggins

Mr. & Mrs. William Clapp  
Peavey Company  
St. Paul Chamber of Commerce  
Russell Cowles  
Kingsley Murphey  
Dayton Hudson Corp.

French, Hammel

John Tilton

Mary Elizabeth Schutt  
Bureau of Engraving  
Culligan Soft Water Service  
General Mills  
Hartzell Corporation  
RayGo Inc.  
Roger Baker  
Gyro Club  
Charles Bell  
Cargill  
Dairy Queen, Inc.  
Gamble Foundation  
Green Giant  
Stanley Hummbard Sr.-KSTP  
3M Company  
  
Pillsbury Company  
Bell Foundation  
Dayton Hudson Foundation  
Northwestern Banks-Area Committee  
Honeywell Inc.

Buckbee  
Packard  
Kinney  
Hartzell  
Gehris

Anderson  
Mooty  
Johnson

Carlos W. Luis, V.P.  
Verstaete  
McNeil  
Anderson  
Thompson  
Klingen  
Bissell

Adolf Tobler

Red Wing Shoe  
St. Paul Newspapers  
Union officials

Bergwall  
Finnegan  
Roe, Sherburn

Karla Williams

Control Data Corporation  
Ford Motor Co.  
H. B. Fuller Co.  
First Bank System  
Deluxe Check Printers  
Tennant Co.  
Whirlpool Corp.  
Montgomery Wards  
Boise Cascade (International Falls)  
Land O'Lakes  
Michael Parrish  
James Hetland  
Hoerner Waldorf  
National City Bank

Williams  
Dencker  
Durenberger  
Brandt  
Steinkraus  
Kellogg  
Kissinger  
Svee  
Ennis  
McKernan

Goldstrand

EXHIBIT DESCRIPTION SUMMARIES

I. MINNESOTA EXHIBIT

Over 100 species of native mammals, birds, fish, and reptiles will be represented in the Minnesota Exhibit, an indoor/outdoor exhibit including all major Minnesota wildlife habitats.

Outdoor exhibits will display aquatic and semi-aquatic wildlife. Exhibits are being constructed so that zoo visitors can view animals underwater by means of closed circuit television.

The beaver exhibit, a major Minnesota exhibit, will include a mud flat, stream, dam, and lodge visible from the surface. Activity inside the lodge may be viewed on television monitors.

Other outdoor displays will include an otter pool, a Minnesota lake exhibit featuring rough fish, and a northern forest exhibit including porcupines, ravens, raccoons, grey foxes, and a great horned owl.

Indoor exhibits will focus on prairie wildlife, including badgers with den interiors visible, and a deciduous forest scene, including nocturnal animals viewed in simulated moonlight. Smaller exhibits will house reptiles and rodents.

The current cost estimate for the Minnesota Exhibit is \$1,200,000.

II. MINI ZOO

The Mini Zoo, designed to provide education and animal contact experiences, consists of the following components: the Nursery, Outdoor Animal Contact Area, Animal Barn, Pony Barn and Track, Special Exhibits Building, and Outdoor Exhibit and Demonstration areas.

The nursery will not only provide a facility in which to raise young animals, but will also serve as an exhibit area for animal babies. Although visitors will be restricted from the building, they may view animals through large windows or on closed circuit television monitors.

In the outdoor contact area, adults and children will be able to "touch, see and feel" a wide variety of domesticated animals. The pony barn will house Norwegian fjord ponies and two-wheeled carts which will be used to offer children a ride on the 300-yard pony track.

Animals will also be on view in the Animal Barn, which includes holding pens for animals from the contact area. Additional

animals used in educational programs will be held in the Special Exhibits Building, which will also display small, unique animals not included in the zoogeographic units currently planned.

The Plaza and Arena areas will serve educational and recreational functions. Included are demonstration areas, where small animals can be handled, and bench areas, where visitors may relax while viewing Mini Zoo activity.

The estimated cost of the Mini Zoo is \$500,000.

### III. MOOSE EXHIBIT

The Moose Exhibit, included in Phase I of the Northern Trek, is a significant display of a species seldom seen in the wild, although northeastern Minnesota is one of the few remaining strongholds of moose population.

The display area, about 3 1/2 acres in size, will house a small group of moose in a wooded habitat. The site will also be equipped with a pool where the moose can submerge in the water.

Zoo visitors may view the moose from a high bridge located at one end of the exhibit or from across a dry moat surrounded by hidden fencing.

Research conducted on the zoo's moose population will include studies of food preference and animal health, which may benefit wild moose management programs.

The estimated cost of the Moose Exhibit is \$210,000.

### IV. ZOOMOBILE

The zoomobile will serve as the Minnesota Zoo's statewide outreach program. Two fifth-wheel trailers, pulled by small trucks, will house small animals in four to eight nature-duplicating exhibits, with some exhibits permanent and others portable. One vehicle will be used exclusively in the metropolitan area, and the other will travel throughout the state. The zoomobile will be manned by a trained naturalist who will maintain the animals, drive the truck, and lead educational programs.

The initial exhibit, entitled "Everybody Needs a Home", will explore the variety of ways animals use habitat. Flying animals, burrowers, swimmers, or slitherers will be featured in appropriate habitats. An underlying theme of the exhibit will be the exploration of man's impact on these animal environments.

The development of these vehicles was specifically listed as one of the guidelines in the Developmental Objectives. Initially, the zoomobile will also serve an important role

in zoo promotion.

The estimated cost of zoomobile set-up -- including two trucks, trailers, and conversion -- is \$40,000.

V. ZOO STUDY CENTER

As a component of the zoo's educational outreach program, the zoo study center will allow scheduled groups of visitors to stay overnight on the zoo grounds while attending intensive educational programs and zoo tours. The facility has been designed for use by all age groups, with dormitory sleeping space for 65, a commons area for up to 140 people attending formal presentations, kitchen, dining, and office facilities. Surrounding the structure will be a deck area, parking space, a nature walk, and a bonfire location for demonstrations or talks.

The zoo study center will make possible personalized zoo programs for groups from all parts of the state, including emotionally, economically, culturally, and physically handicapped groups. Also provided will be sleeping accommodations for long-term student interns, lecturers, and other zoo-related visitors.

VI. SIGNAGE AND GRAPHICS

Communication with the visitors to the zoo is necessary to convey information about exhibits and their relationship to all things throughout the world. Visitors will represent all ages, experiences, and expectations. Consequently, good graphics and audio-visual programs are necessary to insure both general information as well as more complex biological or environmental principles and phenomena. Sophisticated systems are needed to interpret and explain the major exhibits for the understanding and enjoyment of the visitor. A series of modular units integrating all communications functions have been designed of varying heights and angles over tubular steel and replaceable insert panels. Pictorial and verbal elements are combined in some instances with television monitors to view specific events, or special exhibits of artifacts, or educational material.

Eight major interpretive Graphic Exhibits are needed and will cost a projected \$78,000.

NEW PROSPECTS

I. ATHWIN FOUNDATION

Contributors: Atherton Bean  
Winifred (Mrs. Atherton) Bean

Through the Athwin Foundation, Mr. Bean has contributed \$160,000 to the Minneapolis Society of Fine Arts for their new building, \$250,000 to the Mayo Medical School, and \$135,000 to the new YWCA building in Minneapolis.

Trustees: Atherton Bean  
Winifred Bean  
Bruce W. Bean  
Douglas A. Bean

II. F. A. BEAN FOUNDATION

Contributors: Mr. and Mrs. F. A. Bean (deceased)  
Atherton Bean  
W. L. Harvey (deceased)  
Mr. and Mrs. Charles Ritz

Funds granted include over \$200,000 to the Minneapolis Society of Fine Arts, over \$190,000 to the Children's Health Center, and \$60,000 to the Freshwater Biological Research Foundation. Large grant payments are often made over a two or three year period.

Officers: John B. Bean, President  
Charles Ritz, Vice-President  
Atherton Bean, Secretary/Treasurer

Trustees: Ruth L. Bean  
Winifred Bean  
Andrew B. Dygert  
Betty Bean Flinsch  
Laurence M. Gould

Note: Henry Nowicki is Managing Director for both the Athwin and the F. A. Bean Foundations.

III. CHARLES K. BLANDIN FOUNDATION

Contributor: Estate of Charles K. Blandin

This foundation often grants funds for building and equipment, placing its first emphasis on programs benefiting residents of Itasca County. Programs with statewide emphasis are

given secondary consideration.

Officers: J. R. Oppenheimer, President  
J. C. Harris, Vice President  
O. E. Saxhaug, Vice President  
M. W. Reif, Vice President  
E. J. Whalen, Executive Secretary

Trustees: W. H. Oppenheimer  
C. A. Akre  
Henry Doerr  
William Matalamaki  
E. F. Rothstein  
M. J. Salisbury

IV. SOUTHWAYS FOUNDATION

Contributors: John S. Pillsbury and family

Through the Pillsbury family's foundation, building fund grants have been received by the Minnesota Orchestra, the Freshwater Biological Research Foundation, and the YMCA. Grant sizes vary widely, with \$50,000 the most recent amount given to building.

Officers: John S. Pillsbury, President  
John S. Pillsbury, III, Vice President  
Robert D. Lacey, Vice President  
George S. Pillsbury, Secretary/Treasurer

Trustees: Mrs. John S. Pillsbury  
Mrs. Thomas M. Crosby  
George S. Pillsbury, Jr.

COMPARISON OF MAJOR PROGRAM ATTENDANCE

These attendance figures have been obtained for a comparison of relative impact and drawing power of major programs in the area.

I. MINNESOTA ZOOLOGICAL GARDEN - open May, 1978

Estimated first year attendance:	
From metropolitan area	1,655,000
From Minnesota out-state areas	467,000
From other origins	<u>254,000</u>
Projected Annual Attendance:	<u>2,376,000</u>

II. SPORTS EVENTS

A. Professional Sports

Twins Baseball	737,156
Vikings Football	339,089
North Stars Hockey	543,460
Saints Hockey	<u>327,978</u>

Actual Annual Attendance: 1,947,683

B. University of Minnesota Sports

University Football	200,081
University Basketball	200,917
University Hockey	<u>142,456</u>

Actual Annual Attendance: 543,454

## III. CULTURAL ATTRACTIONS

## A. Minneapolis Institute of Arts

General Museum Attendance	217,623
Tours	47,904
Lectures, Films, Special Events	28,786
Young People's Program	3,335
Education Programs	36,572
Mobile Exhibitions	12,840
Public Usage of Facility	<u>25,655</u>

Actual Annual Attendance: 372,715

## B. St. Paul Council of Arts and Sciences

Chimera Theater	147,070
Community Programs in the Arts and Sciences (COMPAS)	66,210
Schubert Club	22,750
Science Museum and Planetarium	558,986
Minnesota Museum of Art	170,091
St. Paul Chamber Orchestra	<u>100,587</u>

Actual Annual Attendance: 1,065,694

## C. Walker Art Center

Exhibits, Films, Performing Arts

Actual Annual Attendance: 421,834

## D. Minnesota Orchestra

204 Concerts

Actual Annual Attendance: 447,009

## E. Tyrone Guthrie Theater

328 Performances

Actual Annual Attendance: 361,378

*Don Bridgwater*  
*File*

*File*  
*6/28*

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
MINUTES OF EXECUTIVE COMMITTEE MEETING

Friday, June 25, 1976

The Minnesota Zoological Garden Foundation Executive Committee met at 2:15 p.m. on Friday, June 25, 1976 at the Minnesota Zoological Garden site in Building B.

Executive Committee members present: John C. McKay, President; Firmin L. Alexander.

Others present: Robert Voigt, Executive Director, Minnesota Zoological Garden Foundation; Donald D. Bridgwater, Director, Minnesota Zoological Garden; Jerome Wagner and Adolf Tobler, Members, Minnesota Zoological Garden Board and Foundation.

The meeting was called to order at 2:15 p.m. by John McKay. He told the members of Richard Palen's resignation from the Executive Committee due to the press of business and too many other commitments. McKay suggested perhaps appointing another member who is also on the Zoo Board in order to have good attendance and a better chance for a quorum at the Executive Committee meetings.

Firmin Alexander suggested getting someone else who would like to get more actively involved. He said he would like to spread out the base of involvement in this program and that the zoo board members are already sold on it. Suggested perhaps someone who has access to the business community and would get involved.

Jerome Wagner suggested perhaps an ex school person such as Erling Johnson.

Firmin Alexander said Johnson has a tremendous number of contacts. He then suggested that this be discussed at the next Executive Committee meeting as there was not a quorum present.

- I. Minutes of Board Meeting, May 28, 1976 - Will have to be approved at next meeting.
- II. Treasurer's Report (Attachment A). John McKay said the foundation is running well under budget. This was reviewed with the committee by Bob Voigt.
- III. Operating Statement - Budget and actual - (Attachment B). Bob Voigt discussed this with the committee.

Bob Voigt gave out the new revised brochures and said the corrections from the first printing were minute and the primary reason for revised brochures was to correct colors.

IV. Director's Report (Attachment C) - and

- V. Calls and Contacts (Attachment D) - Bob Voigt went over IV. and V. with members and reviewed the contact list. Don Bridgwater reported the meeting Lou Gelfand and he had with Hawthorne of the Minneapolis Star & Tribune. He said a written proposal would be presented the middle of July or first of August in the amount of \$67,000. Bridgwater then told the members of the meeting Reuel Harmon, John Tilton and he had with John Ordway. Ordway said he wants to help the zoo and his advice was that he felt that there are members of the family that would be interested in helping. This is in process.

Firmin Alexander related the meeting with Twin City Federal Savings & Loan which he and Bob Voigt had with Neal McDonald and Mr. Wallin, who is in charge of the corporate giving program.. McDonald said the zoo project sounds like something Twin City Federal should be involved in. More information will be submitted.

Voigt concluded his summary of contacts.

- VI. Other Business - Ace Alexander asked if there is a way the zoo can get into the capital budget for matching purposes for the promotional budget. Bridgwater said any sort of program will release the match.

Adolf Tobler asked if anyone knew Frederic March who used to be on the zoological society and also Lou Paper, who used to be the society president. He said they might be people to get involved in the project.

John McKay said the next Executive Committee meeting will be July 23rd at 2:00 p.m. at the zoo site.

Meeting adjourned at 3:35 p.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

EXECUTIVE COMMITTEE MEETING

June 25, 1976

2:00 p.m.

A G E N D A

- I. Minutes of Board Meeting, May 28, 1976
- II. Treasurer's Report (Attachment A)
- III. Operating Statement- Budget and actual - (Attachment B)
- IV. Director's Report (Attachment C)
- V. Calls and Contacts (Attachment D)
- VI. Other Business
- VII. Adjournment



COMPARATIVE OPERATING STATEMENT \*

	<u>Budget</u> (12 months)	<u>Actual</u> (6 months)
Salaries		
Director	30,000	7,575.80 (5)
Office Mgr.-Secretary	12,480	4,201.00 (8)
Rent	2,580	1,511.42 (7)
Phone	600	377.04 (8)
Office Equipment	2,000	- 0 -
Supplies	1,200	373.02
Postage & Communication	1,200	154.55
Xerox	400	- 0 -
Other (Travel, Rental, Subscription, Insurance)	2,000	1,170.25
Accounting	2,000	- 0 -
Legal	- 0 -	2,000.00
Overload Clerical	2,080	78.00
Brochure, Promotion, etc.	12,000	2,915.65
	<u>\$68,540</u>	<u>\$20,356.73</u>

Income	<u>\$96,020.57</u>
Bush Foundation	75,000.00
Cardiac Pacemakers, Inc.	8,295.57
Onan Family Foundation	5,392.43
Donaldson Foundation	2,500.00
Oppenheimer Memorial	1,500.00
Miscellaneous	165.00
National Society of Fund Raisers	10.00
Central Exchange Foundation	2,500.00
E. Robert Kinney	500.00
	<u>95,863.00</u>
Interest	157.57
	<u>\$96,020.57</u>
Balance	<u>\$75,663.84</u>

\*Preliminary compilation for fiscal year ending June 30, 1976

DIRECTOR'S REPORT - JUNE 1976

1. On June 1st, John Tilton spoke to the members of the Minneapolis Gyro Club (approximately 70) and their wives at a luncheon at the Minneapolis Athletic Club. In the afternoon, these people were given a tour of the site and several presentations by staff on the goals and concepts of the Minnesota Zoological Garden. Also participating were Don Bridgwater, Bev Rongren, Bob Bonawitz, Steve Schuster, Vern Plucker, Brad House and Bob Voigt. Individual prospect follow-ups are in process.
2. Formal calls and contacts with prospects amounted to 32 recorded discussions by board members and staff. Some of these meetings were preliminary and introductory in nature--others were follow-up on prior conversations--all have some potential for future applications for aid (see Attachment D).
3. Invitations have been extended to our foundation for formal presentations by staff or board members to corporate contributions committees of the following:
  - a) General Mills Foundation - late July
  - b) Bremer Foundation - late July
  - c) Peavey Company - August
4. Formal proposals have been delivered or are in process for the following:
  - a) General Mills Foundation - Mini Zoo
  - b) Cargill - Moose Exhibit
  - c) Star & Tribune Co. - Signage and graphics
  - d) Gamble & Skogmo Foundation - Youth Hostel
  - e) Dayton Hudson Foundation - Education /Inner City
  - f) St. Paul Foundation - General
  - g) Ober Foundation - General
  - h) Bigelow Foundation - General
  - i) First Bank System - Specific Exhibits (no recent development)
  - j) Pako Corporation - General - Emphasis on promotion
5. Several site tours have been scheduled to introduce prospects to the construction in process. This proves to be a most valuable experience for the individuals once they are there...the difficult side is convincing persons to schedule time from their other activities in order to see the zoo. However, the enthusiasm and excited attitude that results are worth the effort. Each board member is encouraged to think of friends they would like to show the site to and to arrange a visit by first calling the foundation office.

6. The final print of the brochure has been delivered to the foundation office. We have many additional copies available for board members' use in discussing our needs and introducing prospects to the general exhibits and objectives of the Minnesota Zoological Garden.
7. The Director's Reference Book was distributed at the May board meeting or mailed to those who were unable to attend. We hope this material will be helpful to you in discussing the program of the zoo and the foundation.
8. Initial conversation with Bob Donlan and Tom Dwight of the First Trust Company of Saint Paul has established a base of information and reference for programs dealing with trusts, bequests, and individual gifts to the Minnesota Zoological Garden Foundation. Further meetings will develop specific material that we can distribute to prospects for their consideration of aid to the foundation.
9. Meetings were scheduled with several board members in order to meet them personally and to discuss the foundation program. Also, these meetings provided an opportunity to share ideas and consider approaches that might be most appropriate for future proposals and contacts.
10. Office files are constantly being developed to provide more information on prospects in our community. Staff is attempting to secure a broader base of reference material on corporations and foundations. We are greatly appreciative of the phone calls and material that is sent to us for awareness and scheduling of tasks. We urge each board member to continue this process of identification of prospects and assisting with introductions that are appropriate in helping us reach our goal.

CONTACTS JUNE 1976

1. American Linen Supply Co.	Niemi, Steiner	Tilton, Bridgwater Voigt
2. Baker, Roger		Tilton
3. Bigelow Foundation	Verret	McKay, Voigt
4. Container Corporation of America	Egan	Voigt
5. First Trust Co. - St. Paul	Donlan, Dwight	Voigt
6. Freshwater Biological Lab	Gray, Black	Voigt
7. Gamble Foundation	Johnson	Voigt
8. General Mills Foundation	Humphrey	Voigt
9. General Mills Inc.	Kinney, Whiteman	Voigt
10. Glenwood Inglewood Co.	T. Fruen	Voigt
11. Gyro Club		Tilton, Bridgwater Voigt
12. McKnight Foundation	Ewald	Bridgwater, Voigt
13. Metropolitan Medical Center Foundation	Phillips, Johnson	Voigt
14. Midland National Bank	Pierson, Falk	Voigt
15. Miller Publishing Co.	Lindgren	Voigt
16. Minneapolis Foundation	Beech, Catt	Bridgwater, Voigt
17. Minneapolis Star & Tribune	Hawthorne	Gelfand, Bridgwater
18. N. W. Area Foundation	Taylor	McKay, Bridgwater, Voigt
19. Northwest Bancorporation	Neerland	Voigt
20. Northwestern Bell Telephone Co.	Buxton	Voigt
21. Northwestern National Bank - Minneapolis	Buckles, Davis	Voigt
22. Ober Charitable Foundation	Verret	McKay, Voigt
23. Ordway, John		Harmon, Tilton Bridgwater
24. Pako Corporation	Knopf	Voigt
25. Peavey Company	French, Hammel	Scroggins, Voigt
26. Pillsbury Company	Cummings	Voigt
27. Question Club; Service Inc.	Nygaard	Voigt
28. Ramberg, Leonard		Voigt
29. St. Paul Foundation	Verret	Voigt
30. Sommer, Clifford C.		Voigt
31. Twin City Federal Savings & Loan	McDonald, Wallin	Alexander, Voigt
32. Zinsmaster Baking Company	Petersen	Voigt

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

MINUTES OF BOARD OF DIRECTORS MEETING

August 20, 1976

The Minnesota Zoological Garden Foundation Board of Directors met on Friday, August 20, 1976 at 2:30 p.m. in the Internal Services Building at the Minnesota Zoological Garden site. Dave Onan was chairman.

Members present: David W. Onan, II, Vice President; Firmin L. Alexander, Mary Ann Scroggins, John E. Tilton, Karla Williams, Richard Salet and Adolf Tobler.

Others present: Robert Voigt, Executive Director of Foundation, Donald Bridgwater, Director of Garden, and Robert Bonawitz, Associate Director, Operations and Visitors Services for the Garden.

- I. Minutes of Board of Directors Meeting, May 28, 1976.  
Motion made by John Tilton and seconded by Richard Salet to approve these minutes. Motion carried.
- II. Minutes of Executive Committee Meeting, June 25, 1976. Motion made by John Tilton and seconded by Adolf Tobler for approval of these minutes. Motion carried.
- III. Treasurer's Report (Attachment A).  
Robert Voigt gave the Treasurer's Report and told the board that an additional amount of \$5,000 has been received from the Skogmo Foundation in August. Mr. Tobler asked if the \$5,000 from Skogmo is in the savings account and Bob Voigt said it is.  
  
John Tilton asked about the interest on the foundation's savings accounts. Voigt said it is compounded daily and credited quarterly. The interest on the certificate is compounded daily and credited annually.  
  
Karla Williams asked if the Skogmo check is a one time check. Robert Voigt said he presumes the door is still open to go back. John Tilton and Bob Voigt talked with Roy Johnson of the Skogmo Foundation about funding an education program and believe this is money not included in that proposal.  
  
John Tilton asked at what point the foundation transfers money to the zoo. He said we should find out which way the project can earn more interest. Ace Alexander said the foundation should probably turn over funds to the zoo periodically.

John Tilton said that if the Zoo Board can issue matching bonds then the receipts go into the investment fund so it is possible the MZG will make more money rather than the Foundation would be keeping it in savings.

Discussion followed on a number of questions including the Foundation budget, needs for its own operating expenses, retainers on funds collected, transfer policies, etc. It was a general conclusion that a formal policy be established and presented at the annual meeting in November for adoption. The responsibility of preparing the proposal was assigned to the Executive Director.

Adolf Tobler made the motion to approve the Treasurer's Report and the motion was seconded by Karla Williams. Motion carried.

IV. Director's Report (Attachment B).

Robert Voigt went over this report with the board and said the General Mills meeting was excellent. John Tilton and Ace Alexander said Bev Rongren did an excellent job at the General Mills meeting. Robert Voigt said he met with the chairman of the corporate giving committee for Northwestern Bell and they are considering giving the Foundation \$100,000, but they are hesitant in coming in too soon. John Tilton asked about Minegasco and NSP and Bob Voigt said he would defer to Bob Engels and his recommendations. Voigt has had some preliminary visits with John Hanson of Minegasco and believes the company needs further contacts, especially with Paul Kraemer, president. John Tilton said there is a committee of six Northwestern bank presidents who serve as a review committee and asked if anyone knows any of them and if so, to let the foundation know.

Ace Alexander asked who is doing the exhibit descriptions. Bob Voigt said Bev Rongren is doing the education center program. Don Bridgwater said that each request for an exhibit description is done by the person whose area the category falls in. In the case of signage and graphics he is writing the description and quite often they have to wait on the design team to come through with cost and figures. Ace Alexander said he would like to have a short narrative of some of the exhibit areas. It was suggested that a three paragraph description of each special exhibit write up should be prepared for the members of the board for their information and use.

Bob Voigt told the board the site tours are continuing for major prospects and are beneficial as a sales item.

V. Calls and Contacts (Attachment C).

Karla Williams asked what Pat Tollefson (on contact list) was interested in and Bob Voigt said she wanted to know the cost of a polar bear because they have funds to give. Karla Williams said Don Byerly is giving \$4,500 to the horse show for the polar bear exhibit and that all of the receipts from

the horse show this year are to be directed to the polar bear exhibit. Ace Alexander said the horse show money goes directly to the zoo and not to the foundation.

Karla Williams said the horse show office is now coordinating all of their literature with the zoo.

Dave Onan asked if it would be helpful to have a list of the cost of the exhibits. Bob Voigt said if there is a specific request we try to answer it rather than making up a shopping list. He said people he has talked with are being approached on the basis of general support rather than a particular exhibit. Don Bridgwater said when someone wants to buy a specific animal, they take the funds contributed out of their animal purchase account and put that money back into bricks and mortar and get their matching funds from the state. Anyone buying an animal is really buying bricks and mortar for the exhibit. The entire animal collection is a shopping list and we should never say we can get an animal free because we don't know if we can do that. In all honesty we may be able to get the polar bears free, but the animals cost something regardless of whether they are free due to transportation costs, etc.

Richard Salet said he believes we can sell support more easily when people think they are purchasing specific animals.

A lot of general discussion followed on how to handle specific donation questions, especially when someone wants to designate gifts for specific purposes. While our initial approach is for support on an undesignated basis and for completion of the general project, we will attempt to provide specific exhibit descriptions for those people who request a designated preference. A generalized list is available in the directors reference book, but staff will assemble a statement of project needs in the form of a brief shopping list.

Ace Alexander said if he had someone who wanted to give something to the zoo then the first thing he would do is contact Bob Voigt and arrange a meeting and sit down and find out what these people are interested in. He said he would feel uncomfortable soliciting money without Bob Voigt. Richard Salet said that makes a lot of sense.

VI. Authorization of Proposals (Attachment D).

A list of proposals in process was presented to the board for their information on current applications. As these formal written grant requests often receive more attention when signed by board members, they were solicited to identify and sign the ones they believe their name on the application would be of greatest help.

VII. Authorization of Auditors (Attachment E)

Bob Voigt presented a resolution to authorize the firm of Peat Marwick Mitchell & Co. as the foundation's audit firm. Questions and discussion followed as to their basis for selection. The following resolution passed:

WHEREAS, the Minnesota Zoological Garden Foundation is required by law to furnish an audit of its income and expenses, and to file Form 990, Return of Organizations Exempt from Income Tax, as directed by the Department of Treasury.

NOW THEREFORE BE IT RESOLVED that the Minnesota Zoological Garden Foundation Board hereby authorize its Executive Director to enter into a contract with Peat Marwick Mitchell & Co. to perform such services as necessary to produce and deliver such a report for the year ending June 30, 1976.

Motion was made by John Tilton and seconded by Richard Salet for approval of this authorization. Motion carried. Approved this 20th day of August, 1976 by David W. Gnan, II, Vice President for the Minnesota Zoological Garden Foundation.

VIII. Annual Meeting Plans.

Discussion centered on the purpose and need. It was suggested that the meeting be an evening dinner and verbal update of the zoo. Ace Alexander recommended that the Executive Committee take over and plan the meeting. Dave Onan suggested a list should be made up for prospective speakers and prospects at the dinner. Adolf Tobler suggested some legislators should be invited to the dinner and Dave Onan said an invitation list would be made up. Mr. Onan said this will be the first election of officers at the annual meeting and asked for suggestions on a date in November, the month called for in the by-laws. Ace Alexander recommended the meeting not be held on the Zoo Board meeting date of November 12 and referred the date decision to the Executive Committee.

IX. Other Business

Minnesota Zoological Garden - Dave Onan called on Don Bridgwater for a report of the decisions that the Zoo Board made in their morning meeting. The board determined the opening date would be May, 1978 and the gate fees for the zoo were established. 0-4 free, 5-12 \$1.25, 13 & over \$3.50, parking \$1, bus parking \$5. He said there would be 12 free days a year and organized school groups with correct ratio of children per adult, free. He said the board recommended the bid on the Minnesota Exhibit so it is now a fact. He further stated that zoo construction will be completed in

September, 1977. He said the Universal Mobility Company and the proposed non-profit corporation have to sit down and finalize the zoo ride package. He said the monorail people think they can be ready when the zoo opens in May of 1978 and the balance of the Northern Trek could be ready in July of 1979.

Karla Williams asked if the society is free to use the figures in their handouts. Don Bridgwater said yes.

Meeting adjourned at 4:12 p.m.

---

Dave Onan, Vice President

gb

File  
By

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

BOARD OF DIRECTORS MEETING

August 20, 1976

2:30 p.m.

A G E N D A

- I. Minutes of Board Meeting, May 28, 1976
- II. Minutes of Executive Committee Meeting, June 25, 1976
- III. Treasurer's Report (Attachment A)
- IV. Director's Report (Attachment B)
- V. Calls and Contacts (Attachment C)
- VI. Authorization of Proposals (Attachment D)
- VII. Authorization of Auditors (Attachment E)
- VIII. Annual Meeting Plans (nominating committee, date, etc.)
- IX. Other Business  

Minnesota Zoological Garden  
Minnesota Zoological Society
- X. Adjournment

(Attachment A)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

TREASURER'S REPORT - July 1976

Beginning Balance \$ 75,660.72

Income

Onan Family Foundation	\$ 1,250.00	
Carl & Doris Bachman	10.00	
Interest on Savings	606.49	1,866.49
		<u>\$ 77,527.21</u>

Expenses

Salaries	1,458.88	
Rent	237.40	
Office Supplies	1.87	
Telephone	29.26	
Travel, etc.	38.30	
Health Insurance	27.90	
Subscriptions, Dues, etc.	70.00	
Withholding Taxes	354.80	
Publications	805.29	3,023.70
		<u>\$ 74,503.51</u>

Accounts

Checking	408.88
Savings	34,094.63
Certificate	40,000.00
	<u>\$ 74,503.51</u>

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

DIRECTOR'S REPORT - AUGUST 20, 1976

Development

We are continuing to discuss our needs and goals with major prospects that have been identified as prime candidates for general financial support. The list of contacts on Attachment C includes follow-up meetings with a number of potential firms and foundations that have responded positively to our prior visits and a number of new additions that we believe will lead to support.

During this past month, we have initiated a program of mailing information on the foundation and the Minnesota Zoological Garden to new prospects of our area. This type of contact will be to select groups or firms that have either expressed interest in the project or we believe are prospects that deserve initial information in this way. We will follow-up with appropriate material to prospects on this list. This includes 74 members of the Minneapolis Gyro Club and 31 chief executive officers of medium size business firms. The firms are a selected sample from lists obtained from the Minnesota Department of Economic Development, Dun & Bradstreet, and Corporate Report. We will also be initiating new personal contacts with other major firms and foundations that have not as yet had an initial visit from either staff or members of the board.

Grants Received

The Skogmo Foundation has made a grant of \$5,000 for the general support of the Minnesota Zoological Garden.

The Onan Family Foundation has made another payment of \$1,250 as part of their total pledge to the Minnesota Zoological Garden Foundation for general operation purposes.

Proposal Delivered

On July 27, a presentation was made to the General Mills Foundation for general support of the Minnesota Zoological Garden. This proposal was made by John Tilton, Bob Bonowitz, Bev Rongren and Bob Voigt. Representatives of General Mills were James McFarland, James Summer, E. Robert Kinney, Paul Parker, Charles Bell, William Humphrey, and Thomas Crosby.

Proposals in Process

(1) Bremer Foundation	General
(2) Dayton Hudson Foundation	Education/Central City
(3) First Bank System	Unknown
(4) Minneapolis Foundation	General
(5) Minneapolis Star & Tribune	Signage & Graphics
(6) Northwestern Bell Telephone Co.	General
(7) Northwestern National Bank-Mpls.	Unknown
(8) Peavey Company	General
(9) St. Paul Foundation	General

Exhibit Descriptions in Process

Education Center  
Signage & Graphics  
Small Animal Research

Site Tours

We are continuing to introduce prospects to the construction in process...and to show and describe the facilities and benefits that will result. We hope this program will grow in both interest and participation. Those who have visited the site have become much more excited about potential support. We have several major prospects scheduled to visit the site in the near future.

Other Development Ideas

While on a personal trip to San Diego, I was able to spend one and one-half days with Patrick O'Reilly, Director of Development, at the San Diego Zoo and the Wild Animal Park, discussing programs and processes for securing financial support in the form of gifts, grants, bequests and general support. His comments and ideas have been helpful.

Audit Procedures

In expectation of the need for an annual certified audit of the foundation, to comply with the filing requirements as established by I.R.S., and the preparation of Form 990, Return of Organization Exempt from Income Tax, I have initiated discussions with representatives of the firm, Peat Marwick Mitchell & Co. for their ideas and recommendations. Their suggestions have been helpful to us in establishing our basic financial record keeping system. Estimated costs to be approximately \$500.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

CALLS AND CONTACTS - AUGUST 20, 1976

1. Bremer Foundation	Lies	Voigt
2. Bureau of Engraving	Buckbee	Tilton
3. Culligan Soft Water Service Co.	Packard	Tilton
4. Drovers State Bank	Andersen	Voigt
5. Exxon Corporation	Reddicliff	Voigt
6. General Mills Foundation	Humphrey, et al	Tilton, Voigt
7. First Bank System	Brandt	Voigt
8. First National Bank of Mpls.	Hetland	Voigt
9. Hartzell Corporation	Hartzell	Tilton
10. Landmark Center	Gorman	Voigt
11. Miller Publishing Co.	Lindgren	Voigt
12. Minneapolis Foundation	Beech	Voigt
13. Minneapolis Star and Tribune	Hawthorne	Gelfand, Bridgwater
14. Minnesota Gas Co.	Hanson, Humphrey	Voigt
15. Northwest Area Foundation	Taylor	Voigt
16. Northwestern Bell Telephone Co.	Buxton	Voigt, Bridgwater
17. Northwestern National Bank, Mpls.	Buckles	Voigt
18. Peavey Company	French	Voigt
19. Question Club	Fruen	Bridgwater, Voigt
20. RayGo Inc.	Gehris	Tilton
21. Stacher & Rauch, Attorneys	Christensen	Voigt
22. St. Paul Foundation	Verret	Voigt
23. Tennant Co.	Pennock	Voigt
24. Tollefson, Pat		House, Voigt
25. Twin City Federal Savings & Loan	McDonald, Wallin	Alexander, Bridgwater, Voigt

Initial letters of inquiry to chief executive officers or other administrative officers of 31 area business firms selected from prospect lists are being assembled in the foundation office.

Follow-up prospecting letters and foundation information to 74 members of the Minneapolis Gyro Club.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

AUTHORIZATION OF PROPOSALS

The following firms and foundations will be receiving formal proposals from the Minnesota Zoological Garden Foundation in the near future.

It is desirable to have official authorization of our board to identify specific officers and board members that have been designated as representatives of the Foundation to sign grant applications.

We will find it helpful to have individuals so designated or appointed at today's meeting.

- |                                      |          |
|--------------------------------------|----------|
| (1) Bremer Foundation                | 1. _____ |
|                                      | 2. _____ |
| (2) Dayton Hudson Foundation         | 1. _____ |
|                                      | 2. _____ |
| (3) First Bank System                | 1. _____ |
|                                      | 2. _____ |
| (4) Minneapolis Foundation           | 1. _____ |
|                                      | 2. _____ |
| (5) Minneapolis Star & Tribune       | 1. _____ |
|                                      | 2. _____ |
| (6) Northwestern Bell Telephone Co.  | 1. _____ |
|                                      | 2. _____ |
| (7) Northwestern National Bank-Mpls. | 1. _____ |
|                                      | 2. _____ |
| (8) Peavey Company                   | 1. _____ |
|                                      | 2. _____ |
| (9) St. Paul Foundation              | 1. _____ |
|                                      | 2. _____ |

The motion was made by \_\_\_\_\_ and seconded by \_\_\_\_\_  
\_\_\_\_\_ and subsequently approved by the Board of Directors today, August 20, 1976, to authorize the designated persons to sign the grant applications to the prospects above.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

AUTHORIZATION OF AUDITORS

WHEREAS, the Minnesota Zoological Garden Foundation is required by law to furnish an audit of its income and expenses, and to file Form 990, Return of Organizations Exempt from Income Tax, as directed by the Department of Treasury.

NOW THEREFORE BE IT RESOLVED that the Minnesota Zoological Garden Foundation Board hereby authorize its Executive Director to enter into a contract with Peat Marwick Mitchell & Co. to perform such services as necessary to produce and deliver such a report for the year ending June 30, 1976.

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Approved this 20th day of August, 1976.

\_\_\_\_\_

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
BOARD OF DIRECTORS MEETING  
Friday, May 28, 1976

The Minnesota Zoological Garden Foundation Board of Directors met on Friday, May 28th, 1976 at the Minnesota Zoological Garden site in Building B.

Members present: John C. McKay, President; David W. Onan, II, Vice President; Firmin L. Alexander, Robert H. Engels, Larry W. Freeman, Richard Salet, Mary Ann Scroggins, John E. Tilton, Adolf Tobler, and Karla Williams.

Others present: Robert Voigt, Executive Director, Minnesota Zoological Garden Foundation; Donald D. Bridgwater, Director, Minnesota Zoological Garden; Robert L. Bonawitz, Associate Director, Operations and Visitors Services, MZG.

The meeting was called to order at 2:45 p.m. by President McKay after members of the board had attended a luncheon at the Building B offices and toured the zoo site with Zoo Director, Don Bridgwater and members of the MZG staff.

- I. Approval of Minutes of Executive Committee Meeting April 15th and
- II. Approval of Minutes of Executive Committee Meeting April 30th

Motion made by Mary Ann Scroggins and seconded by Firmin Alexander to approve items I and II on attached agenda. Motion carried.

- III. Treasurer's Report - April 30th (previously mailed).

- IV. Treasurer's Report - May 28th (Attachment A).

The chairman asked if there were any questions regarding items III and IV on agenda. Firmin Alexander asked about the NSFR and Bob Voigt explained that it is the Minnesota Chapter of the National Society of Fund Raisers. Firmin Alexander then asked if the Foundation is operating on a budget for this year and John McKay said the Foundation has a projected 12 month budget and is well within it.

Firmin Alexander moved for approval of Treasurer's Reports (April 30th and May 28th) and Mary Ann Scroggins seconded the motion. Motion carried.

- V. Director's Report (Attachment B). a) contacts (Attachment C)  
b) proposals (Attachment D)

This report was summarized by Bob Voigt. He said Cargill had received the Foundation's proposal to fund one-half of the updated moose exhibit. Robert Anderson, Executive Director of the Cargill Foundation, said the proposal was in order and that he is comfortable with it as submitted. Mr. Voigt told the members that John Tilton and Don Bridgwater visited with Mr. Anderson and discussed the project prior to the proposal being submitted to the Cargill Foundation Board. Bob Voigt reported that he and John McKay had visited with Lloyd Brandt of the First Bank System and Brandt told them the head of the advertising

department suggested that all of First Bank Systems 49 banks in Minnesota might take on a program they could fund. Voigt said he would be getting back to Mr. Brandt next week to follow up on this and how they might take this on as a corporate project. Voigt said he and John Tilton had met with Roy Johnson who heads up both the Gamble Foundation and the Skogmo Foundation. They are interested in youth activities--supported the Boys Club and Childrens Theatre. Requested the foundation put together a proposal, i.e. youth hostel, educational classrooms, zoomobile. Voigt said Gamble's proposal will be considered also by Skogmo, that a proposal is in process and that foundation is awaiting specific updated information from the zoo staff.

Don Bridgwater said the youth residence has not been programmed yet and that a residence center is what is shaping up which would maintain 60 individuals plus 10 spaces for a week or two at a time and would be geared primarily to a zoo intense experience--a 24 hour overnight experience, i.e. check in at 1 p.m. have a tour of the zoo, a dinner and an evening program, then get up in morning and see zoo operation from the inside and out, then depart with a box lunch for the trip home. He said that the residence center is geared up in a scheduling way where adult groups could take place for a 3 or 4 day experience and could reach up to 14,000 people per year. He said staff still does not have cost figures, but the desirability of specific data is obvious because the facility keeps coming up as a prime interest area.

Firmin Alexander asked if staffing costs are included in the proposed proposal. Don Bridgwater said he is not programming for staff in the budget except in a supervisory way and that it appears university intern people may be used.

Dick Salet asked what the Zoo Board has included in its budget for the youth residence construction. John Tilton said the problem now is having had a couple of bids come in, they have agreed the full 4.6 is needed just to complete the Northern Trek (excluding the Youth Residence) so are now going for more. Anything new would have to be an additional amount (i.e. youth hostel has to be an additional amount) and would be exclusive of the 2.3 million considered for matching funds. Don Bridgwater said the youth hostel has no budget allotment, but is an outright addition. Firmin Alexander said the youth hostel is the only project that is being considered that is not included in the first phase of the zoo. John McKay said foundations are trying to figure a way to help the zoo and still get around their guidelines for youth programs.

Dick Salet asked how many exhibits would be funded in the Northern Trek. Don Bridgwater said everything but the puma which was deleted two years ago.

Bob Voigt suggested the board refer to the director's reference book handed out today for budget and construction figures.

Bob Voigt told the committee that Bill Humphrey of General Mills Foundation was out for a tour on the zoo site. The Mini Zoo seemed to be the one area of interest to him and that with the help of the zoo staff, a proposal is being assembled including a current description of the Mini Zoo--exhibits, buildings, costs, etc. and will be submitting this to General Mills in a formal proposal. Mr. Voigt said Ken Knopf and Bill Getsch of the Pako Corporation are interested in support, that they have been on a tour of the zoo and he is discussing with them general needs as well as specific needs.

Bob Voigt said Ron Kennedy, former Vice President for Community Affairs of Peavey, suggested we contact Peavey Company and we have. They are interested in support, but are waiting to see what their contemporaries are doing. Voigt said the Foundation would be presenting a proposal to Dayton Hudson Foundation for general support rather than specific exhibit identity. He told the board that he and Don Bridgwater talked with Carol Berde, administrative person handling the foundation, and that she said their interest is one of assistance, however, this did not seem to be ranked very high at the moment. They are not as interested in brick and mortar as they are towards the programs related to people.

Mary Ann Scroggins said during the deliberations with the legislature it was found that the legislators were concerned about building a zoo while there were problems in the inner city to be dealt with. At that time it was pointed out that there would be programs at the zoo for inner-city people. Now would be a good time to review this issue again particularly since others may also express interest in that area. She said they never went into any definite programs, but that there were a number of legislators who were interested in what this could do.

Don Bridgwater said this was what he summarized to Carol Berde, that the MZG wants something for the inner city as part of the total educational/recreational program, but never any formal program directed only to inner city groups.

Mary Ann Scroggins said one of the reasons she was attracted to the zoo project in the first place was because of the children--that they were more of an inducement than the animals.

Dick Salet asked if that hadn't always been considered as part of the zoo program.

Mary Ann Scroggins said we will have to create opportunities--it is a very special field.

John Tilton said years ago the board used the \$600,000 figure for this program.

Don Bridgwater said the last time he checked, there were 620,000 students enrolled in Minnesota public schools and that 100 to 150,000 might come through the zoo in the first typical year.

Mary Ann Scroggins said the children will need counselors of their own who could be trained on making the zoo visit easier, it couldn't be a regular school outing.

Dave Onan said his experience with foundations is that they are looking for things to do in this area of youth programs and that it is a tough one for foundations to deal with. He said he could see where Dayton Hudson or Gamble could see it as a need for them, but wonders how much of an effort the foundation should place for changing priorities of the zoo-- we walk the narrow line between turning them down and saying we have a program here with priorities already established.

Dick Salet said educational materials would be extensive--television, movie screen, auditorium--that in itself is extensive--isn't that part of our plan. Could that not in itself be funded by one of the foundations?

John McKay said there is no reason why it couldn't be and that the reason that there is a shopping list in the new reference book.

Ace Alexander said he feels the first priority with the foundation as well as the zoo board is to raise the additional monies to complete the Northern Trek area.

Bob Voigt said if we find a prospect with an interest in something even if it isn't in the Northern Trek plans, there may be a way to revise our proposal to release funds from funded exhibits for use elsewhere.

Mary Ann Scroggins said we have a debt of honor on the youth hostel and doesn't see why we can't bend a little.

John Tilton said the Optimist Clubs will go all out for anything that has to do with kids and also the Shriners. He said he is concerned that there are four or five massive foundations in this area that we have not contacted such as Northwest.

Bob Engels said John Driscoll has a contact with the Hill Foundation.

Mary Ann Scroggins said a great deal of progress seems to have been made since the last meeting and it seems to her that since an introduction has been made that one now follows through with specific proposals. Once we have started she thought it would be disappointed if we didn't go back.

Bob Voigt said the McKnight Foundation was contacted last fall and they wanted us to come back in mid-summer, 1976.

Bob Engels said there is not any project that depends more on the zoo's success than Valley Fair--that a great deal of private money has gone into that project. He said John Driscoll and Bill Baker are involved in it. Valley Fair people know the key of going south and their project is premised on the traffic that the zoo is going to get.

Ace Alexander asked Mr. Engels if he is suggesting Bob Voigt contact John Driscoll.

Bob Engels suggested inviting key investors on the Valley Fair project to see the zoo.

John Tilton said they went even further than that with the idea that the turn of the century farm, the Minnesota Twins and the State Zoo be involved together in a brochure.

Ace Alexander said if John Tilton is going to see Baker that perhaps McKay and Voigt should also go along.

John McKay read a letter from Louis Hill to the board.

Bob Voigt asked if there were any questions on the contact report (Attachment C).

He told the foundation that the Bremer Foundation would be meeting next week and it is interested in youth programs. He also told the board about a contact made with the Council on Foundations in New York and said we have written them a letter of inquiry regarding "program related investments", one method of securing funds for major expenses such as the monorail. Rather than a grant you would make an investment with a share in the cost.

He said this idea was referred by Jim Shannon and Tom Beech of the Minneapolis Foundation.

Voigt also told members he had written to Roger Kennedy of the Ford Foundation regarding same and he said Ford Foundation would not look at this type of program unless they were involved with a grant type activity.

John Tilton asked if the closed circuit television, which is a unique facility, could be something someone might sponsor and how much is involved.

Don Bridgwater said somewhere in the neighborhood of \$250,000 if it were reasonably well equipped. As it is an education program there is probably little doubt that the National Science Foundation will fund some programs to utilize that type of facility in a pure research way. No question it can be put together as an education tactic. He said we are talking about equipment and asked if it is germane in terms of applicable dollars to finish the Northern Trek.

John Tilton said perhaps a grant could be written requesting a closed circuit television. Bob Voigt said Control Data does not make a contribution unless they can tie in with a related corporate business activity and said there may be other firms as well that would be in the communications concept and asked if he and Don should explore this.

John Tilton said it might be a potential.

Bob Voigt said Pillsbury's year-end is May 31 of this year and as far as their community support is concerned their funds are committed for the current year and are probably overcommitted in local capital fund drives for the next several years. They will work with us and suggested we get on their agenda for next year's consideration.

John McKay said he contacted Marie Slawik and she wasn't turned on about zoos and would take care of children only through present community programs.

Bob Voigt suggested if anyone has prospects they want to bring to the site, the foundation is ready to help them on any calls. He said there are two tours scheduled on the afternoons of June 9th and June 23rd at 2 p.m.

Don Bridgwater said earlier this week a set of guidelines would be coming out and it will say fundraising is a priority and will try to make the tours at 4:00 p.m. and limit the groups to no more than 20 preferably 10.

Voigt said if a later time would be better he can get back to the people and change it.

Bob Engels said somewhere we have a preliminary plan of prospects and that there are a limited number of blockbusters we can get. He said we need to be realistic about setting a target somewhere in that range and trying to get 50 to 100 to go for a certain amount.

Voigt said we have developed a first round list as to general range of support and maximum size of gifts. He said if we looked optimistically at these larger foundations and corporations, we could have a total goal of around \$5,000,000 if we were to get their maximum gift.

John McKay said Mr. Engels' point is well taken and that the first thought was to get our foot in the door with the larger ones. He referred to the brochure that was handed out today and noted it will be a very helpful item.

VI. Other Reports a) MZG  
b) board members

John McKay called on Don Bridgwater to report for the zoo. Don Bridgwater said one item he wanted to mention is that the General Mills Employees Club representative planned to be here today and wanted to announce that their club has

put \$2,750 in the mail to the zoo and that is an indication to the General Mills Foundation that their employees care and it might help. So far as the zoological garden itself, Bridgwater said for those who were not at the Zoo Board meeting this morning, there are two things they should be aware of. One is the board has re-gearred their planning and have a target of May 1, 1978 for an opening date. That means they will go back to the legislature for some operational monies for that ten month period prior to opening.

Richard Salet said he understands the legislature appropriated \$750,000 for Johnny Cake Ridge Road. Don Bridgwater said half would be paid by Eagan and Apple Valley and that it will be completed in August, September or October of 1977. Salet asked about Highway 36. Bridgwater said it is programmed for an extension just south of the zoo boundary line and the projection is this will not be done until 1980.

John Tilton said the foundation ought to have a committee to set up an annuity program whereby a person his age can spend \$100,000 on an annuity program and it would give him an income. He said we should tell some of these people we have a program like this in mind. Mr. Tilton suggested we might acknowledge major benefactors and then once a year publish their name. He said there are people who can make bequests to the zoo.

Ace Alexander said at the Executive Committee meeting the idea was shot down. John Tilton said Dr. Seal's idea was that these things must be studied. The major point was there is not an adequate staff to do this, Alexander said. John Tilton said he wanted immediate action because next Tuesday he is bringing some people to the site and that the annuity program would be of interest to them. John McKay said everything Tilton said was very sound and appropo.

Richard Salet said if we could get the Minnesota Zoo on the Minnesota license plates it would be great, but it is too late until the next plate comes out. He suggested putting it on the Minnesota highway map. Don Bridgwater said it is already on the new map.

Mr. Alexander said Malcolm McDonald might be a good person to talk with on the annuity program. Bob Voigt said he would follow this need with representatives in the First Trust Company.

Adolf Tobler said the remarks he has heard all afternoon have been geared toward education only and nothing for the senior citizens. He said probably 25,000 senior citizens might be involved in the kind of thing Tilton is talking about. The children are going to come in free, but he is concerned that some day along the line the zoo is going to have to be self-supporting. He said he belongs to a church that regularly advertises that they want bequests from people and they do add up. He said he agrees we should first try to get the larger sums of money because we are under pressure.

Don Bridgwater said he was at the Executive Committee meeting and didn't hear quite what John Tilton said but that Dr. Seal was speaking primarily in reference to getting annuity programs directly involved in the monorail bonding. He said he wasn't shooting down wills and annuities.

John McKay said we are the ones that should be wrestling with that area. John Tilton said he was thinking out loud about a proposal in which friends of his might be willing to invest some money in industrial bonds as an annuity, receiving the income from the bonds during their lifetime, and through their will they could leave the bonds to the zoo upon their demise.

VII. Promotion a) brochure  
b) reference book

Bob Voigt said the first printing of brochure was only 500 to make sure we had our basic information covered, but that we have a contract for 5,000 copies. He said the idea is these would be used in association with the reference book which will answer many questions, but if there are specific needs, please get back to him. John McKay asked if we could have a drive for support through the Minnesota Zoological Society as a means of getting contact with a larger group. As an example, he said the San Diego Zoological Society has 46,000 members. They fund a substantial portion of their zoological garden with \$14.75 dues each year. That does give them the right to go to the zoo anytime.

Richard Salet suggested a figure of around \$20 annual membership and said it is an excellent way to start selling memberships. Perhaps it could be increased to \$25 and include sustaining membership and/or free tickets to the zoo. It is an excellent incentive, he said.

John McKay said we need an opportunity to get closer to a lot of people.

Ace Alexander asked if it would be feasible for the Society to mail to each of their members a copy of the Foundation brochure with a cover letter explaining the foundation. Larry Freeman responded that the idea and related costs could be an item for discussion at their next board meeting.

Dick Salet said we should have a lawyer write an article on annuities for the Zoo Newsletter.

VIII. New Business a) board member appointments

Ace Alexander suggested the Executive Committee be authorized to consider appointments for the five vacancies that now exist and to act upon extending invitations to key persons to complete the board as authorized. President McKay announced that Larry Wenzel had resigned from the board...and that it was presumed due to business objectives that might present a conflict of interest. John McKay said the foundation is allowed 26 members and there are now 21.

b) tours of site - June 9th and June 23rd - Discussed earlier.

c) other business

Larry Freeman announced the Zoological Society is having its annual meeting on Tuesday, June 8th. They have limited it to society members, but he is aware that there are a few foundation board members who are not members of the society and he would like to extend an invitation to them to attend. He said it will begin at 5:00 p.m. for a tour through the Belwin Outdoor Nature Center which is in Afton and a dinner at the Afton House for a total cost of \$9.25 per person.

John McKay reported that the various staff fringe benefits were still in process of analysis...but hoped to have some specific suggestions by the next board meeting. It was the consensus of the board members that this responsibility was already with the Executive Committee.

Meeting adjourned at 4:50 p.m.

MINUTES OF MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE  
Friday, April 2, 1976

The Minnesota Zoological Garden Foundation Executive Committee met at 2:30 p.m. on Friday, April 2, 1976 at the Minnesota Zoological Garden conference room.

Executive committee members present: John C. McKay, President

Others present: Robert S. Voigt, Executive Director of Minnesota Zoological Garden Foundation; Donald D. Bridgwater, Director, Minnesota Zoological Garden; Robert Bonawitz, Associate Director of Operations and Visitors Services, Zoological Garden; Mary Ann Scroggins, Jerome Wagner, and Robert Ferguson, Members, Minnesota Zoological Garden Board and Foundation.

The meeting was called to order by President John McKay. He said it would be a working meeting instead of a formal one since there was not a quorum present.

1. Minutes of February 6, 1976 Meeting. Will have to be approved at next meeting.
2. Minutes of March 5, 1976 Meeting. Will have to be approved at next meeting.
3. Treasurer's Report - March 1976 (Attachment I).
4. Report from Minnesota Zoological Garden. This was not done as the only people at Executive Committee Meeting had heard the report at the Zoological Board Meeting earlier same day.
5. Promotional Material Report - Identification.
  - a. calls and contacts (Attachment II). Bob Voigt reported on the contacts he has made and suggested that each board member notify the office of contacts they make so that all calls can be included in the monthly report. He discussed the various names on the list and information related to each call.

John McKay mentioned a prospective donor. Mary Ann Scroggins suggested prospects like this should be put on the MZG Newsletter mailing list as well as the Society Newsletter mailing list and also should be invited to the annual meeting.

Bob Voigt said we will also maintain a prospect list in our office and regularly review it for necessary follow-up.

Mary Ann Scroggins suggested John McKay should follow up with a letter to his prospects and invite them to go on a zoo tour. She also suggested all contacts should be put on the Zoological Garden Newsletter mailing list.

- b. brochure status (Attachment III). Bob Voigt said he talked with Dewey Thorbeck and Peter Seitz of Zoo Team and that the new graphics they are working on for the MZG could be reduced and possibly used for the Foundation's proposed booklet. He said the continuity of graphic design has been changed from just the Northern Trek so there is also emphasis on the Minnesota Exhibit the Beluga whales, and the Mini-Zoo. Jerome Wagner suggested it should be called the Children's Zoo. Mary Ann Scroggins said the Mini-Zoo is for adults as well as children.

6. Discussion of Board Member Survey - Prospecting.

- a. new board members. Jerry Wagner asked if there was a society representative on the Executive Committee, and was told they are represented on the board only.

It was announced that Robert Ferguson from Eagan was appointed officially to membership on the Minnesota Zoological Garden Foundation Board today at the Zoological Garden Board meeting.

Bob Voigt said the prospect list sent out to board members requesting suggested new board members was still in process.

- b. individual priorities. Bob Voigt reported the survey is still out to board members and that staff will assemble support material for formal calls when the priority lists are returned.
- c. business priorities and d. foundation priorities. Will be handled in similar process.

7. Discussion of Organizational Guidelines - Administration.

- a. strategy meeting (Attachment IV). Bob Voigt reported that on March 17th, an organizational strategy meeting was held to talk about guidelines and structure needed to formalize a working program for the Foundation. While it was acknowledged that an operational procedure was desirable, it was the recommendation of the Foundation board members present that many persons are now qualified to make formal solicitations and the sooner we make calls the better. A couple of people said they wanted to make "trial runs" and from that could design subsequent presentations.
- b. master plan activities (Attachment V). Bob Voigt said he and Bob Bonawitz had put together a chart showing master plan responsibilities and schedules and suggested the committee look at attachment V which is the beginning text of the master plan. He said the foundation is building toward particular dates and determining what accomplishments have to be achieved to be on schedule. Mary Ann Scroggins suggested while all of this is good, some of the board members should go out and get their feet wet. She said she realized she should be prepared first so as not to harm the project.

Bob Voigt said he and Bob Bonawitz had discussed the fact that one of the first things to do is to establish a formalized structured calling process. Bob Bonawitz said it was their thought that a Finance Committee concept could be set up with leaders and team members who have defined schedules and goals to work toward.

Mary Ann Scroggins said the foundation members should try some preliminary calls before the training session.

Bob Voigt said when the questionnaires are returned from board members, he can clarify who should see whom, based upon personal interest, preference and contacts within prospective firms. Bob Bonawitz said there are a number of things that can be done concurrently.

Bob Voigt said after organizational processes are structured we can respond more definitively. During April and May we all should attempt some trial runs and can work towards gearing up during the next month or two with assignments and scheduling.

Mary Ann Scroggins suggested that each board member should pick two or three prospects now to get a couple of calls scheduled before the May meeting.

8. Future Meeting Schedules.

- a. Executive Committee. John McKay recommended the Executive Committee meet in two weeks to determine input we can get and direction we should expect.

Bob Bonawitz suggested addressing fewer things at the next Executive Committee Meeting.

John McKay said the next meeting should be to ask Executive Committee members what their involvement will be.

Mary Ann Scroggins said she thinks the Foundation should tell them their involvement and suggested giving them an assignment just to get their feet wet.

It was suggested the board members should report back to the Executive Committee questions they are unable to answer.

John McKay suggested the Executive Committee have a special meeting on Friday, April 16th (subsequently changed to Thursday, April 15th) and get the details properly handled.

- b. Board - May - semi-annual. Bob Voigt said we need an extra effort to get the board members to attend the May 28th board meeting. Mary Ann Scroggins suggested we have a zoo tour. Bob Voigt suggested it might be a good occasion for representatives from the Minneapolis Foundation to see the zoo and tell the foundation members about approaches and methods to use with businesses and foundations for maximum success. Mary Ann Scroggins said this would be valuable if people have gone out and made contacts before then.

Bob Bonawitz suggested Duncan Laidlaw from the Methodist Hospital who John Tilton had suggested earlier as a resource person might be a good speaker to have on "process".

It was suggested that the tour be coordinated with the zoo staff for the May 28th board meeting.

Mary Ann Scroggins suggested touring from 1:00 to 3:00 p.m. and then having a board meeting and "kick-off presentation".

9. Other Issues as Identified by Board.

- a. account authorizations
- b. phone transfer
- c. investment - corporate certificates of deposit. (All to be approved at next meeting.)

10. John McKay adjourned the meeting at 5:00 p.m.

ATTACHMENT I

OPERATING STATEMENT - MARCH 1976

Beginning Balance: \$ 3,498.07

Income:

Bush Foundation	75,000.00	
Cardiac Pacemakers	8,295.57	
Don Ludvigson	25.00	
Accrued Interest (Savings)	<u>157.57</u>	<u>83,478.14</u>
		86,976.21

Expenses:

Salaries	1,775.38	
Rent (+operating expenses 6.42)	221.42	
Office supplies, printing	48.14	
Travel, meals, etc.	96.25	
Health Insurance	27.90	
Telephone (2 months)	76.73	
Publications, subscriptions, dues	<u>25.66</u>	<u>2,271.48</u>
		<u>84,704.73</u>

Accounts (month end):

Checking	1,226.59	
Savings	83,320.57	
Accrued Interest (Savings)	<u>157.57</u>	<u>84,704.73</u>

Segregated Amounts:

Foundation	76,384.16	
Zoo Funds	<u>8,320.57</u>	<u>84,704.73</u>

CONTACT REPORT - MARCH 1976

American Linen Supply Co.  
Green Giant Co.  
Northwest Airlines  
Maico Hearing Instruments  
Twin City Federal Savings & Loan Assn.  
Blandin Paper Company  
National Computer Systems Inc.  
Inter-Regional Financial Group  
Astro Sales Corporation  
Kodicor, Inc.  
Northwestern Bank, Mpls.  
Mrs. S. O. Rye  
Mr. Bob Lovikson  
Alcoa Foundation-Pittsburgh  
Minneapolis Foundation  
Mayo Foundation  
Metropolitan Council  
Hamline University Foundation  
University of Minnesota Graduate School  
Development Center  
Foundation  
Minnesota Foundation Directory  
Metropolitan Minneapolis YMCA  
St. Paul/Ramsey Arts & Science Council  
The Science Museum of Minnesota

Niemi  
Thrane  
Erickson  
Reeves  
Kuhnley, McDonald  
Goelz  
Oswald  
Holloran, Dale  
Chase, Reger  
Keller  
Pondelis  
Mpls.  
Eagan  
Doty  
Shannon, Beech, Catt  
Hite  
Boland  
Trampe  
  
Smith  
Odegaard, Westby  
Gerber, Capriotti  
Brain  
Rasmussen  
Taylor

PROMOTIONAL MATERIAL REPORT

Several meetings were held with members of the zoo staff and Greg du Monceaux, Assistant Director of Design at Midwest Planning and Research, Inc.

The purpose was to consider specific graphic material either presently available or in process that should be presented as part of our promotional brochure... and to focus on the specific copy that would best describe the mission of the Foundation.

While the recommendation that was made at the Executive Committee Meeting on March 5th was to present material at the April 2nd meeting for a finalized review prior to printing, the report now is that the brochure design and content is still in process. Representatives of the Zoo Team firm are "updating" some of the material in the original master plan to reflect current designs. Our copy will emphasize the "Concepts and Programs", "Design Elements and Exhibits" and "Financial Plans" and "Benefits"...with an invitation to participate through the Foundation.

The scheduling of completion still appears possible during the next four weeks providing no major revisions appear to re-evaluate our approach.

The expenditures to date are \$400 for professional design services and initial work on copy and content. We have reviewed the contractual relationships with R. Bonowitz, S. Schuster and V. Plucker for their suggestions on specific needs and protections according to state standards. We have proceeded to follow their recommendations in preparing a contract of \$3,000 for all related expenses in preparing and delivering 5,000 Foundation brochures. This contract has not been presented to the consultant/contractor for acceptance and delivery of the product.

Promotional material will also include a formal pledge card for commitments and gifts.

STRATEGY MEETING REPORT

An informal discussion was held on Thursday evening, March 18th, to consider objectives, scheduling, and assignments deemed necessary in order to formalize working plans for the Foundation.

Those in attendance were: D. Bridgwater, R. Bonowitz, S. Schuster, B. Rongren, R. Palen, L. Gelfand, K. Williams, R. Voigt and G. Bridgwater,

The purpose was to brainstorm all possible activities, projects, actions, etc. that would have to be accomplished in order to achieve our Foundation's financial goal.

We wanted to identify a basic organizational structure--in fact, to work on specific statements to include in a master plan. Our discussion led quickly to the suggestion that we needed to have an understanding of what we expect from the board members, and a specific response from each board member of what their individual commitments in time and effort will be.

A number of suggestions resulted in identifying other groups that should be added to our prospect lists--i.e., horseshow people, legislators, society members, persons associated with the construction program, etc.

It was agreed that we now have a definite need to define activities and "get out and make the calls"--but, there was also a concensus that we needed to coordinate our efforts with the press releases and promotional programs being set up by the zoo.

Generally, the belief was that several "dry runs" should be first tried with friends in foundations and the local business community. Several recommendations will be follow-up with board members present at the meeting.

Several lists of financial needs are being prepared by zoo staff for use in our financial solicitations. We will then be better equipped to talk to specifics in our capital fund request calls.

As a result of the ideas initiated at this meeting, and ideas subsequently assembled by staff, we have prepared a "master plan" for consideration at this time. The ideas graphically presented attempt to identify tasks, assign some time deadlines, and call to your attention the variety of responsibilities in both administration and program implementation.

We will continue to work on the basic structure, add tasks as they are identified, and determine methods to most effectively schedule our activities.

The result should be a plan of action that will be both indicative of the resources needed to make the Foundation functional, and also a frame of reference to measure our results. Our plan of action is most crucial. Our accomplishments will reflect our collective commitments.

MASTER PLANI. INCOME PLAN

- \* Commitments (Quarterly)
- " (Cumulative)
- \* Cash Received (Quarterly)
- \* " " (Cumulative)

II. PROGRAM DEVELOPMENTA. Establish Finance Committee

- \* Develop organizational member responsibilities
- \* Determine standards - Levels of giving - and timing of same for all identified prospects and donors
- \* Develop training programs - ongoing board member motivation
- \* Reporting and evaluation processes

B. Identify Prospects

- \* Obtain board member inputs
- \* Establish board member prospect lists
- \* Determine donor call schedule
- \* Conduct pilot calls
- \* Initiate formal calls

C. Complete Board Member SelectionD. Hold Full Day Seminar - Information on zoo and solicitation and closing processE. Develop Promotional Material

- \* Brochure complete
- \* Pledge card
- \* Mailings to?
- \* Press Coverage (Quarterly or with donations)

F. Donor Solicitation Schedule

- \* Individuals
- \* Firms

1. over 20,000
2. under 20,000

## \* Populous Campaign

- \* Wills, bequests, etc.
- \* Foundations

1. develop initial grant requests
2. begin searching in earnest (Minnesota)
3. " " " " (National)

G. Obtain Zoo Capital Program Priorities

1. listings generated
2. fiscal funds determined

### III. Administration

#### A. Office Management

##### \* accounting functions

1. file quarterly tax statements
2. file quarterly unemployment tax (fed. & state)
3. deposit monthly income tax withheld (fed. & state)
4. deposit unemployment tax
5. annual registration statement (fed. & state)
6. Minn. quarterly tax return
7. Minn. quarterly tax Dept. of Commerce
8. Minn. information tax Dept. of Revenue
9. Minn. information tax IRS Center
10. transmittal of wage & tax statements
11. income tax - file IRS Form 990
12. maintain fund receipt records
13. maintain prospect files
14. cash flow statements
15. board and committee reports
16. develop policies and procedures for board action
  - a. asset conversion policy
  - b. income disbursement policy
  - c. employee benefits
17. develop files and information on all prospects
18. develop (working with zoo staff) grant applications
19. develop capability file

#### B. Board Efforts

- \* meetings
- \* reassess staff structure
- \* prospecting - fund development

#### C. Finance Committee Effort

- \* meetings
- \* reports

#### D. Executive Committee Efforts

- \* meetings

#### E. Communications

1. correspondence
2. acknowledgments
3. reports
4. grant applications
5. maintain files

#### F. Record Maintenance

1. clippings
2. comments
3. reports--annual/interim

*Full  
Foster*

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

EXECUTIVE COMMITTEE MEETING

April 2, 1976

2:00 p.m.

A G E N D A

1. Minutes of February 6, 1976 Meeting
2. Minutes of March 5, 1976 Meeting
3. Treasurer's Report (Attachment I)
4. Report from Minnesota Zoological Garden
5. Promotional Material Report - Identification
  - a. calls and contacts (Attachment II)
  - b. brochure status (Attachment III)
6. Discussion of Board Member Survey - Prospecting
  - a. new board members
  - b. individual priorities
  - c. business priorities
  - d. foundation priorities
7. Discussion of Organizational Guidelines - Administration
  - a. strategy meeting ( Attachment IV)
  - b. master plan activities (Attachment V)
8. Future Meeting Schedules
  - a. Executive Committee
  - b. Board - May - semi-annual
  - c. development concepts and procedures
  - ✓ d. annual meeting
9. Other Issues as Identified by Board
  - a. account authorizations
  - b. phone transfer
  - c. investment - corporate certificates of deposit
  - d. other
10. Adjournment

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Astro Sales Corporation  
Kodicor, Inc.  
Northwestern Bank, Mpls.  
Mrs. S. O. Rye  
Mr. Bob Lovikson  
Alcoa Foundation-Pittsburgh  
Minneapolis Foundation  
Mayo Foundation  
Metropolitan Council  
Hamline University Foundation  
University of Minnesota Graduate School  
Development Center  
Foundation  
Minnesota Foundation Directory  
Metropolitan Minneapolis YMCA  
St. Paul/Ramsey Arts & Science Council  
The Science Museum of Minnesota

Niemi  
Thrane  
Erickson  
Reeves  
Kuhnley, McDonald  
Goelz  
Oswald  
Holloran, Dale  
Chase, Reger  
Keller  
Pondelis  
Mpls.  
Eagan  
Doty  
Shannon, Beech, Catt  
Hite  
Boland  
Trampe  
  
Smith  
Odegaard, Westby  
Gerber, Capriotti  
Brain  
Rasmussen  
Taylor

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- \* meetings
- \* reassess staff structure
- \* prospecting - fund development

#### C. Finance Committee Effort

- \* meetings
- \* reports

#### D. Executive Committee Efforts

- \* meetings

MINUTES OF SPECIAL MEETING OF THE  
EXECUTIVE COMMITTEE  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
Thursday, April 15, 1976

The Minnesota Zoological Garden Foundation Executive Committee met at 2:15 p.m. on Thursday, April 15, 1976, at the Minnesota Zoological Garden conference room.

Executive Committee members present: John C. McKay, President; G. Richard Palen, Secretary/Treasurer; Mary Ann Scroggins representing Firmin L. Alexander; John Tilton.

The meeting was called to order by President John McKay.

(1) Minutes of February 6, 1976 Meeting (2) Minutes of March 5, 1976 Meeting

(3) Minutes of April 2, 1976 Meeting. Mr. Tilton moved and Mrs. Scroggins seconded to accept the minutes as mailed for the meeting of February 6, March 5, and April 2, 1976. Motion passed.

(4) Office Procedures:

- (a) Checking account - signature authorization. Mr. McKay discussed the recommendation to add Robert Voigt's signature to those authorized on the Foundation's checking account at The First National Bank of Saint Paul. Mrs. Scroggins moved and Mr. Tilton seconded. Motion passed.
- (b) Savings account - phone transfer authorization. President McKay discussed the recommendation calling for a "resolution for transfer of funds by telephone instruction" that will facilitate transfer of funds from the Foundation's savings account to the Foundation's checking account at The First National Bank of Saint Paul. Mr. Tilton made the motion to approve and Mrs. Scroggins seconded. Motion passed. As approved, any officer, or the Executive Director, may telephone the bank, on behalf of the Foundation, to give instruction to transfer funds on deposit with the bank from one account to other accounts within the bank.
- (c) Certificate of Deposit - 2nd year funds. Mr. McKay presented a recommendation to purchase a one year, certificate of deposit with The First National Bank of Saint Paul. Currently, the Foundation has \$84,478.14 in a regular 5% savings passbook account. The suggestion was to transfer \$40,000 to a 6% certificate of deposit. Additional 1% annual interest of \$400.00 would accrue to the benefit of the Foundation. Mrs. Scroggins moved to proceed as discussed; Mr. Tilton seconded; motion passed.

(5) Program Development

- (a) Process for Review of Ideas and Major proposals, techniques and approaches (Zoo Board?). Discussion was next directed to the question of procedures for approach, review and action with prospects for financial support. Several major proposals have been discussed recently and have potential for substantial financial help to the zoo. It was the conclusion that the Executive Director should accelerate the program of initial contacts with foundations in order to establish our position for subsequent formal proposals. At the same time, it was also recommended that all board members' ideas and suggestions for major solicitations be coordinated through the Foundation office. It was also suggested that the board members be provided a "shopping list" of needs or project costs so that in soliciting support, we can identify equivalents without committing on sight exhibit recognition for contributions. It was also recommended that all board members review copies of the donor guidelines and other basic support information. Questions were raised as to the possibility of bringing prospects to the site for tours and presentations of the development. It was the recommendation of Mr. Bridgwater that board members will have to exercise their own judgment as to the potential and then to direct their request to him for subsequent scheduling. Either Mr. Bridgwater, Mr. Bonawitz or Mr. Hegstrom will attempt to schedule time to meet and tour the site with the board member and prospect. It was suggested that perhaps several prospects could be accommodated on the same presentation tour. Another question was raised as to the priority or preference for contacting prospects and Mr. Bridgwater responded by stating that he believed that was a decision to be dealt with by the Foundation. Mr. Bridgwater said that the present construction commitments are paid for and that the completion of the Northern Trek is needed and should be considered top priority. Mr. Bridgwater expressed his opinion that General Mills is ready to receive a proposal from the Foundation, and that the indications he has received from corporate management and the Employees Club is that they are sincerely committed to substantial support of the zoo. Mr. Tilton recommended that this proposal take top priority at this time. As to formalizing any structure to review or channel proposals, it was concluded that all questions or recommendations be continued as they are at present, "play it by ear until it doesn't work anymore", through the Foundation for coordination with zoo staff.
- (b) Finance Committee - teams commitments and definitions - establish particular objectives. After a brief discussion of need, it was concluded that the Executive Committee has the responsibility to review financial activities of the Foundation and will continue to provide

the leadership function for motivating and coordinating the individual or team efforts in fund raising.

- (c) Questionnaire Results - assignments - Results of Preliminary calls. Bob Voigt reported that eight board members had responded either by letter or phone and that thirteen calls or discussions had been initiated or were in process.
- (d) Next Step for Board Participation. The next Executive Committee meeting is scheduled for Friday, April 30th, at 2 p.m. in the Minnesota Zoological Garden Conference Room.

The next Board of Directors meeting is scheduled for Friday, May 28th, at 1:00 p.m., on the zoo site for a tour and meeting.

- (6) Other Business. Bob Voigt reported that the updated graphics being prepared by Zoo Team for the zoo do not adapt to reduction in scale and subsequently are not applicable for the Foundation brochure. The copy has been written--and general format determined--but we have not yet received permission from other organizations which we contacted to use pictures from their publications.

Mr. Tilton suggested that consideration be given to republishing the "flyer" produced by the Society several years ago.

- (7) The meeting was adjourned at 4:05 p.m.

*Bridgewater*

*File*

# MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Suite 212

33 Wentworth East  
West Saint Paul, Minnesota 55118

Tel. 225-0356

March 16, 1976

## OFFICERS & DIRECTORS

- \*John McKay  
President
  - \*David W. Onan II  
Vice President
  - \*G. Richard Palen  
Secretary-Treasurer
  - Reuel Harmon
  - Larry S. Freeman
  - \*Firmin L. Alexander
  - \*Robert H. Engels  
James Weiler
  - \*John Tilton  
Adolf Tobler
  - Mary Ann Scroggins
  - Dr. U.S. Seal
  - Jerome Wagner
  - Robert Kinney
  - Malcolm McDonald
  - Reverend Alan W. Moss
  - W. John Driscoll
  - Richard Salet
  - Karla Williams
- \*Executive Committee

## NOTIFICATION OF MEETING

### STRATEGY COMMITTEE

March 18, 1976  
7:00 p.m.

Zoo Board Conference Room  
(use West Entrance Door to bldg)

This meeting will be an informal "brain storming" session to identify and assign priorities to procedures for implementing tasks, responsibilities, and scheduling to accomplish the goals of the foundation.

Objectives to be considered will be both short term and long term.

Some of the initial ideas for discussion will include the following questions on "how to":

1. coordinate the fund-raising activities of the Foundation with the Minnesota Zoological Board, Minnesota Zoological Staff and as needed with the Minnesota Zoological Society.
2. develop strategy, plans and procedures as needed to promote the interest of community leadership in the Minnesota Zoological Garden. This includes the development of the data/information needed to allow individual Foundation Board members and the Foundation Board as an entity to participate in the promoting of such interest.
3. develop and implement, with the dedicated involvement of the Executive Committee and the Foundation Board, short and long range fund development programs needed to support the program and objectives of the Minnesota Zoological Garden. This includes the development of an initial fund development program plan which includes:
  - a. A definition of the purpose for any fund-raising activities.
  - b. The identification of the community power structure.
  - c. The development of the basic structure of the campaign in terms of levels of authority and community organization.
  - d. A delineation of the standards of giving in the form of tables showing the number of gifts and anticipated size from the various types of donors.
  - e. A statement of requirements in terms of volunteer workers, campaign literature, equipment and resources.
  - f. A time schedule and budget for accomplishing the initial program.
4. secure funds by use of capital campaigns, living trusts, bequests and annual donations.

(over)

5. develop and construct a public relations program for the Foundation.
6. identify other community resources that could assist the foundation to reach its goal.

Collectively, we hope to come up with some recommendations to the Executive Committee to review and approve as an operating policy.

Bridgwater  
File

MINUTES OF MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE  
Friday, March 5, 1976

The Minnesota Zoological Garden Foundation Executive Committee met at 3:00 p.m. on Friday, March 5, 1976 at the Minnesota Zoological Garden conference room.

Executive Committee members present: G. Richard Palen, Secretary/  
Treasurer

Others present: Robert S. Voigt, Executive Director of Minnesota Zoological Garden Foundation; Donald D. Bridgwater, Director, Minnesota Zoological Garden; Robert Bonawitz, Associate Director of Operations and Visitors Services, Zoological Garden; Stephan J. Schuster, Marketing and Media Services Director; Mary Ann Scroggins, Member, Minnesota Zoological Garden Board and Foundation and Jerome Wagner, Member, Minnesota Zoological Garden Board and Foundation.

The meeting was called to order at 3:20 p.m. by Richard Palen. He said the meeting would be a working meeting instead of a formal one since there was not a quorum present.

1. Minutes of February 6, 1976 Meeting. Will have to be approved at next meeting.

2. Treasurer's Report:

Operating Statement (Attachment I). Will have to be approved at next meeting.

Donaldson Co. Inc. foundation gift. Robert Voigt said the foundation recently received a check in the amount of \$2,500 from them and that we would be on their list each year for consideration.

Bush Foundation commitment. Robert Voigt reported that Bush had written to President McKay and formally notified the foundation of their approved \$75,000 for start-up and support costs. Payment is to be made in March. Bush also forwarded a statement of agreement which was signed and returned by President McKay. The Foundation agreed to send to Bush a report at the end of the year regarding foundation operations and disbursement of funds. Voigt noted that a signature card and resolution has been prepared so the check can be deposited in a new savings account when it is received.

Mary Ann Scroggins raised a question over the disposition of the Bush funds. Don Bridgwater noted this capital was released from the original \$785,000 grant to the Zoo Board and the Zoo Board had written a letter to Bush agreeing to give up \$75,000 of their grant which was then awarded under separate agreement to the Minnesota Zoological Garden Foundation. Also that the balance of the Onan Foundation grant was designated to the foundation for operations (about \$13,000) over the next two years. The Bush people have stated that they hoped the money would be used prudently and any balance could be put back into the zoo matching fund. Bob Voigt said it was John McKay's recommendation that we put the money into a 5% savings account until the funds were needed. Bridgwater noted that mechanisms for the long-term operating and perpetration for the foundation was needed. Also, future grants should always be clarified as to whether they were to the zoo project or for foundation operation and that the foundation should consider an administrative overhead charge to help contribute to its operational costs. Dick Palen asked Robert Voigt to come up with some criteria for the handling of contributed funds and the long-term operation of the foundation by consideration at the next meeting. Bob Bonawitz said such policies should revolve around the board's budget and expenses of percentage may vary from year to year.

Cardiac Pacemakers Inc., stock sale. Robert Voigt reported on the sale of the stock described in the minutes of the February 6 Executive Committee meeting. The stock sold on February 20th. Mr. Bonniwell, president of Craig-Hallum, Inc., said it would take two weeks to receive the check and that he presumes it will arrive soon. The 300 shares of stock were sold at \$25 5/8 per share totaling \$8,295.57 (net of commission of \$160.18). The policy established at the last board meeting was that the foundation would convert stocks into cash immediately so that it is not involved in speculation.

Dick Palen said within the month the foundation would have a policy and should be able to transfer the funds to the zoo accounts in the State Treasury.

3. Promotion Report:

Foundation brochure. Robert Voigt showed drafts of two alternative layouts of a proposed promotion booklet for the foundation prepared by an artist with Midwest Planning and Research Inc. He said the artist used the zoo master plan and other MZG reports for ideas. The cost incurred to date is \$350 for art work. Estimates for completion were \$1,500 for art work, layout and copy assembly. Estimated costs

for printing and binding 2000 copies - \$675, typesetting - \$150. General opinion was expressed that this figure was far too low. Dick Palen said the Executive Committee had given direction to the staff to proceed with the development of this brochure and requested a final draft. He suggested the foundation go ahead with copy ideas and not look to the Executive Committee for step by step approval. Steve Schuster recommended they have finalized recommendation and finalized copy at the next Executive Committee meeting. Dick Palen agreed. Steve Schuster suggested pinning down costs on type and art work. Dick Palen suggested Don Bridgwater and Robert Voigt get together to decide specific areas of distribution and how many booklets we might need.

Inventory and prospect file - Call material. Bob Voigt presented a proposed reference file that is in process of assembly and will be made available to each foundation board member.

Contacts and development (Attachments II, IIa, IIb, IIc, IID, IIe). Preliminary lists of major firms and foundations were reviewed as was a list of individual prospects. A progress report on contacts to date was presented by the Executive Director and discussed.

4. Organizational:

Auditing firm information (Attachment III). Bob Voigt presented a schedule of filing and reporting requirements for the Minnesota Zoological Garden Foundation prepared (gratis) by Peat, Marwick, Mitchell and Co.

National associations. Bob Voigt said at this time we do not benefit from membership in the National Society of Fund Raisers. He said, however, the Minnesota Zoological Garden Foundation has been invited to speak to the meeting of the Minnesota chapter of this national association in May or June.

Personnel benefit programs. Bob Voigt said the staff is still involved in the gathering of information stage.

New board member prospect list (potential board members) (Attachment IV). Bob Voigt said this list was requested by Bob Engels at the last committee meeting. The three groups indicated were accumulated at different times. He said there are strong reasons for any of these people to be chosen and that

there are more people that could be added to the list. The positions we have on the board should be filled by persons who have exhibited strong community leadership, have identity, close association and personal knowledge of people who will be on the prime prospect list.

Dick Palen suggested the board member prospect list should be on the agenda for the next meeting.

5. New Business:

Financial Goal Statement (Attachment V). Robert Voigt presented a preliminary Financial Goal Statement. It was recommended that this be developed further into a working statement for approval.

Operational Strategy Committee. The Executive Director presented a proposal to create an Operational Strategy Committee which could include members of the Minnesota Zoological Garden Foundation Board and staff, as well as outside volunteer expertise to assist in development of policies and strategies for recommendation to the Foundation Board. A sort of "think tank" group. Questions were raised as to whether these functions might be filled by or overlap the Executive Committee functions. The belief is that an advisory group like this that has "outside" experience in similar projects would be beneficial to the foundation.

Bob Bonawitz suggested this group would be brainstorming and then presenting methods and alternatives to the Executive Committee so in the long term the Executive Committee would be involved. Dick Palen suggested the Operational Strategy Committee concept be put on the next agenda so that the members could review it and give a comment or two about the chore at hand.

6. Other Business. Dick Palen suggested 2:00 p.m. would be a better time for the Executive Committee meeting and that if the Zoo Board meeting runs over, perhaps lunch could be brought in.

7. Dick Palen adjourned the meeting at 5:53 p.m.

File

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

EXECUTIVE COMMITTEE MEETING

March 5, 1976

3:00 p.m.

A G E N D A

1. Minutes of February 6, 1976 Meeting ✓
2. Treasurer's Report: ✓
  - Operating statement (attached) ✓
  - Donaldson Foundation gift ✓
  - Bush Foundation commitment ✓
  - Cardiac Pacemakers Inc., stock sale ✓
3. Promotion Report:
  - Foundation brochure ✓
  - Inventory and prospect file ✓
  - Call material ✓
  - Contacts and development (attached) ✓
4. Organizational
  - Auditing firm information (attached) ✓
  - National associations ✓
  - Personnel benefit programs ✓
  - New board member prospect list (attached) ✓
5. New Business
  - Financial goal statement (attached) ✓
  - Operational strategy committee ✓
6. Other Business as suggested by Board
7. Adjournment

Historical Background  
(limit)

Recognition  
objectives - Benefits  
Cost  
What can you do?

12,500  
6,000

785  
75

OPERATIONAL STRATEGY COMMITTEE

Purpose: \*to develop formal guidelines for operating the foundation

\*establish procedures for decision making

\*to define duties and responsibilities of board members as well as Executive Director

\*to identify methods to "top" ideas and expertise among board members and throughout co-munity

\*submit recommendations to Foundation Board on suggested objectives and directives

\*establish detailed program, time schedule, and working goals--current--long-range--revisions

\*not a policy making group, but an informal group that will attempt to identify formal operating proceedings for the foundation

\*membership could include representatives of the Board, Society, Community and Staff.

\*Executive Director has responsibility to carry out functions defined.

Specifics: to formally establish priorities in fund raising program

\*Foundations: major, minor, local, national, etc.

\*Individuals: special interests, resources, etc.

\*Populous areas: (with Society) schools, clubs, mass appeals, etc.

\*Long Term: wills, annuities, etc.

\*Program and research grants are strictly zoo staff responsibilities.

continued Ideas to Consider

- (3) Develop a "Shopping List" of animals, equipment, current and future cost estimates, etc. ("In process"-D.B.)
  - a. reinstatement items
  - b. enrichment lists
  - c. additional desired
  - d. expansion exhibits

## BOARD MEMBER PROSPECTING LIST

The Minnesota Zoological Garden Foundation is a BIG job--and it involves all of us. The foundation will be as successful as WE collectively will make it.

Our foundation's single objective is dependent upon each board member participating in our fund raising activity. Each person is being asked to individually select your own list of prime prospects (notify us of the selected list), establish contacts, and successfully follow through with our help and the help of zoo people to secure financial commitments to the foundation for the zoo. Your selection will be from lists we have assembled or from your own knowledge of interested individuals, businesses, foundations, organizations, unions, groups or associations that have financial resources that can be give to help the zoo.

All contacts being organized should be communicated to the Executive Director and foundation staff for coordination and assistance in the presentation. Please let us know of all informal contacts, too. Because of our limited team size and chosen method of capital fund raising, we need to use our effort wisely, to make intelligent choices, and to present most effectively the reason for the needed financial support and the benefits that will accrue to our entire community.

There are many hundreds of prospects that we need to reach with our story. And we have a tremendous facility to tell about. This will not be an easy task.

Our goals will be achieved by each board member first determining their individual level of commitment and participation. Each board position carries a degree of responsibility that is a variable, but dependent upon your decision to participate to the maximum possible.

We are in the process of assembling good descriptive information that will assist and support all financial presentations. We will have both written and visual material. Personnel will be available from both the foundation and the zoo staff to present the information on background, stages of development, and future needs. We do not expect you to know the entire story. We do, however, expect you to be acquainted enough to open the door for us to present formally the big picture.

Foundation staff, with your help, will attempt to secure and maintain background information on the potential of each prospect. This includes, but is not limited to, technical I.R.S. reports that are public information, annual reports, new items, etc. The foundation requests your assistance in collecting material that will be relevant to any and all present or future prospecting on behalf of the program.

Our long-term objectives include establishing awareness opportunities for individuals to remember the Zoo Foundation in their personal bequests, estate planning and deferred gifts. Please consider this opportunity in your immediate planning program, too.

Right now we need to develop a better awareness of the zoo among the major sources of financial assistance. And, we need to develop a sense of personal commitment to assist financially towards its completion.

The completion of the Northern Trek is up to us. Future developments are our responsibility, too.

Minnesota's state legislature has made a tremendous financial commitment to get the zoo started. We should use this fact advantageously in our promotion. We have a truly unique facility now being constructed. It will provide fantastic opportunities for education, recreation, conservation, research and related enlightenment for all people.

In order to get organized to move most effectively towards our monetary and programmatic goal, we now need to know where you are personally most comfortable and best acquainted to help. We are requesting that each board member complete the attached form that lists your individual recommendation and commitment for prospecting.

We will assist in all ways possible to provide support material and coordinate your personal calls. We will develop two member teams for all major presentations. We all want to do the best job possible to fulfill our individual commitments and collective responsibility.

While this recommended list is our starting point, we have a continual responsibility to add new names and prospects to the list. Be sure to contact the foundation office prior to any major solicitation for any ideas or information we have on past contacts, work in process, others who would be available for team contacts, and basic data on potential or financial history.

MAJOR FIRMS AND FOUNDATIONS PROSPECTS

#1 Priority

American Linen Supply Fund, Inc.  
Apache Foundation  
Bemis  
Bremer, Otto, Foundation  
Burlington Northern  
Cargill  
Dayton Hudson  
Deluxe Check  
Farmers & Mechanics Savings Bank  
Fuller, H.B. Company  
First Bank System  
General Mills Foundation  
Gold Bond Stamp Company  
Grayco Foundation  
Honeywell Fund  
McKnight Foundation  
Minneapolis Star & Tribune  
3-M Foundation  
Northern States Power  
Northwest Airlines  
Northwestern National Bank & Banco  
Pako Pillsbury  
St. Paul Companies  
St. Paul Foundation & Minnesota Foundation  
Tennant Company Foundation  
Toro Company  
WCCO-TV  
Johnson Foundation, Waseca

FINANCIAL GOAL STATEMENT (1976-1977)

Program Objectives

(\$ 400,000 in 1976)  
(\$1,100,000 in 1977)  
(per Executive Committee meeting November 14, 1975) \$1,500,000

Phase I

Source:

Non-state source of funds	\$2,350,000	
	<u>767,599</u>	1,582,401
Available as matching funds from state		1,582,401
Additional support needed to complete Northern Trek as designed--funds needed from additional fund raising, <u>or</u> from under expenditure of the established reserve and contingency budgets--per Project Control Group report January 30, 1976.		598,966
Undesignated to balance projection		<u>36,233</u>
		<u>\$3,800,000</u>

Application: (Estimated) Northern Trek

* South Area Exhibit included in present budget of \$1,357,982		
* West Central Area Exhibit (describe)		1,900,000
* North Area Exhibit (describe)		<u>1,900,000</u>
		<u>\$3,800,000</u>

Ideas to Consider - Additional Alternatives -

- (1) Attempt to identify "outside" foundations interested in youth programs to provide financing for proposed youth hostel (i.e. \$200,000)
- (2) Society may invent "popular campaign" to buy animals--conversely, we could encourage specific donations like that which would then make present budget dollars available for construction.

#2 Priority

Allis Foundation  
American Hoist & Derrick  
Andersen Foundation-Bayport  
Athwin Foundation  
Bigelow, F.R. Foundation  
Cargill  
Carolyn Foundation (Crosby)  
Control Data Corporation  
Davis, Edwin W. Foundation  
Driscoll Foundation  
Gamble Skogmo Inc.  
Green Giant  
Harris Foundation  
Hoerner-Waldorf Corporation  
Hormel  
IDS  
International Multifoods  
Inter Regional Financial Group (DKQ Inc.)  
La Maur Inc.  
Land-O-Lakes  
Mayo  
Medtronics  
Minnesota Gas Co.  
Minnesota Mutual Life Ins.  
Modern Merchandising Inc.  
Northrup King & Co.  
Northwestern National Life  
O'Shaughnessy Foundation  
Peavey Company  
P.J. & H. Inc.  
Rauenhorst Corporation  
Super Value Stores Inc.  
Twin City Federal  
Valspor Corporation  
Wilder

NATIONAL FIRMS WITH HEADQUARTERS ELSEWHERE  
BUT WITH MAJOR BRANCHES IN MINNESOTA

ADM  
Bethlehem Steel  
Boise Cascade Corp.  
FMC  
Gillette  
IBM  
Knight-Ridder Newspapers  
Letton Industries  
Northern Natural Gas Co.  
Northwestern Bell  
Pepsi Co.  
St. Regis Paper  
Sperry Rand  
Weyerhaeuser  
Whirlpool

INDIVIDUAL PROSPECTS

Anderson, Elmer L.  
Anderson, Fred  
Andreas, Dwayne O.  
Ankeny, Dewalt H., Jr.     Andrews, Walter G.  
Arend, Mark  
Baker, Roger  
Bakken, Earl E.  
Bean, Atherton  
Bemis, Judson  
Bernardi, Anthony  
Binger, James  
Brown, Edward C., Jr.  
Capp, Martin  
Carlson, Curtis L.  
Carpenter, Leonard  
Cowles, John  
Dayton, Donald C.  
Dayton, Kenneth N.  
Dayton, Leonard  
Dayton, Wallace  
Donaldson, Frank A.  
Drake, Carl  
Field, Wayne  
Fiterman, Miles Q.  
Frame, Clarence G.  
Gamble, Bertin C.  
Geiger, Earl  
Granguard, Donald  
Gray, Dick (Zero-Max)  
Harrison, Thomas G.  
Heilicher, Amos  
Horn, Charles  
Hubbs, Ronald M.  
Jacobs, C. Bernard  
Keating, Stephen F.  
Kraemer, Paul W.  
Kuhnley, Harvey  
Lilly, David M.  
Lonny, Goodrich, Jr.  
McCannel, Malcolm A.  
McCarthy, Donald  
Mackay, Malcolm  
MacLaury, Bruce  
MacMillan, Cargill  
Moorhead, John  
Morrison, Clinton  
Morrison, John W.  
Musser, John M.  
Myers, John  
Nash, John  
Nason, Philip  
Norris, William C.  
Nyrup, Donald  
Olseth, Dale  
Ordway, John G., Jr.  
Osborn, Edward B.  
O'Shaughnessy, J.A.  
Parker, Paul L.  
Paulucci, Jenio F.  
Pennock, George  
Phillips, Jay  
Phillips, William G.  
Pillsbury, John S., Jr.  
Pohlad, Carl  
Polk, Louis F., Jr.  
Ridder, Bernard, Jr.  
Ritz, Gordon  
Rose, Joseph L.  
Rutledge, Henry  
Scott, Andrew  
Silha, Otto  
Skoglund, H. P.  
Slade, G. Richard  
Strauss, W. A.  
Summer, James A.  
Rauenhorst, Gerald  
Reed, A. Lachlan  
Totino, Rose  
Vaughn, Richard  
Weyerhauser, Frederick K.  
Whiteman, H. Clifton  
Whitney, Wheelock  
Wilkie, James  
Winter, Max  
Young, Richard  
Zelle, Louis N.

CONTACT REPORT

NATIONAL FOUNDATION

*File 14-17<sup>th</sup> - 1976*

Amoco - Chicago	Burney	letter
Ford Motor Co. - Dearborn	Kooi	"
Rockefeller - New York	Knowles	"
Alcoa - Pittsburgh	Doty	"
Alleghany - Pittsburgh	Collins	"
Atlantic Richfield - Los Angeles	Evans	"
Avon Products - New York	Schroder	"
Carnegie Corporation - New York	Pifer	"
Ford Foundation - New York	Kennedy	"
Educational Facilities Lab. - N.Y.	Gores	"
Exxon Education Foundation - N.Y.	dew Bolman	"
Container Corporation - Chicago	Guenzel	"
Cities Service - New York	Cobb	"
Chrysler Corporation Fund	Forbes	"

LOCAL FOUNDATIONS

Green Giant	Kline	JM
McKnight Foundation	Ewald	JM
International Multifoods	Kolb	JM
Bremer Foundation	<i>Maryann</i> Lies	JM
Northwestern Nat'l. Bank - Mpls.	Buckles	BV
Pako	<i>Kew</i> Knopf "Zoo Buff"	BV
Minneapolis Foundation	<i>Jim</i> Shannon - <i>Tom Beech</i>	BV.DB.
Tennant Company	<i>George</i> Pennock	BV
Mayo Foundation	<i>Max</i> Hite <i>referred by Malcom McDonald</i>	BV
Farmers & Mechanics Bank	<i>Bill</i> Grandy — <i>campaign chairman for Minn. Arch. Fund.</i>	BV
Minneapolis Star & Tribune	<i>Bower</i> Hawthorne	BV
Minnesota Charities Review Council	<i>Harold</i> Adams -	BV.JM.
Twin City Federal Savings & Loan	<i>HURVEY</i> Kuhnley	BV
Wilder	<i>Malcolm</i> McDonald	BV
General Mills	<i>Bill</i> Humphry	BV

OPERATING STATEMENT

Month of February 1976

Beginning Balance:		\$ 3,141.52
Income:		
Donaldson Foundation	\$ 2,500.00	<u>2,500.00</u>
		5,641.52
Expenses:		
Salaries	1,757.38	
Travel, meals, etc.	95.66	
Rent	215.00	
Printing, office supplies	25.41	
Postage, misc.	<u>50.00</u>	<u>2,143.45</u>
Ending Balance:		<u>\$ 3,498.07</u>

*Don Bridgwater*

*File*

MINUTES OF MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
BOARD OF DIRECTORS  
Wentworth Office Center  
Thursday, January 22, 1976

The Minnesota Zoological Garden <sup>Foundation</sup> Board of Directors met at 2:10 p.m., Thursday, January 22, 1976, at the Wentworth Office Center, Conference Room, West St. Paul, Minnesota.

Members present: John McKay, President; David W. Onan II, Vice President; G. Richard Palen, Secretary/Treasurer; Firmin L. Alexander, John E. Tilton, Larry S. Freeman, Adolf Tobler, Mary Ann Scroggins, Karla Williams, Reverend Alan W. Moss, Richard Salet and Malcolm McDonald.  
Others present: Donald D. Bridgwater, Director, Zoological Garden; G. D. Hegstrom, Project Director, Zoological Garden; Robert Bonawitz, Associate Director of Operations and Visitors Services, Zoological Garden; Steve Schuster, Marketing and Media Services Director; and Robert Voigt.

The meeting was called to order by President John McKay.

Richard Palen introduced the Minutes of the December 12, 1975 Executive Committee meeting. Motion was made by David W. Onan to approve the minutes and was seconded by Richard Palen. Motion carried.

Richard Palen, Treasurer, recommended approval of the Financial Report, January, 1976, and it was approved (copy retained in Foundation's permanent files).

John McKay explained the gift from Cardiac Pacemakers, Inc. which consists of 330 shares of common stock from Manuel A. Villafana. David Onan asked if the stock should be converted soon or what the procedure would be. John McKay said it was an open question and said the donor takes the value of the stock on the day it is transferred which in this case was the end of December, 1975. David Onan said it is his observation that it is best that stock be converted to cash in a short length of time so the Foundation isn't taking it as a speculation as it could be criticized if it held it. Richard Salet said it is a good policy that we are not speculating and therefore always know where we stand. David Onan said he wondered if the Board should make a determination as to whose responsibility it should be. John Tilton said we should place the responsibility in the hands of the Treasurer with the approval of the Executive Committee. John Tilton moved that this be done and Reverend Moss seconded it. Motion carried. Adolf Tobler noted that it was given to us in 1975 so that it was a tax write off and John McKay explained that we had written a letter of verification to that fact.

John Tilton asked about the Bush Foundation grant money and how much we had asked for. Don Bridgwater stated that it was for \$75,000 in one sum with the understanding that any portion not needed for startup should be assigned to the Zoological Garden for support.

Mr. McKay read item VI on the agenda, consideration of the selection of a fiscal agent, and asked John Tilton to discuss it since he had asked that it be on the agenda. Mr. Tilton said he would defer until he had more information.

John McKay asked Robert Voigt to leave the room so that they could discuss the Executive Director position. He told the members that the Executive Committee recommendation and procedure had resulted in a proposal to Robert Voigt as Director and he had been offered the job on January 1. Mr. Voigt had accepted at that time indicating he could start February 2, 1976. John McKay said that when he was interviewed he had asked for \$20,000 a year but that fringe benefits and social security had not been discussed.

Mary Ann Scroggins moved that we hire Robert Voigt as Executive Director. John McKay suggested that the Executive Committee should work out the salary. Richard Salet suggested there should be a travel expense included. Mary Ann Scroggins asked if we would take care of medical benefits and John McKay said it should be comparable to what the state pays their employees.

Richard Salet said we should have a consensus as to a years contract and John McKay said Robert Voigt said his record should be his contract, but mentioned it would take a year for the goals we have established.

Mary Ann Scroggins moved that the Board approve the action of the Executive Committee in hiring Robert Voigt at a base salary of \$20,000 and to empower the Executive Committee to proceed with details of social security and fringe benefits with a starting date of February 2, 1976. Motion carried.

Robert Voigt returned and John McKay told him by unanimous vote he had been appointed Executive Director of the Minnesota Zoological Garden Foundation and that specifications on salary and fringe benefits will be worked out between Mr. Voigt and the Executive Committee. Mr. Voigt thanked the Board and said he is looking forward to working with each one of them. He gave a brief biographical sketch of himself.

John Tilton asked if Mr. Voigt had been briefed on the position with the Zoo Board staff and Don Bridgwater said he had been briefed on matters of design and construction with Jerry Hegstrom, but there were still a number of things to work out. Mr. Bridgwater said it was just a year ago that they had had the first meeting with the set of recommendations that led to the establishment of this Foundation and that a lot of time and planning had gone into it. He said they would be talking more about it this evening at the Foundation Dinner.

John McKay asked Firmin Alexander about appointing new members to the Foundation. Mr. Alexander made a motion that Norma Hanson be appointed to the Foundation Board and John Tilton seconded it. Motion carried.

John McKay said Larry Wentzel from Burnsville had been recommended by Bob Engels. Richard Palen moved that he be appointed and Richard Salet seconded the nomination. Motion carried.

John Tilton recommended Louis Gelfand of The Pillsbury Company be a member and Karla Williams seconded the motion. Motion carried.

John McKay said Mary Ann Scroggins had suggested some people at one point and she said she hadn't made further contacts because she understood we were waiting on Reuel Harmon's people.

Additional candidates were proposed for the remaining positions, such names to be for review and discussion by the Executive Committee.

President McKay asked if there was any more New Business. There was none.

He then asked if there was any Old Business. It was announced that the February 6 Zoological Board Meeting had been changed to January 30th, but Mr. Alexander suggested the Executive Committee still meet on February 6 at 3:00 p.m. and discuss the completion of the Foundation Board.

John McKay adjourned the meeting at 3:28 p.m.

MINUTES OF MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE  
Wentworth Office Center  
Friday, December 12, 1975

The Minnesota Zoological Garden Foundation Board of Directors met at 2:10 p.m., Friday, December 12, 1975, at the Wentworth Office Center, Conference Room, West Saint Paul, Minnesota.

Members present: John McKay, President; G. Richard Palen, Secretary/Treasurer; Firmin L. Alexander, John E. Tilton, Reuel Harmon, Robert H. Engels, Norma Hanson, Adolf Tobler, Mary Ann Scroggins, Dr. U. S. Seal, Karla Williams, Richard Salet, Jerome Wagner and Reverend Alan W. Moss.

Others present: Donald D. Bridgwater, Director, Zoological Garden; G. D. Hegstrom, Project Director, Zoological Garden and Robert Bonawitz, Associate Director of Operations and Visitors Services, Zoological Garden.

The meeting was called to order by President John McKay.

Richard Palen read the Notice of Meeting and introduced the Minutes of the November 14 Executive Committee Meeting. Motion was made by Reverend Alan Moss to approve the minutes and seconded by Mary Ann Scroggins. Motion Carried.

John McKay read the December, 1975 Financial Report (copy retained in Foundation's permanent files as all attachments will be). Report approved.

Richard Salet asked if William R. Hibbs of Dorsey, Marquart, Windhorst, West & Halladay, Minneapolis, Minnesota had been contacted regarding the outstanding invoice with their firm for legal services for the Foundation in the amount of \$2,006.33. Mr. McKay said he and Don Bridgwater had met with Mr. Hibbs to discuss same and they were told the invoice had already been cut in half, but that they are willing to wait until the Foundation is able to handle it. John Tilton recommended that John McKay suggest they bill us for \$4,000 and make a second contribution of \$2,000 so that the Foundation can get matching funds. Firmin Alexander moved that this procedure be explored.

John McKay suggested bequests, wills, etc. be used for memorials and given to the Foundation. It was suggested we put an ad in the Bar Association magazine urging lawyers to consider the Zoological Foundation for their clients. Mary Ann Scroggins suggested sending a mailing to lawyers. Reuel Harmon said that was a good idea and that the mailing should also include Trust Departments and Trust Officers of local banks.

John McKay told the Executive Committee that the office has sent letters to the foundations that attended the October 1974 meeting of Minnesota foundations and that we have received two replies.

John McKay introduced the Bush Grant to the Board and suggested we submit it as a new request for \$75,000 to support the Foundation. Firmin Alexander said it would not be a good idea and rather than jeopardize what good will we already have to let our original revised application stand as is. Bob Engels and Jerome Wagner agreed we should not ask for additional monies. John McKay said he and Don Bridgwater had met with the Bush people who said it couldn't be changed until their February board meeting and further requested that we make this proposal before the Foundation. Reuel Harmon said his judgment is that it could be quite disturbing to the full board at Bush if we suggested any changes. Submission of the grant application as presented in the meeting was approved.

John McKay asked how specific our requests should be to other foundations. Reuel Harmon said when we contact other foundations, we should have a specific request tailored to the size of the particular foundation and tailored to the pattern of their giving.

John McKay reported on employment applications for Executive Director for the Foundation. He said three people on the Executive Committee had read the resumes and that the list should be reduced to four or five. He suggested setting an interview date and Firmin Alexander suggested that the resumes should be available in the Foundation office for three or four days and board members should feel free to examine them. He suggested after choosing the top choices, an Executive Committee meeting should be called to interview the applicants. Richard Palen suggested closing applications by the 15th and that the Executive Committee should meet on Monday, December 15th at 2:00 p.m. to boil the list down to three people. Then there would be a full board meeting where the finalists would make a presentation. Richard Salet suggested we should give one hour to each applicant.

John McKay said the resumes would be available to read today after the meeting if any board members were interested and that we would send the finalists resumes out after the Monday meeting.

John Tilton suggested the Foundation should have a Dutch treat dinner for all of the board and their spouses and that the Zoo Board make a presentation regarding the project. The next Zoological Board meeting will be on January 22 and Mary Ann Scroggins suggested having the dinner meeting the same day. John McKay suggested having the new foundation director there if possible. Mr. Tilton moved that the dinner be held on January 22. Cocktail hour from 6:00-7:00 p.m.; dinner from 7:00-8:00; slide presentation at 8:30 p.m. at the Zoo Board office. The Foundation meeting will be at 2:00 p.m. unless the Zoo Board is still meeting.

John McKay asked for a report on contacts for new Board of Directors members. Mr. Engels said at this point he was unsuccessful, but was still working on it.

Richard Palen and Firmin Alexander reviewed the executive director applicants and omitted seven people. Anyone wishing to read the remaining eleven resumes was asked to do so after the meeting.

It was requested that a schedule of meetings be sent to all members.

John McKay said he met with the National Garden Clubs and Minnesota Garden Club people and after the first of the year, they would like to sit down with the foundation and discuss possibilities of providing shrubs and trees for the zoo.

Firmin Alexander said he had met with the Worldwide Ski Federation people who are putting on a professional ski championship in March and that the proceeds might be given to the zoo. He said he referred the people to Karla Williams as they were interested in the horseshow brochure and how it was done. Karla Williams said they had contacted her and they were interested in the horseshow booklet and needed a place to have their booklet made. She felt they really wanted more of our time and energy than we could give, but that she had left the lines still open if we were interested.

The meeting was adjourned at 4:10 p.m. by President McKay.

*File* *Bridgwater*

MINUTES OF MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE  
WENTWORTH OFFICE CENTER  
Friday - November 14, 1975

The Executive Committee of the Minnesota Zoological Garden Foundation met at 3:05 p.m., Friday, November 14, 1975, at the Wentworth Office Center, Conference Room, West Saint Paul, Minnesota.

Members present: John McKay, President; David W. Onan, II, Vice President; F. L. Alexander, John E. Tilton, Robert Engels, Dr. U. S. Seal, Adolf Tobler, Mary Ann Scroggins, Jerome Wagner.

Others present: Donald D. Bridgwater, Director, Zoological Garden; G. D. Hegstrom, Project Director, Zoological Garden; R. L. Bonawitz, Associate Director of Operations and Visitors Services, Zoological Garden.

The meeting was called to order by Mr. McKay.

Motion was made by Mr. Tilton that the minutes of the October 31, 1975 meeting be approved. Motion seconded and carried.

Mr. McKay presented the financial report and reported expenditures for \$20 for stamps, \$75 for telephone and \$215 for office rent for month of December.

Mr. McKay introduced Gloria Bridgwater as the Foundation's new office manager-secretary-accountant and said she would be working 30 hours per week and paid as a consultant since she would be receiving no benefits.

Mr. McKay gave the President's Report and reported letters had been sent to all persons/institutions who furnished funding in response to the Oppenheimer memorial.

Mr. McKay introduced the President's Summary (Attachment A)--Foundation Status-Activity and Funding, Estimated Operating Budget November 1975 thru February 1976, Alternative Projected Operating Budgets One and Two Years. Mr. Bridgwater corrected page two, Onan Foundation, to read \$2,500 instead of \$2,000.00.

The Board discussed the future Director's position description (Attachment B). Mr. Alexander suggested the Foundation should look at any and all people who come to the Foundation. Mr. Tobler said the first objective should be to raise matching money quickly and said the person should be from here, but that the long-range objective might be different. Dr. Seal asked if something had been done to design a time frame. Mr. McKay said yes and Mr. Bridgwater explained the time frame schedule on the wall (condensed version attached-Attachment C). Mr. Alexander said one goal is an immediate goal and the other goal is a continuous ongoing fund development over the years and that we are not hiring someone on a two or three year contract. Mr. Engels said when the person is interviewed, he should be told

one of the first responsibilities is to raise \$2½ million by a certain date and that this should be worked into one of the job descriptions--by the second stage there could easily be a turnover. Mr. Onan said the description describes a person with experience, a person who has shown the ability to do this kind of job. Mr. Alexander said the applicant should have the ability to manage his time well.

Dr. Seal suggested the applicant might want to give himself his own title. It was suggested the applicant should report to the Board of Directors.

It was suggested the Position Objective should say to raise \$1,595,000 in the first year's operation. Mr. Bridgwater said it would be \$375,000 now and \$1,175,000 later. He said it is a matter of getting enough funds raised to release a match.

Mr. Onan said the future director should look at an immediate objective of \$375,000 and a long-range objective of \$1,595,000 by January 1978. Mr. Tobler said if someone set a specific date the future director might think twice about wanting the job and that we should point out the faster he does it the better, but with no specific date. Mr. Alexander moved that it should be left up to Mr. McKay, Mr. Bridgwater and Mr. Verret. Mr. Engels seconded the motion. Motion carried.

Mr. Engels moved that the Position Objective should read "an Executive Director who will be able to accomplish these objectives." Mr. Alexander moved it should read: 1. \$400,000 first year 2. \$1.1 million by 1978 and 3. long-range (over the years to raise funds) because the person interviewed might want to make this as a career not just a short-term job.

Mr. Tobler said Number 8 under Other General Characteristics should be changed to read "Must be willing to accept a possible short-term contract, and if successful, a permanent contract."

Mr. Alexander asked how we should go about hiring and Dr. Seal said Mr. McKay and Mr. Bridgwater should do the interviewing. Mr. McKay said we should have a screening process and that he now has resumes from three people. Mr. Onan said he would like to look at all of the resumes. Ms. Scroggins said some people do not want it known that they are looking for a job. Mr. Bridgwater said that we should identify some point in time where all of the final applicants are interviewed during a single time sequence and a decision made while the series of interviews are fresh.

Mr. Tilton said we should develop some kind of procedure to let people know we are looking for candidates. Mr. Tobler suggested running an ad and setting a deadline. Mr. Tilton asked if we should get a professional firm to find a director. Mr. Onan liked the idea of an ad.

Mr. Engels suggested January 1, 1976 as a deadline. Mr. Onan suggested December 1. The President was instructed to insert an ad in the local press. It was suggested we might go to Verret for an example of an ad.

Mr. Tilton suggested the president, zoo director and staff should screen the applicants. Mr. Onan and Mr. Alexander requested to read all resumes.

Mr. Engels suggested Mr. Onan serve with Mr. McKay and Mr. Bridgwater, and Mr. McKay suggested Mr. Alexander serve on the committee also.

Mr. Tobler asked if everything had been worked out with the Bush Foundation to release funds and Mr. McKay said he and Mr. Bridgwater are in the process of setting up a meeting with them.

Mr. Engels reported on candidates for the Board of Directors for the Foundation. He said Mr. Dayton, Mr. Wenzel and Mr. Wilke are considering the position.

Mr. McKay told the Board that the Foundation had received a Fee Statement from Dorsey, Marquart, Windhorst, West & Halladay for legal services rendered to the Foundation by Mr. William R. Hibbs in the amount of \$2,006.33. Mr. McKay noted that he would call and discuss this bill with Mr. Hibbs.

Mr. Alexander suggested the Executive Committee should meet again on November 28th at 3:00 p.m.

Mr. McKay adjourned the meeting at 5:00 p.m.

PRESIDENT'S SUMMARY

Foundation Status - Activity and Funding

A. We are now equipped to:

- 1) Receive funds
- 2) Account for funds
- 3) Carry out day-to-day correspondence
- 4) Fully equipped office
- 5) Sufficient equipment or use of same
- 6) Carry out developmental correspondence
- 7) Basic support staff
- 8) Initial Foundation contracts
- 9) Initial special donor contracts

B. We are not equipped or funded to:

- 1) Develop major printed material
- 2) Prepare or carry out a major overall funding strategy
- 3) Develop on-going and long term fund raising efforts
- 4) Long term management of funds

C. Available or projected funds:

Currently available	\$4,000	
Available in January	<u>1,000</u>	
	\$5,000	
Available in quarterly increments over the next years		\$13,000
Available to Foundation by March 1976		75,000

*to 20,000 in  
when foundation  
1,500 quarterly*

D. Summary

- 1) We have sufficient funds to operate at Level A for 4 months (November to March 1, 1976)
- 2) We should have funds to operate at Level A and B for two years, without a paid director or special studies.
- 3) We would need \$50,000 additional monies to operate for two years with paid director, special studies, and programs.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Estimated Operating Budget  
November 1975 thru February 1976

Income

Cash on hand	\$ 3,000.00
Onan Foundation	2,000.00
TOTAL	\$ 5,000.00

Expenses

Rent (\$215 / month x 3)	\$ 645.00
Office (Organization and management includes secretary, accounting and management - \$6 / hr. not to exceed 30 hr. / week)	2,880.00
Milage (16¢ / mile)	128.00
Communications	
Phones (\$24.00 / month)	96.00
Long Distance (\$30.00 / month)	120.00
Postage (\$42.00 / month)	168.00
Xerox	80.00
Supplies and Expense	200.00
Miscellaneous Expenses	260.00
TOTAL	\$ 4,577.00
<u>ANTICIPATED INCOME</u>	<u>5,000.00</u>
OPERATING BALANCE	\$ 523.00

ALTERNATIVE PROJECTED OPERATING BUDGETS  
ONE AND TWO YEARS

Support Staff

Secretary and Office Management (contract) (including basic accounting)	\$ 12,480
Audit and Supervisory Accounting	2,000
Overload Clerical (\$4.00 / hour)	<u>2,080</u>

Offices Operation

Rental	\$ 2,580
Phones	600
Office Equipment	2,000
Supplies	1,200
Postage and Communications	1,200
Xerox	400
Other (including travel, rentals and etc.)	<u>2,000</u>

TOTAL \$ 26,540

Special projects such as brochures, mailings, programs 12,000

Director of Consultant Program (including fringes + 25%) 30,000

\$ 68,540

This basic support assuring volunteer leadership with special projects funds \$ 38,540

With director or professional advice 68,540

Funding needs annually: Minimum - no projects	14,400
Minimum - projects	38,540
Minimum - with director and projects	68,540

For two years - minimum - projects 77,080

For two years - minimum - director and projects 137,080

Projected base level office operation (\$1,200/month) 14,400

No projects major  
No expansion

*Attachment B*

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
POSITION DESCRIPTION

POSITION TITLE: Executive Director

REPORTS TO: Foundation President

DIRECTLY SUPERVISES:

POSITION OBJECTIVE:

PRINCIPLE RESPONSIBILITIES:

1. To develop and implement, with the dedicated involvement of the Executive Committee and the Foundation Board, short and long range fund development programs needed to support the program and objectives of the Minnesota Zoological Garden. This includes the development of an initial fund development program plan which includes:
  - a. A definition of the purpose for any fund-raising activities.
  - b. The identification of the community power structure.
  - c. The development of the basic structure of the campaign in terms of levels of authority and community organization.
  - d. A delineation of the standards of giving in the form of tables showing the number of gifts and anticipated size from the various types of donors.
  - e. A statement of requirements in terms of volunteer workers, campaign literature, equipment and resources.
  - f. A time schedule and budget for accomplishing the initial program.
2. To develop strategy, plans and procedures as needed to promote the interest of community leadership in the Minnesota Zoological Garden. This includes the development of the data/information needed to allow individual Foundation Board members and the Foundation Board as an entity to participate in the promoting of such interest.

3. To develop proposals for institutional and government grants.
4. To secure funds by use of capital campaigns, living trusts, bequests and annual donations.
5. To serve as the principle administrative officer of the Foundation.
6. To prepare and provide financial and Foundation status reports to the Foundation Board of Directors on a regular basis.
7. To prepare and file financial reports with the IRS and other reports and documents as needed by the State or Federal Government.
8. To maintain books and records supporting all fund-raising activities.
9. To develop statistical and, following detailed analysis, summary reports which will allow the Board to measure the results of its fund development efforts and direct attention to uncultivated items and/or areas.
10. To develop and construct a public relations program for the Foundation.
11. To coordinate the fund-raising activities of the Foundation with the Minnesota Zoological Board, Minnesota Zoological Staff and as needed with the Minnesota Zoological Society.
12. To manage fund-raising and capital campaign programs.
13. To attend Foundation Executive Committee meetings, Foundation Board meetings, and to participate in the development of policies and procedures.

DESIRABLE QUALITIES:

1. Strong administrative skills
2. Managerial experience
3. Ability to develop in-depth plans and objectives aimed at fulfilling the Foundation's objectives.
4. Demonstrated familiarity and experience with all forms of fund-raising activities and all forms of giving.
5. Demonstrated leadership ability and ability to organize and manage volunteer groups and programs.
6. Good communication skills.

OTHER GENERAL CHARACTERISTICS:

1. Ability to operate and produce on a time schedule (preferably with a proven track record).
2. Ability to make clear, concise, but appealing public presentations.
3. Knowledge of operational functions and general philosophies of corporations and foundations.
4. Personable and able to relate the zoo story to the public.
5. Is able to relate to and work with the Zoological Garden staff and be acceptable to them.
6. Is able to relate to and work with the Zoological Board and be acceptable to them.
7. Must indicate a basic value system compatible with the purposes of the Foundation's goals.
8. Must be willing to accept a possible short term contract.
9. Must be able to write effectively and understand the media services.
10. Must have a basic knowledge of finance, taxes and related areas.

*Questionable*



MINUTES OF MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE  
WENTWORTH OFFICE CENTER  
Friday - October 31, 1975

The Executive Committee of the Minnesota Zoological Garden Foundation met at 3:15 PM, Friday, October 31, 1975, at the Wentworth Office Center, Zoological Garden Conference Room, West Saint Paul, Minnesota.

Members Present: John McKay, F. L. Alexander, John E. Tilton, Robert Engels, and David Onan, II. Others Present: G. D. Hegstrom, Project Director; D. D. Bridgwater, Director; and R. L. Bonawitz.

The meeting was called to order by Mr. McKay who requested that each Committee member review the agenda and note any items that should be added thereto. Mr. Alexander suggested that selection criteria for the Executive Director be added as an item for consideration and discussion. The agenda was so amended.

Motion was made by Mr. Engels and seconded by Mr. Onan that the minutes of the October 3, 1975 Executive Committee meeting be approved. Motion carried.

Mr. McKay presented the financial report. He reported that the Foundation now has assets totaling \$2,988.44.

Mr. McKay also reported that:

1. He is finalizing the selection of office space. Due to complications which developed following the last Executive Committee meeting, space is being secured in a location other than identified at the October 3, 1975 meeting. The monthly rental rate for this new location will be \$215 per month starting 12-1-75 and coterminous with the MZG lease.
2. The Foundation should obtain some liability insurance coverage. The Committee agreed and authorized Mr. McKay to acquire appropriate blanket insurance coverage.

Mr. McKay then informed the Committee that the Foundation Bylaws specify that a full slate of Directors will be elected/appointed by November 1, 1975. Discussion ensued and the Committee members acknowledged that they were continuing to search for potential directors but had not been able to complete their efforts. The matter was deferred until a full slate of candidates is found to fill the remaining vacancies on the Board of Directors.

Mr. McKay briefly discussed the resolution (copy attached) which had been prepared for and approved by the Foundation's Board of Directors at its October 17, 1975 meeting. The resolution will be completed and filed as soon as all directors have been elected and appointed.

In response to a request made by Mr. McKay, a motion was made by Mr. Alexander and seconded by Mr. Engels that a \$100 petty cash account be established for miscellaneous Foundation expenditures. Motion carried.

Mr. McKay informed the Committee members that the Minnesota Zoological Board had requested that the Foundation's Board of Directors review its fund development guidelines. Following a very brief discussion, a motion was made by Mr. Engels that the Minnesota Zoological Garden Fund Development Guidelines be accepted by the Executive Committee as written and that they be presented to the full Foundation Board with the Executive Committee's recommendation that they be accepted as they properly reflect the role of the Foundation and its fund development activities. The motion was seconded by Mr. Onan. Motion carried.

Mr. McKay then suggested that the Executive Committee, in accordance with the request of the full Foundation Board, adopt a schedule of future Foundation meetings.

Mr. Alexander moved that the Foundation Board meetings be held at 3:00 PM at the Zoological Board offices on the following dates:

February 6, 1976

May 28, 1976

August - the day of the Minnesota Zoological Board Meeting - 1976

November - the day of the Minnesota Zoological Board Meeting - 1976

Motion was seconded and carried.

In regard to the scheduling of Executive Committee meetings, a motion was made by Mr. Alexander and seconded by Mr. Engels that Executive Committee meetings be held on November 14, November 28 and December 12, 1975. All such meetings are to commence at 3:00 PM and are to be held at the Minnesota Zoological Garden offices. Motion carried.

The November 14, 1975 Executive Committee meeting will be devoted to reviewing the position description and selection criteria which the Foundation Board members will use as a guide in selecting an Executive Director. The November 28, 1975 Executive Committee meeting will be devoted to interviewing candidates for the position of Executive Director of the Foundation. All Foundation Board members will be notified of and invited to attend the meeting.

Mr. McKay then requested that the Executive Committee establish a series of check points and action items to be accomplished by the Executive Committee and the Foundation's Board of Directors. The following action items were adopted:

1. Motion by Mr. Alexander that action be taken to expand the Foundation Board of Directors to 26 in number at the November 14, 1975 Executive Committee meeting. Motion was seconded and carried.
2. The Executive Committee established January 1, 1976 as the target date for hiring an Executive Director for the Foundation.

Mr. Bridgwater advised the Committee, in response to a request by Mr. McKay, of the purpose of the Minnesota Zoological Board/Minnesota Zoological Garden staff conference which will be held at Spring Hill on November 8 and 9, 1975. It was noted that the Foundation's Executive Committee had been invited to attend the conference by the Minnesota Zoological Board. Motion was made by Mr. Tilton, seconded by Mr. Engels that the Foundation reimburse the Executive Committee members (other than Minnesota Zoological Board members) for any expenses incurred in attending the Spring Hill Conference. Motion carried.

Mr. Hegstrom then outlined the background and status of negotiations that he is conducting with Universal Mobility for a zoo ride. It had been suggested during the negotiations that the Foundation might be of assistance in determining the type of financing provisions and obtaining financing for construction of the zoo ride. The matter was discussed at length among the Committee members, following which it was agreed that no action would be taken by the Executive Committee other than to indicate to Mr. Hegstrom their desire to continue to work with him in a counseling capacity.

The Committee members then discussed the matter of searching for and managing the efforts of an Executive Director for the Foundation. Consideration was given to securing the services of consulting firms which engage in conducting executive search activities as well as continued managerial review following the hiring of a successful candidate. Following discussion it was suggested that Mr. McKay contact Paul A. Verret to request his assistance in developing a position description for the Executive Director and that they work with Mr. Bridgwater to obtain appropriate staff inputs.

Motion was made by Mr. Engels, seconded by Mr. Alexander that the meeting be adjourned. Motion carried and meeting was adjourned at 5:30 PM.

MINUTES OF MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
WENTWORTH OFFICE CENTER  
FRIDAY - OCTOBER 17, 1975

The Minnesota Zoological Garden Foundation Board of Directors met at 8:00 AM, Friday, October 17, 1975, at the Wentworth Office Center Conference Room, West Saint Paul, Minnesota.

Members Present: John McKay, President; G. Richard Palen, Secretary-Treasurer; David W. Onan II, Vice President; Reuel Harmon; Larry S. Freeman; F. L. Alexander; Robert H. Engels; John E. Tilton; Adolf Tobler; Mary Ann Scroggins; Alan W. Moss; Richard Salet; Karla Williams. Others present: Bob Bonawitz, Don Bridgwater, Norma Hanson, Janice Huwe.

President John McKay called the meeting to order at 8:15 AM.

Motion by Mr. Alexander and seconded by Mr. Tilton that the minutes of the August 8, 1975 meeting be approved. Motion carried.

Mr. McKay then presented the financial report. He reported that the Foundation has assets of \$2,988.44. The only liability noted was a personal check written by Mr. McKay in the amount of \$75 for a deposit covering the phone which will be installed in the Foundation office. Mr. McKay reported that the office number will be (612) 225-0356.

A short discussion was held on the availability of office space. Mr. McKay informed the Board that the office space that had been first considered was not available and that an office across the hall therefrom would become the Foundation office. The cost of this new office space will be \$150 per month.

Mr. Tilton then requested that Mr. McKay identify the source of deposits totaling \$2,988.44. Mr. McKay informed the Board that \$1,500 was received from the Onan Foundation, \$700 from Blandin Paper Company and the balance from the William H. Oppenheimer memorial fund. It was noted by Mr. Salet that the October 3, 1975 Executive Committee minutes stated the deceased as James R. Oppenheimer and that those minutes should be corrected to read William H. Oppenheimer.

Mr. McKay directed the Board's attention to the matter of electing five additional members to the Foundation's Board of Directors as required by the Foundation's Bylaws. Mr. Engels reported that he was still attempting to search for several prospective Board members from the Apple Valley - Eagan - Burnsville - Bloomington area of the Twin Cities. It was requested by the Board that Mr. Engels continue his search and attempt to find two Board members from that area.

Motion was made by Mr. Alexander and seconded by Mr. Tilton that Karla Williams be elected to the Board of Directors. Motion carried.

A motion was made by Mr. Harmon that Malcolm MacDonald be elected to the Board of Directors and such an election be made contingent upon Mr. MacDonald's subsequent acceptance thereof. The motion which was seconded by Mr. Palen carried.

Mr. Harmon then reported that he was also continuing to search for additional Board Members. He was requested by the Board to continue his search for one additional Board Member.

Mr. Alexander then advised the Board Members that the Bush Foundation had adopted a resolution authorizing payment of \$75,000 of the \$785,000 grant which it had previously made to the Zoological Garden to support the Foundation's initial activities. Mr. Bridgwater then noted that some additional effort and documentation would probably be required previous to the time the funds could actually transfer to the Foundation's account.

Mr. McKay then distributed copies of the IRS Tax Exemption Ruling Letter noting that the Foundation would, as a result of said ruling, be able to aggressively initiate their Foundation development efforts.

There being no new business, a motion was made by Mr. Alexander and seconded by Mr. Palen that the meeting be adjourned. The motion carried and the meeting was adjourned at 8:32 AM.

MINUTES OF MEETING OF  
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION  
EXECUTIVE COMMITTEE  
WENTWORTH OFFICE CENTER  
Friday - October 3, 1975

The Executive Committee of the Minnesota Zoological Garden Foundation met at 3:15 p.m., Friday, October 3, 1975, at the Wentworth Office Center Conference Room, West Saint Paul, Minnesota.

Members Present: John McKay, David W. Onan II, Firmin L. Alexander, Robert H. Engels, G. Richard Palen.

The financial report was given by Mr. John McKay. He advised the Executive Committee members that the Foundation's deposits currently total \$825 and that additional funding in the amount of approximately \$600 is in transit to him for deposit. It was reported that these funds have all been received as memorials to the late James R. Oppenheimer, whose family requested that memorials be made to the Minnesota Zoological Garden Foundation. Mr. McKay also advised the Committee members that no checks have been written against the Foundation's account.

Mr. Onan inquired about the Onan Foundation grant. He was advised that the Zoological Garden has in its account \$11,000 and that \$1,000 of the Onan grant was diverted to the Minnesota Zoological Society at the request of Mr. Tilton. The Committee members were also advised that the Minnesota Zoological Board had made a request of the Bush Foundation to divert some of the Bush grant (Grant made to the Minnesota Zoological Garden) funds to the Minnesota Zoological Garden Foundation to aid in its establishment. The Bush Foundation was to act upon this request sometime during the month of October.

Mr. McKay reported that he had located office space for the Foundation in the Wentworth Office Center and that, if acceptable to the Committee, he would execute an agreement to rent the space for \$213/month. A tour was then made of the office space, following which, the Executive Committee concurred with Mr. McKay's selection of said office space. Mr. McKay advised that a phone extension would be installed with a tie-in to the Minnesota Garden phone system and that he would plan to secure the necessary office equipment (desks, typewriter, etc.) and move into the office space during the week of October 6, 1975.

Mr. Palen then read, in response to a request from Mr. McKay, a letter (copy attached) from Mr. John E. Tilton. Discussion followed and it was noted that Mr. Tilton's suggestions should be pursued by Mr. McKay.

A discussion was held regarding prospective Foundation members. In order to fill the 26 member Board the current Board must elect six additional Board members and the Chairman of the Minnesota Zoological Board is to appoint three directors. Following discussion it was agreed that Mr. Engels would attempt to secure the name of a prospective Board member from the zoo site area. Mr. Engels also recommended that someone from the advertising or news media profession be elected to the Foundation Board. Each Executive Committee member agreed to solicit prospective members and submit their names at the next scheduled full Foundation Board meeting.

The Executive Committee then suggested that Mr. McKay have interim Foundation stationery printed and that he transmit an "awareness letter" to other foundations. A draft of such a letter will be prepared by Mr. McKay for review at the next scheduled Foundation Board meeting.

10-17-75

The Committee members then discussed the feasibility of holding the next Foundation Board meeting in October and agreed that it should take place at 8:00 AM, October 17, 1975. The purpose of said meeting will be to elect additional Foundation Board members and to develop a Minnesota Zoological Garden orientation meeting for Foundation Board members. The First Annual Foundation Board meeting will be held immediately following the aftersaid October 17, 1975 Board meeting.

Prior to adjourning the meeting copies of the Fund Guidelines developed by the Minnesota Zoological Board were presented to the Foundation's Executive Committee for review and comment at the October 17, 1975 meeting.

The meeting was adjourned at 5:30 PM.

5320 Malibu Dr  
Edina, Minn 55436  
28 Sept 1975

Mr John McKay  
2106 Caroline Lane  
South St. Paul, Minn 55075

Dear John:

As I explained on the telephone I will not be able to attend the Oct. 3 meeting of the Foundation executive committee despite all my good intentions. But Ace has brought me up to date, in part at least, on all the progress you have made and this letter is to partially make up for my absence with some suggestions for you to kick around.

Ace tells me you have a girl ready to come aboard the moment we can use her services, that you have negotiated for some temporarily free office space in the Wentworth building and that you have agreed to sit in, for a short while at least, as the Foundation manager. To me this is incredible progress. I have these suggestions:

1. If I know a week or so in advance I can usually assist you (or replace you if you must be away for a day or so) in ~~the~~ the office. Other members of our executive committee might also be available, I suspect.

2. Sometime within the next week or so you, Ace, Dona and I must have lunch with Duncan Laidlaw, the Methodist Hospital Foundation director who has been so helpful to us. I'll set this one up.

3. We should, by all means, have a story in the next issue ~~of~~ of both our Zoo News publication and that of the Society, urging all friends of the Zoo to (a) act now to provide a bequest for us in their will and (b) to list the Foundation for memorials in case of death.

4. The word is that most foundations today are interested in programs rather than capital expenditures. To ~~that~~ that end, could we ask Don to have the staff prepare a list of programs which might tie in to our potential expenditures list for the Zoo construction: An ISIS kind of inventory of Minnesota mammals, fish, birds etc. that might help fund the Minnesota exhibit; a study of cold water behavior that might be included in the whale exhibit; some educational programs to support our education/information area etc etc.

5. One of our Minnesota colleges (I think it's McAllister) publishes a kind of directory of all Minnesota foundations, including lists of all foundation directors, board members, principal interests etc. This, it seems to me, is a basic tool we can't do without. It costs \$100 or so and I would think it should be one of our first expenditures. (Laidlaw polled all directors of his foundation, asking them to indicate other foundation managers of their personal acquaintance whom they might be willing to contact informally on behalf of his campaigns.)

6. There's a similar national directory in the office of the Minnesota Foundation which we will ultimately want to have...but which we can peruse, I'm sure, in the Minnesota Foundation offices until such time as we elect to have our own copy.

7. Sometime, soon after our IRS ruling comes in and the Bush Foundation has approved our Foundation plans, I would recommend an orientation meeting for our Foundation board including a tour of the Zoo site. Someone should sketch our guidelines and objectives, the value of our project to all Minnesota, the way in which this project differs from most such

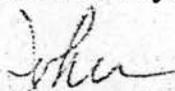
Mr. John McKay  
P A G E T W O

28 Sept 1975

fund raising proposals, the importance of immediate action etc. I know of no one who could handle this task better than Ulie Seal and Gerry Hegstrom. (Incidentally, I think wives should be invited ..here I think particularly of people like Dave Onan and Bob Kinney who have recently come aboard.) If we have a dinner, I think everyone would understand and applaud if we made it a Dutch treat affair in which case we could get by with only the cost of the bus and incidental expenses.

Again I'm sorry I can't be on hand Friday. I'm serious about "spelling" you periodically in the Foundation office. And I'll try to be more helpful as time goes on.

Sincerely,



John Tilton.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

MEETING OF INCORPORATORS

MAY 8, 1975

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A G E N D A

- I. Review of Proposed Articles and Bylaws (Second Draft)
- II. Development and Timetable for Plan of Organization
  - A. Filing of Articles of Incorporation
  - B. Application for I.R.S. Exemption
  - C. Composition of Board of Directors
  - D. Place of Meeting and/or Operation
- III. Operational Considerations
  - A. Initial Funds
  - B. Personnel
  - C. Equipment and Supplies
  - D. Funds Management
- IV. Initial Activities Plan
  - A. Foundation Lists
  - B. Project Lists
  - C. Scheduling of Solicitation Program
  - D. Implementation of Solicitation

MEETING OF AN INCORPORATORS MEETING  
FOR THE MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Thursday, May 8, 1975

ATTENDANCE: Harmon, Tilton, Weiler, Alexander, Scroggins, Engels, Tobler,  
Paul Verret of the Minnesota Foundation, and Donald D. Bridgwater,  
Director of the Minnesota Zoological Garden

The first item considered was a review of the Articles and Bylaws finally drafted by legal counsel. Mr. Harmon suggested that he found no language which would provide for the Board of Directors to utilize an outside agent to handle affairs of the Board of Directors if this were desirable. After discussion, it was moved and adopted that such language be added to the document. Mr. Alexander then moved the adoption of the Articles with the addition above, seconded by Mr. Weiler and so moved.

A discussion then followed as to procedures to incorporate. Was suggested that it would be necessary to name a 26 member Board of Directors before incorporation could take place, unless it was desirable to alter the Articles and Bylaws to provide a lower original number on the Board of Directors with provisions to expand the Board immediately after incorporation. A basic need for such a move would be a time expediency. After further discussion, Weiler moved that the incorporators simply move more quickly to develop the 26 member board and incorporate with the accepted Articles and Bylaws indicated with a full board of directors of 26. Such a motion was seconded by Mr. Alexander and passed.

Mr. Paul Verret of the Minnesota Foundation then made a brief presentation suggesting how the Minnesota Foundation could be helpful in providing initial support and assistance in the management of affairs of the foundation either until such time as the foundation wishes to carry its own development staff or on a larger more long term basis. He essentially pointed out that there were a series of categories of cheap or rented services on an hourly rate basis which would include receiving of funds, handling of accounts, carrying out basic correspondence and general administration assisting in preparation and research grant applications and the development of printed material. He further noted that there were other new approaches of a rented type which were more expensive which included setting up of endowment funds and long term requests, the carrying out of development programs and researching programs. He suggested that it perhaps might be more feasible for all development staff to carry out such programs when funding was available. Much discussion followed and it was recommended that Mr. Verret should prepare a proposal outlining the material which was verbally presented and suggesting how the Minnesota Foundation might be of service. This report would be presented at a meeting which was set for 3:00 PM, May 15, 1975.

The incorporators then discussed the problem of developing 26 members for the Board of Directors. Various sources for such members were suggested, including Minnesota Zoological Society membership, labor, educational groups and the like. Was suggested that the ability to give direction to the foundation is an important criterion. The suggestion was that effective money raisers were desirable. It was also suggested that a balanced board was desirable as well. The general conclusion was that the ability to give direction perhaps was not mutually exclusive to a balanced board. Discussion followed along these lines and finally it was recommended that the following

procedure be carried out in order to establish a Board of Directors as quickly as possible.

Members of the incorporators should submit either to Mr. Tilton or the Zoological Board office a list of names which they would propose to become members of the first Board of Directors. It was further asked that the list of names be prioritized to the extent possible, noting those which were felt outstanding candidates on the list. Tilton, Scroggins and Alexander would then take these lists on Monday, May 12, and develop a rank list. At that time the first 26 names on the list would be contacted by assignment to serve on the Board. If any refusals did occur the next list beyond the 26th person would be used as replacement potentials. It was further suggested that Mr. Tilton draft a basic statement as to what the foundation would do, how much time would it take and what the future plans would be.

The meeting was adjourned.

D R A F T

May 9, 1975

TO : Zoo Foundation Incorporators

FROM: John Tilton

Herewith is a draft of a sales pitch to prospective directors which I promised yesterday. Additions, deletions or changes should be telephoned to me (938-1943) or Vi Crawford at the Zoo Board (296-2426). Please give me these comments by Monday afternoon, if possible.

How would you like to become associated with the Minnesota Zoo movement. . . in a direct and practical way? We would like you to sit on the board of a new foundation designed to shape and stimulate the growth of this facility in the years ahead. . .into one of the world's finest zoos.

And, before you say "No", let me say two things.

First, I won't insult your intelligence by saying there will be no work involved, there will be. But, we don't think much work or much time will be required. Staff people are handling the routine. An Executive Committee will make week by week decisions. It is anticipated the board will meet four times a year to see how the program is unfolding and assist in its continued progress.

Our immediate goal is to raise some 2.3 million dollars in matching funds, grants and gifts to meet the legislature's offer permitting us to issue added construction bonds in that amount. This effort will be directed largely toward foundations. Later, perhaps a year or more away, we expect to launch a more broadly based campaign throughout Minnesota to fund successive phases of zoo construction.

What we need from you is some of your administrative experience in establishing a foundation and its program. . .plus whatever fund raising expertise you can provide. You will be one of 26 directors and your compensation will be

through participation in an exciting program making a real contribution to the people of Minnesota. . .a 26 million dollar facility unrivaled in the country.

(If they still say "No", ask them to recommend one of their associates with the kind of talents required to do this job.)

JT:jh