



Minnesota State Zoological Board.
Zoo-Related Organizations Files.

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MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

BOARD OF DIRECTORS

ANNUAL MEETING

November 6, 1980

Minutes

The Annual Meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Thursday, November 6, 1980, at 3:00 p.m. in the Second Floor Conference Room of the Minneapolis Club, Minneapolis.

Members Present: Connie DeLand, President; Margee Kinney, Vice President; Malcolm McDonald, Vice President; Stanley J. Nelson, Vice President; W. Andrew Boss, Treasurer; Firmin Alexander, Louis Gelfand, Kathy Gretsche, Gordon Rosenmeier, John Tilton; James Hetland, ex officio; Edward Kohn, ex officio.

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

Others Present: Richard Arndt, Hazel Reinhardt, Minnesota Zoological Board; Phyllis Saltzman, Animal Adoption Director, and Karla Williams, Executive Director, Minnesota Zoological Society.

The meeting was called to order at 3:15 p.m. by Connie DeLand, presiding.

I. Annual Meeting of Members

- a. Nominating Committee Report
- b. Election of Directors

Connie DeLand called to order the annual meeting of members of the Minnesota Zoological Garden Foundation. She reported on the recommendations of the Foundation's Nominating Committee (see report, attached).

Persons nominated to serve as Elected Directors of the Foundation for the term ending November, 1983, were Anthony Andersen, D. Stephen Farley, Margee Kinney, Malcolm McDonald, Dean McNeal and Joseph O'Neill.

Persons nominated to serve as Elected Directors of the Foundation for the term ending November, 1982, were Firmin Alexander and John Tilton.

Persons nominated by Zoo Board Chairman Jim Hetland to serve one-year appointed terms were Herbert Goldenberg, Hazel Reinhardt and Mary Ann Scroggins.

Firmin Alexander moved that the Foundation Board accept the slate of elected directors as nominated by the Nominating Committee. The motion was seconded by John Tilton. Motion Carried Unanimously. Meeting adjourned.

II. Annual Meeting of the Board of Directors

a. Election of Officers

Connie DeLand called to order the annual meeting of the Board of Directors and reported on the nominations of the Foundation's Nominating Committee for Foundation officers: Stanley J. Nelson, President; Margee Kinney, Vice President; Malcolm McDonald, Vice President; Dean McNeal, Secretary; and W. Andrew Boss, Treasurer.

John Tilton moved that the Foundation Board accept the slate of officers as nominated by the Nominating Committee. The motion was seconded by Firmin Alexander. Motion Carried Unanimously.

b. Past President's Report

Connie DeLand stated that her report as past President would be brief as Foundation staff had done an excellent job of informing the Board of activities throughout the year. She stated that the Foundation Board had provided excellent support throughout the past year and commented that the Foundation had a strong, well informed Board.

Connie DeLand then turned the meeting over to Stan Nelson, who offered his thanks to Mrs. DeLand for her efforts as Foundation President during the preceding year.

Mr. Nelson requested that Jim Hetland present his report from the Minnesota Zoological Board at this point rather than later in the agenda.

Mr. Hetland thanked Connie DeLand for her excellent work as President of the Foundation, noting that she had done a tremendous job. He advised Foundation Board members that the majority of funds for the Short Range Development Program funded through the Foundation had been drawn and were being used for exhibit modification and enhancement and the construction of new facilities at the Minnesota Zoo, the most recent being the addition of a multi-purpose building designed to house the Zoo's cross-country ski program during the winter months. Mr. Hetland noted that the Zoo will have other short-term needs and the Foundation would continue to be needed for its support of Zoo capital programs.

Mr. Hetland also stated that the question of monorail debt payments has not been resolved and two lawsuits are pending. This has affected the public image of the Zoo and has raised questions of the Zoo's relationship to the private sector. The Zoo Board intends to request funds from the legislature for operating support, capital expansion and monorail debt payments this year. The private sector will be asked to support a percentage of the proposed capital programs through the Zoo Foundation.

Mr. Hetland also acknowledged his appreciation of the videotape funded by Ken Knopf and produced by the Foundation; he noted the Zoo Board might also find the videotape useful in its contacts.

Mr. Hetland then reported that the Zoo Board had recently made a difficult personnel decision following several months of consideration which would result in the resignation of several extraordinarily gifted senior staff

members. The purpose of this decision was to create better working relationships with the Zoo staff; replacements for those leaving were originally selected and trained by those leaving.

Mr. Hetland stated that a committee would be created to consider proposals which might lessen the Zoo's relationship to the State of Minnesota. It has been suggested that private sector support of the Zoo might be more easily obtained if the Zoo were not so strongly affiliated with the state. The committee will consider leasing of the Zoo to a private agency. The feasibility of this approach is not known.

Stan Nelson noted that the Zoo Board had approved a 10-year capital development program, which the Foundation now considers its principal vehicle for a fund drive. Mr. Nelson asked Mr. Hetland whether this program currently stands as approved. Mr. Hetland responded that the current program has been approved by the Zoo Board but that theoretically any program not completed and in place could be changed by Zoo Board action. He noted that the Zoo Board membership changes as new appointments are made and four new members will be appointed in January.

Andy Boss asked Mr. Hetland which of the senior Zoo staff would be resigning. Jim Hetland responded that Beverly Rongren and Brad House and one other staff member would be resigning. Mr. Boss then asked how the Zoo intended to respond to press coverage of the resignations, if any occurred. Mr. Hetland stated that generally reporters do not attend Zoo Board meetings but that reporters might be expected at the next Zoo Board meeting. Firmin Alexander noted that reporters from the Dakota County Tribune often attend Board meetings but that representatives from other newspapers and media seldom attend meetings.

Malcolm McDonald asked Jim Hetland how the Zoo Board intended to change legislative attitudes about the Zoo so that the public image of the Zoo would change and the Foundation could begin its job of raising money for Zoo construction. Jim Hetland answered that there has been some dissention on legislative approaches among Zoo Board members and the job of changing legislative attitudes was harder due to the dissention. He noted that the Intergroup Committee had intended to begin working with local lobbyists to develop a format for legislative activity and that meetings with lobbyists would be scheduled for the future.

c. Treasurer's Report

Foundation Treasurer Andy Boss presented the annual audit of the Foundation for the year ending June 30, 1980, as prepared by Peat, Marwick, Mitchell and Company. Mr. Boss explained that the audit represented a change from previous years' audits in that the report had changed from a cash basis to an accrual basis.

Andy Boss moved that the Foundation Board approve the audit report for the year ending June 30, 1980, as prepared by Peat, Marwick, Mitchell and Company. The motion was seconded by Margee Kinney. Motion Carried Unanimously.

Mr. Boss then explained that the auditors had also prepared the necessary reporting documents to the Internal Revenue Service (Form 990). These

documents must be filed annually by all 501(c)3 non-profit organizations.

Andy Boss moved that the Foundation Board authorize Peat, Marwick, Mitchell and Company to convey the necessary financial information on Form 990 to the Internal Revenue Service. The motion was seconded by Malcolm McDonald. Motion Carried Unanimously.

d. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt, who referred to the written Executive Director's Report (attached).

Mr. Voigt stated that the monthly Executive Director's Reports have summarized activities throughout the year; the Annual Executive Director's Report is not an additional report of activities but an assembly of situations facing the Foundation during the last year and leading to the next.

Bob Voigt stated that, in preparing the report, he felt the Foundation's situation was analogous to that of this year's Olympic team -- the Foundation staff and Board are well trained and prepared for competition but have no "track" on which to run.

Mr. Voigt also commented on the recent discussion with Gale Mitchell, former Director of the Mayo Foundation in Rochester, now President of the Donald Campbell Company and fund-raising consultant to Hamline University's current \$11 million campaign. Mr. Mitchell commented on the current state of fund-raising. Competition for funds has resulted in a "plague" of requests which has caused the donor public to gain sophistication, expect more justification of the benefits of a program, take more time to review requests, and to take on fewer new programs. Mr. Mitchell also stated that the weakest approach to obtaining financial support was pleading need, and that donors want to fund positive programs offering beneficial services. A successful program is much easier to develop support for than one that has great potential but a poor track record. During a period of building constituency, Mr. Mitchell felt that promotional and public relations expenditures should not be cut.

Mr. Voigt further commented that the development field has grown much more sophisticated and professional within the last ten years and that competition has increased dramatically. He emphasized the need for a systematic and structural approach toward seeking the private sector support for the Zoo.

Mr. Voigt gave credit to the Foundation Board for the accomplishments of the year and thanked Connie DeLand for her strong leadership and guidance. He also stated that he looked forward to working with Stan Nelson as the Foundation's next President and knew that, in Mr. Nelson, the Foundation had chosen a particularly dedicated and capable person. He welcomed Steve Farley, Hazel Reinhardt and Herbert Goldenberg to the Board.

e. Film Presentation

Kathryn Rosebear introduced the Foundation's videotape, produced by Jeff Strate, and the 12 1/2 minute production was shown. Comments on the

videotape were extremely favorable. Malcolm McDonald moved that official thanks from the Foundation be extended to Ken Knopf and the Dye-Pako Foundation for funding the production. The motion was seconded by John Tilton. Motion Carried Unanimously.

John Tilton asked whether a plan for use of the videotape had been developed. Bob Voigt responded that the videotape would be used in the Small Group Cultivation Program to be implemented by Dean McNeal and Margee Kinney, which would be discussed later in the meeting. Also, the videotape would be used in presentations to small groups of corporate donors, foundation staff and other Zoo prospects. The videotape will also be run in the Zoo's Theater as a part of their regular screening program. The production may also be of use with legislators as a part of the Zoo's legislative program this year. Lou Gelfand suggested that KTCA-TV also be approached with a proposal to run the production on one of their evening programs.

f. Committee Reports -- Proposals

1. Annual Giving

Prior to reporting on the annual giving program, Individual Gifts Committee Chairman Malcolm McDonald asked Karla Williams, Executive Director of the Minnesota Zoological Society, to report on the Society's Animal Adoption Program.

Mrs. Williams stated that the Society is developing five new programs this year, of which the Animal Adoption Program is one. A major emphasis of Society programs is education and the Animal Adoption Program is seen as an educational tool as well as a fund-raising program. Relating the history of the Animal Adoption Program, Mrs. Williams noted that the concept of this program had been discussed for many years and both the Foundation and Society had considered implementing such a program. Following the cancellation of the Horse Show and Zoo Walk projects, it was proposed to the Society by Zoo Director Ed Kohn that the Society consider implementing an Animal Adoption Program. All Zoo, Foundation and Society Board members received a proposal for the Society's Animal Adoption Program in June, 1980.

Mrs. Williams then submitted to all members a status report on the Animal Adoption Program (attached). Phyllis Saltzman has been hired as Animal Adoption Director and an office has been established. The Zoo Society proposed to underwrite the program up to \$40,000 and a net profit of \$50,000 for the first-year program has been projected; a gross income of \$90,000 for the project is thus projected for the first year. Gifts ranging from \$10 to \$1,000 for the "adoption" of a specific Zoo animal will be sought. Kick-off of the program is expected to take place during National Wildlife Week in March.

Phyllis Saltzman then reported on the proposed allocation of Animal Adoption Program funds to the Zoo. Projects to be funded include the replacement of plants and other destructible items in the Zoo's animal habitats, the modification and enhancement of Zoo exhibits, and modification and construction of animal exhibits which encourage natural animal behavior.

Malcolm McDonald then stated that this program offers to the Zoo an additional opportunity to increase positive public opinion. Mr. McDonald noted that the "Zoo family" program calls for the Zoo to first get its internal affairs in order and to develop a strong positive relationship with the Minnesota Legislature during the next legislative session. Mr. McDonald stated that individuals need various ways to learn about the Zoo; he stated his support of the Animal Adoption Program as a way for individuals to gain knowledge and participate in Zoo programs. The annual giving program has also been developed as a program for individual participation in annual programs of the Zoo. He noted that the program has been conceived and developed but that funding priorities from the Zoo needed to be established; Ed Kohn has indicated that he intends to extend to the Foundation an invitation to begin the program for capital project funding in the near future. Mr. McDonald summarized the program by stating that it would acquaint people with the Zoo and set the stage for a capital gifts program.

Stan Nelson then stated that, when he had joined the Foundation, he had been negatively impressed by the complexity of the organizations which comprised the "Zoo family"; as he learned the purpose of each organization, he became more comfortable with the structure. He stated that cooperation between all organizations is most important and he planned to start his term as Foundation President with dedication to achieving cooperation between the organizations. In that sense, the Intergroup Committee, formed within the last year, would become important to the cooperation and full understanding necessary to achieve successful programming between all Zoo organizations.

Connie DeLand then presented to the Board a copy of a memorandum to Jim Hetland, Chairman of the Minnesota Zoological Board, which she proposed signing and sending to Mr. Hetland; she asked Board members for feedback on the memo, which basically summarized the concerns of the Foundation and Society regarding their relationships with the Zoo organizations and with the Intergroup Committee. The memo asks the Zoo Board to consider the Intergroup Committee and its goals of achieving communications and definitions of roles for each organization as integral to the operations and planning of the Zoo.

Malcolm McDonald moved that the Foundation Board recommend signing the proposed memorandum (attached) in conjunction with the Society Board and sending the memorandum to members of the Minnesota Zoological Board. The motion was seconded by John Tilton. Motion Carried Unanimously.

Firmin Alexander suggested that the statements expressed in the memorandum be reaffirmed in person by President Stanley Nelson at the Zoo Board meeting on Thursday, November 13, 1980.

2. Special Events -- Small Group Cultivation

Bob Voigt reported that Margee Kinney, Dean McNeal and he had met to review the development of the Small Group Cultivation Program. It was decided that this program could be instituted when more specific information is received on the relationship of the Zoo to the Minnesota legislature and Zoo budget information.

John Tilton asked whether this program was the task force program being created by Dick Gray. Margee Kinney responded that this cultivation program is in addition to the proposed task force. The intent of this program is to bring together small groups of business people to acquaint them with Zoo objectives and philosophy, programs and future plans.

John Tilton then asked whether the Foundation and Society Board members might be helpful to the Zoo in soliciting legislative support. Ed Kohn responded that a hearing with the Governor's Office has been scheduled in two weeks and that, by late December, the Zoo will receive the Governor's recommendations on their requests. He stated that after receiving the Governor's recommendation he would return to the Foundation Board with plans for obtaining legislative support and that selective support from the Board might be needed at that time. Mr. Kohn expressed his cautious optimism that the Governor might be favorable to the Zoo's needs; the Zoo has been invited to submit a capital request.

Malcolm McDonald stated that the most important phase of the legislative program would occur after the hearings when "deals" are made. Gordon Rosenmeier suggested the Zoo not overlook the value of one-to-one contacts with legislators, particularly committee members

D. Task Force -- Public Relations Advisory

In the absence of Board member Dick Gray, Stan Nelson reported that the formation of the Task Force has been delayed until following the holiday season. Mr. Gray has spoken to several business people to determine their interest in participating in the Task Force; scheduling during the upcoming months has been difficult and Mr. Gray has proposed postponing the Task Force until winter.

G. New Business

1. Goals and Objectives
2. Fund Development Guidelines

Stan Nelson reported that Foundation Board members had received goals and objectives for 1981 and a proposed revision of the Zoo's Fund Development Guidelines in previous mailings. He asked that Board members respond with their review of these materials to Bob Voigt, as had been requested by the Executive Committee during their meeting on October 8, 1980.

3. 1981 Budget Review

Bob Voigt reported that the 1981 budget for the fiscal year ending June 30, 1981, had been approved through October pending the possible addition of new programs. No additional funding for the capital campaign or other programs now seemed necessary. He recommended approving the 1981 budget for the remainder of the fiscal year as originally proposed.

Malcolm McDonald moved that the 1981 Foundation operating budget (attached) be approved for the remainder of the fiscal year. The motion was seconded by Connie DeLand. Motion Carried Unanimously.

4. Bank Account Resolutions

Bob Voigt stated that bank account resolutions authorizing the new officers and Executive Director as signators on the Foundation's checking and savings accounts had been prepared. Any two of the six persons are required to sign checks for the Foundation.

Malcolm McDonald moved that the Foundation authorize the officers and Executive Director of the Foundation as signators for the Foundation's checking and savings accounts and that bank resolutions be signed and forwarded to First National Bank of Saint Paul and Northwestern National Bank of Minneapolis. The motion was seconded by Connie DeLand. Motion Carried Unanimously.

H. Other Reports

2. Minnesota Zoological Society

Karla Williams stated that no additional reports would be presented on behalf of the Minnesota Zoological Society.

Bob Voigt then called attention to two additional enclosures in Foundation Board members' packets. A comparison of the Minnesota Zoo to other major zoos in the United States has been prepared; all zoos surveyed responded with information with the exception of the San Francisco Zoo. Also, site plans and layouts of the latest capital expansion proposals for the Zoo have been included.

Lou Gelfand noted that legislative activity during the months of February and March is particularly crucial and requested the development of a system by which Board members could be notified of the need for their contacts with legislators. Firmin Alexander suggested the Zoo prepare a basic information packet for all Zoo organization Board members including budget and request information; he also suggested that one person be designated as coordinator of legislative contacts.

Margee Kinney moved that the meeting be adjourned. The motion was seconded by John Tilton. The meeting was adjourned at 5:00 p.m.



Minnesota Zoological Garden Foundation

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

ANNUAL MEETING

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

THURSDAY, NOVEMBER 6, 1980

3:00 P.M.

CONFERENCE ROOM - SECOND FLOOR

MINNEAPOLIS CLUB

729 SECOND AVENUE SOUTH

MINNEAPOLIS, MINNESOTA

OFFICERS AND DIRECTORS:

CONNIE DeLAND ✓
President

Minneapolis ✓

MARGEE KINNEY ✓

Vice President

Wayzata ✓

MALCOLM McDONALD ✓

Vice President

North Oaks ✓

STANLEY NELSON ✓

Vice President

Minneapolis

DEAN McNEAL ✓

Secretary

Mound

ANTHONY L. ANDERSEN ✓

Treasurer

St. Paul

FIRMIN ALEXANDER ✓

Apple Valley ✓

W. ANDREW BOSS ✓

St. Paul

WALLACE C. DAYTON ✓

Minneapolis

LOUIS I. GELFAND ✓

Minneapolis

RICHARD G. GRAY, SR. ✓

Minneapolis

KATHY GRETSCH ✓

North Oaks

REUEL HARMON ✓

Inver Grove Heights

KENNETH M. KNÖPF ✓

Minneapolis

JOHN C. MCKAY ✓

South St. Paul

CHY MORRISON ✓

Wayzata

DAVID W. ONAN, II ✓

Wayzata

JOSEPH T. O'NEILL ✓

St. Paul

GORDON ROSENMEIER ✓

Little Falls

MARY ANN SCROGGINS ✓

Alton

SANDRA STOKESBARY ✓

Minneapolis

JOHN E. TILTON ✓

Hopkins

EX-OFFICIO MEMBERS:

ROBERT L. BONAWITZ ✓

President

Minnesota Zoological Society ✓

JAMES L. HETLAND ✓

Chairman

Minnesota Zoological Board ✓

EDWARD KOHN ✓

General Director

Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

AGENDA:

I. ANNUAL MEETING OF MEMBERS

A. Nominating Committee Report

B. Election of Directors

C. DeLand

II. ANNUAL MEETING OF THE BOARD OF DIRECTORS

A. Election of Officers

B. Past-President's Report

C. Treasurer's Report

D. Executive Director's Report

E. Film Presentation

F. Committee Reports - Proposals

1. Annual Giving

2. Special Events - Small Group

Cultivation

3. Task Force - Public Relations

Advisory

C. DeLand

C. DeLand

A. Boss

R. Voigt

K. Knopf

M. McDonald ?

M. Kinney

R. Gray

G. New Business

1. Goals & Objectives

2. Fund Development Guidelines

3. 1981 Budget Review

4. Bank Account Resolutions

5. I.R.S. Annual 990 Report

6. Other

S. Nelson

S. Nelson

A. Boss a

D. McNeal

S. Nelson

H. Other Reports

1. Minnesota Zoological Garden

2. Minnesota Zoological Society

J. Hetland

R. Bonawitz

ADJOURNMENT

Refer to study

*for 8/21 agenda
13 Nov 80*

TO: MZG Board Members
FROM: R. Bonawitz and C. DeLand
DATE: 10/31/80
SUBJECT: The Zoo Family of Organizations

Nearly one year ago, at the last annual meeting of the MZGF, R. Bonawitz and C. DeLand met with J. Hetland to request that an inter-board committee be established to coordinate activities, develop improved communications procedures and attempt to develop improved methods for communicating the roles of our respective organizations to the community at large.

During the past eleven months, representatives (C. DeLand, R. Bonawitz, J. Hetland, R. Voigt, E. Kohn and K. Williams) of the three organizations have participated in a number of meetings aimed, we had expected, at the above-stated objectives.

In a nut shell and in spite of vigorous attempts on the part of the writers of this letter to address significant issues, we have only started on the mission for the group. We identified areas of concern but really did not come up with suggestions or solutions.

It is extremely important for the future of the Zoo to immediately establish a sense of direction and communication among the three organizations. One of the prime concerns is to develop a sound understanding of the Zoo Board's objectives and obtain a determination of how the Foundation and Society can best perform their respective obligations in order to provide the highest quality of service in support of the Zoo. If this is quickly accomplished, misunderstandings about such items as the annual giving programs will not occur. (See enclosed K. Williams memo, 10/27/80).

We suggest that a committee of representatives from each organization be formed to work together in an open forum toward defining mutual objectives and procedures which will allow us to perform in a coordinated manner. This committee will report regularly to each of the respective Boards with final firm recommendations presented by February 15, 1981.

A response to our concerns by the Zoo Board following its November 13, 1980, meeting will be greatly appreciated.

DATE: November 6, 1980

TO: BOARD OF DIRECTORS
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

FROM: Connie DeLand, President

RE: NOMINATING COMMITTEE REPORT

Term Ending November, 1981

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

Term Ending November, 1982

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

Term Ending November, 1983

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

Board Members Appointed

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

Officers

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

BOARD OF DIRECTORS

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

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

OFFICERS

STANLEY NELSON, President, Suite 1930, Midwest Federal Plaza, 801 Nicollet Mall, Minneapolis, Minnesota 55402. Office Telephone: 870-5555

MARGEE KINNEY, Vice President, 1520 Xanthus Lane, Wayzata, Minnesota 55391. Home Telephone: 473-4146.

MALCOLM McDONALD, Vice President, 21 East Oaks Road, North Oaks, Minnesota 55110. Office Telephone: 222-7792; Home Telephone: 222-6140.

DEAN McNEAL, Secretary, 5990 Loring Drive, Mound, Minnesota 55364. Home Telephone: 472-4724.

W. ANDREW BOSS, Treasurer, St. Anthony Park State Bank, 2250 Como Avenue, St. Paul, MN 55108. Office Telephone: 647-0131.

MEMBERS

FIRMIN ALEXANDER, 5673 133rd Street Court, Apple Valley, Minnesota 55124. Office Telephone: 853-5707; Home Telephone: 432-1598.

ANTHONY L. ANDERSEN, H.B. Fuller Company, 2400 Kasota Avenue, St. Paul, Minnesota 55108. Office Telephone: 645-3401; Home Telephone: 483-1823.

WALLACE C. DAYTON, Suite 505, Peavey Building, 730 Second Avenue South, Minneapolis, Minnesota 55402. Office Telephone: 336-1769.

CONNIE DELAND, 112 W. 52nd St., Minneapolis, Minnesota 55409. Home Telephone: 825-1039.

D. STEPHEN FARLEY, Northwestern National Bank of St. Paul, 55 E. 5th Street, St. Paul, Minnesota 55101. Office Telephone: 291-2112.

LOUIS I. GELFAND, 3751 West 22nd Street, Minneapolis, Minnesota 55416. Office Telephone: 330-4612. Home Telephone: 920-1807.

HERBERT GOLDENBERG, 160 Glenwood Avenue, Minneapolis, Minnesota 55405. Office Telephone: 341-4144. Home Telephone: 938-7151.

RICHARD G. GRAY, SR., Investors Group of Companies, 1000 Roanoke Building, Minneapolis, Minnesota 55402. Office Telephone: 372-3719; Home Telephone: 472-1347.

KATHY GRETSCH, 7 Buffalo Road, North Oaks, Minnesota 55110. Home Telephone: 484-8621.

REUEL HARMON, 14 High Road, Inver Grove Heights, Minnesota 55075.
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KENNETH M. KNOFF, 5712 Woodland Lane, Minneapolis, Minnesota 55424.
Office Telephone: 540-6207; Home Telephone: 922-6475.

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CHY MORRISON, 532 Ferndale Road, Wayzata, Minnesota 55391.
Home Telephone: 473-7853.

DAVID W. ONAN, II, 2105 Pinto Drive, Wayzata, Minnesota 55391.
Office Telephone: 338-8796; Home Telephone: 473-0143.

JOSEPH T. O'NEILL, 800 Northwestern National Bank Bldg., St. Paul, MN 55101.
Office Telephone: 227-9505; Home Telephone: 644-4470.

HAZEL REINHARDT, Minneapolis Star and Tribune, 6th Floor, IDS Tower,
Minneapolis, Minnesota 55402. Office Telephone: 375-7050; Home
Telephone: 941-6640.

GORDON ROSENMEIER, 72 Broadway, Little Falls, Minnesota 56345.
Office Telephone: 1-632-5458; Home Telephone: 1-632-9547.

MARY ANN SCROGGINS, 3222 St. Croix Trail, Afton, Minnesota 55001.
Home Telephone: 436-1150.

JOHN E. TILTON, One Webster Place, Hopkins, Minnesota 55343.
Home Telephone: 938-1943.

EX-OFFICIO MEMBERS

ROBERT BONAWITZ, Control Data Corporation, Mail Station PLY-001,
2300 Berkshire Lane North, Minneapolis, Minnesota 55441.
Office Telephone: 553-4982.

JAMES L. HETLAND, Urban Development Department, First National Bank of
Minneapolis, 120 South Sixth Street, Minneapolis, Minnesota 55402.
Office Telephone: 370-4099.

EDWARD KOHN, General Director, Minnesota Zoological Garden, 12101 Johnny
Cake Ridge Road, Apple Valley, Minnesota 55124.
Office Telephone: 432-9010.

Office Memorandum

DEPARTMENT Minnesota Zoological Garden

TO : State Zoological Board

DATE: September 22, 1980

FROM : Edward Kohn, General Director

PHONE: 432-9010 x300

SUBJECT: CAPITAL DEVELOPMENT PLAN

The Minnesota Zoo can present an excellent and well-rounded program for decades to come with the construction of four more major exhibit projects:

<u>Project</u>	<u>(Escalated to Year of Request)</u>
1. Tundra Community (1982-83)	\$ 6,900,000
2. Asian Large Mammals (1984-85)	13,100,000 <i>year</i>
3. Fresh Water Aquarium (1984-85)	5,000,000
4. Alpine Community (1986-87)	6,800,000

and three additional support projects:

5. Outdoor Amphitheater (1982-83)	100,000
6. New Gift Shop and Restaurant (1986-87)	1,000,000
7. Expanded Animal Holdings (1986-87)	1,000,000

For the 1982 and 1983 biennium I propose that we seek funding from the State, with an appropriate private community match, for Project 1 (Tundra Community) and Project 5 (Amphitheater), at an estimated cost of \$7,000,000.

For the 1984 and 1985 biennium I propose that we seek funding from the State, with an appropriate private community match, for Project 2 (Asian Large Mammals) in the amount of \$9,300,000 (in 1980 dollars -- escalated to \$13,100,000 for 1984-85). I propose that we seek an additional \$1,000,000 in 1984 dollars to accomplish site and mechanical work for Project 3 (Fresh Water Aquarium) with its primary funding (\$4,000,000) to be sought through the leadership of the Fresh Water Biological Foundation.

For the 1986 and 1987 biennium I propose we seek funding from the State for the Alpine Community (\$4,500,000 in 1981 dollars -- escalated to \$6,800,000 for 1986-87). Additionally for FY 86-87 we should seek state contribution of \$1,000,000 for a new gift store and restaurant (estimated \$2,000,000) and expanded animal holding facilities (estimated \$1,000,000).

Our corporations and citizens already contribute substantially through taxes, and, secondly, the benefits of development extend more broadly than is customary for privately supported cultural ventures. We therefore have a sound basis for seeking to gain state funding at a ratio of 3:1 over private dollars. The Fresh Water Aquarium project would hopefully be appropriate for more substantial private foundation support. The overall effort would distribute as follows:

	<u>State</u>	<u>Private</u>	<u>Total</u>
<u>1982-83 Biennium</u>			
Tundra Community	\$ 5,200,000 (3:1)	\$ 1,700,000	\$ 6,900,000
Amphitheatre	100,000		100,000
<u>1984-85 Biennium</u>			
Asian Large Mammals	9,825,000 (3:1)	3,275,000	13,100,000
Fresh Water Aquarium	1,000,000 (1:4)	4,000,000	5,000,000
<u>1986-87 Biennium</u>			
Alpine Community	5,100,000 (3:1)	1,700,000	6,800,000
Support (Visitors/Animals)	<u>2,250,000 (3:1)</u>	<u>750,000</u>	<u>3,000,000</u>
	<u>\$23,475,000 (2:1)</u>	<u>\$11,425,000</u>	<u>\$34,900,000</u>

These projects would expand by 40% the visitor experience at the Minnesota Zoo, and would be accomplished with a net increase of 1-1/4 miles of pathway bringing the Minnesota Zoo to a total of only 3 miles of pathway which would be very efficient for such a major program. If the capital investment now in place (\$31,000,000) were escalated to the projected construction period it would attain a value of \$60,000,000 or twice the estimated completion costs for the proposed projects.

Detailed estimates of operating budget requirements for each project will be prepared for subsequent requests. On a very general basis, I expect that achieving annual attendance of 1,500,000 would enable revenue increases adequate to offset operating budget increases necessary for effective operation of the new projects.

EK:gd

Northern Trail Tundra Completion Cost Estimates
(Escalated to April 1981)

<u>Project/Exhibit</u>	<u>Construction, Utilities, Site Development, Animals, Contingency (15%), A & E fees; O & P Escalation to 4/81</u>
I. Polar Marine	\$2.2 million \$2,823,400
Polar Bear	
Polar Bear Maternity	
Seal	
Arctic Fox	
Sea Birds	
Swan/Crane/Loon	
II. Tundra	\$1.7 million \$889,300
Wolf	
Caribou	
Shorebirds	
Musk Ox (Funded)	
III. Taiga Predators	\$1.7 million \$1,421,000
Bald Eagle	
Lynx	
Wolverine	
Snowshoe Rabbit	
Red Fox	
Trumpeter Swan	
Spruce Grouse	
IV. Visitor Services	-\$2.0 million \$1,726,600
Shelter	
Discovery Lodge	
Pathway/Bridge	
Graphics	
TOTAL	<u>\$5.6 million</u> <u>\$6,860,300</u>



Minnesota Zoological Garden Foundation

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

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EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

TO: Board of Directors
Minnesota Zoological Garden Foundation

FROM: Robert S. Voigt, Executive Director

DATE: November 6, 1980

SUBJECT: Executive Director's Annual Report

This Report is a summary of activities as well as philosophies that have both been proposed and programmed this past year. I have not attempted to summarize all of the regular monthly reports nor have I attempted to outline the steps recommended to accomplish the Foundation's basic program this next year. This report is rather an assembly of many different situations.

In trying to find an analogy for our Foundation's current status, I am reminded of the situation of our Olympic athletes this past year. They had all been in training for some time, were well skilled in their respective talents, had exceptional support from their coaches and team members and were anxious to compete. Due to situations beyond their control, they were unable to compete.

The Minnesota Zoological Garden Foundation is in a similar situation. The Foundation was established five years ago by the Minnesota Zoological Board. The Foundation's sole purpose in being is to provide private sector financial support for the Minnesota Zoo, a state agency. The Zoo Board has the basic responsibility to design, build and operate the Zoo. In this respect, the Zoo Board also has the basic responsibility to plan and approve future development programs. Because future development goals have not been solidified and have also changed for a variety of reasons, the Foundation has been in a position of waiting for Zoo Board action of commitment and consistency towards future needs. Operating situations during the past two years since the Zoo opened have also presented circumstances not conducive to positive image building and generating financial support from the donor constituency of our area.

In response to the Zoo Board's desire for private sector support, the Foundation has proposed a number of "getting ready" activities that are traditionally recognized by all fund raising organizations as necessary prerequisites to obtaining private sector support. Many of these proposals have been documented in reports prepared

by the Foundation staff. These reports have been on long range development programs, capital campaign ideas, annual giving programs, recommendations on how to zero in on prime prospects, written case statements, checklists and most recently the Shaver Company report, all exemplify the process of preparing and proposing.

Recently Gale Mitchell, Vice President of the Donald W. Campbell Company of Chicago, and a leader in the professional fund raising field, shared with me several ideas on our current state of fund raising nationally. The current state of the national and local economy has caused more organizations to get into the fund seeking field. As a result, today there are more organizations seeking the contributors dollar than every before. This growth in looking to the private sector for philanthropic dollars has caused greater competition for the funds which are available. The granting foundations and corporations are spreading their funds out more during this recession period. Most of their funds are being contributed to existing programs. Donors are taking more time in the decision making process. Donors are tightening up their requirements and in many instances establishing more strict policies and guidelines for the applying entities.

In order to compete more favorably, Mr. Mitchell suggested that several points be kept in mind:

1. Pleading need is the weakest approach toward obtaining financial contributions;
2. Selling positive programs and showing beneficial services is necessary;
3. Thoughtful planning and calm leadership is needed by the applying organization;
4. A quality job is expected in the articulation and statement of the particular cause;
5. Organizational purpose must be reaffirmed and your cause sold with positive conviction;
6. Dollars must not be cut from your proposal that have been identified for promotions and public relations;
7. A variety of donor options should be developed, such as individual gifts programs, including donation of property and more planned giving options, etc.

John Beardsley, Senior Vice President, Secretary and Treasurer, of Padilla and Speer, Inc., spoke to a recent meeting (October) of the Minnesota Chapter of the National Society of Fund Raisers. Mr. Beardsley emphasized the need for good community relations and image in order to maximize success in any type of fund raising activity. His thoughts accentuated the ideas proposed this year by both Dick Gray and his Task Force and Dean McNeal and Margee Kinney in their Small Group Cultivation Program. He recommended developing good images through public relations efforts and involving community leaders in understanding situations and developing solutions. Public relations is most effective when professional planning can be aided by volunteer implementation.

Philanthropy is not a new human experience. Professional fund raising is. Philanthropy, as an expression of human concern, has its roots in mankind's earliest existence. Fund raising as a profession is still only a few years old. Involvement of volunteers on an organized basis first started through programs of the YMCA around the turn of the Twentieth Century. Full speed professional fund raising efforts did not really get underway until the 1950's, when universities, churches and other community organizations started picking up this program. During the 60's, hospitals and health centers were adding a development person to their staff. During the 70's, more organizations noted what was happening in other fields and begin to formulate plans to build their financial resources through fund raising programs. It was with this concept in mind that the Zoo Foundation was established. It has only been during the past ten years that professionalism has developed and experiences have been used to build even more knowledgeable and reputable fund raising programs. To seek and secure maximum private sector donations, fund raising requires technical skills, human skills and conceptual skills.

Fund raising as a process, builds upon these skills, and moves through three distinct stages of maturation from product development, creating a sales program, to marketing. In the product stage, individuals in the organization arrive at the conclusion that the cause is good and that because it is good they assume that the public will be willing to provide financial support. The second stage is the sales stage. The organization senses and focuses its fund raising program in an organized professional way. The product is good, the audience is there, let's sell them on our need. The third stage is the marketing stage. The organization's approach to fund raising is market oriented. To do this, the organization must accept the principal that effective marketing is user-oriented and not seller-oriented, and that the case for institutions - and their need for private gift support - must respond to user interest and concerns. Thus, the contributor, by making a gift, becomes an advocate of the organization and all that it represents.

The Foundation has many successes and accomplishments to point to this past year. Within this realm of measurable successes are a most dedicated group of Board members who are working towards implementing programs to secure private sector support for capital development projects of the Minnesota Zoo. Much energy and time have been committed to talking about process and recommending procedures to accomplish this. Staff has researched and reported on the pros and cons of several optional efforts. Collective experience has shown the value of starting from a positive base of unified support and a consensus of direction. Acknowledging the realities of change, these basic building blocks have yet to be firmly established in order to continue the development program which we have all so eagerly desired. The Shaver Company report indicated that much work is still needed, especially in the improvement of relationships at the State level and the public's perception of the Zoo's quality programs and beneficial aspects.

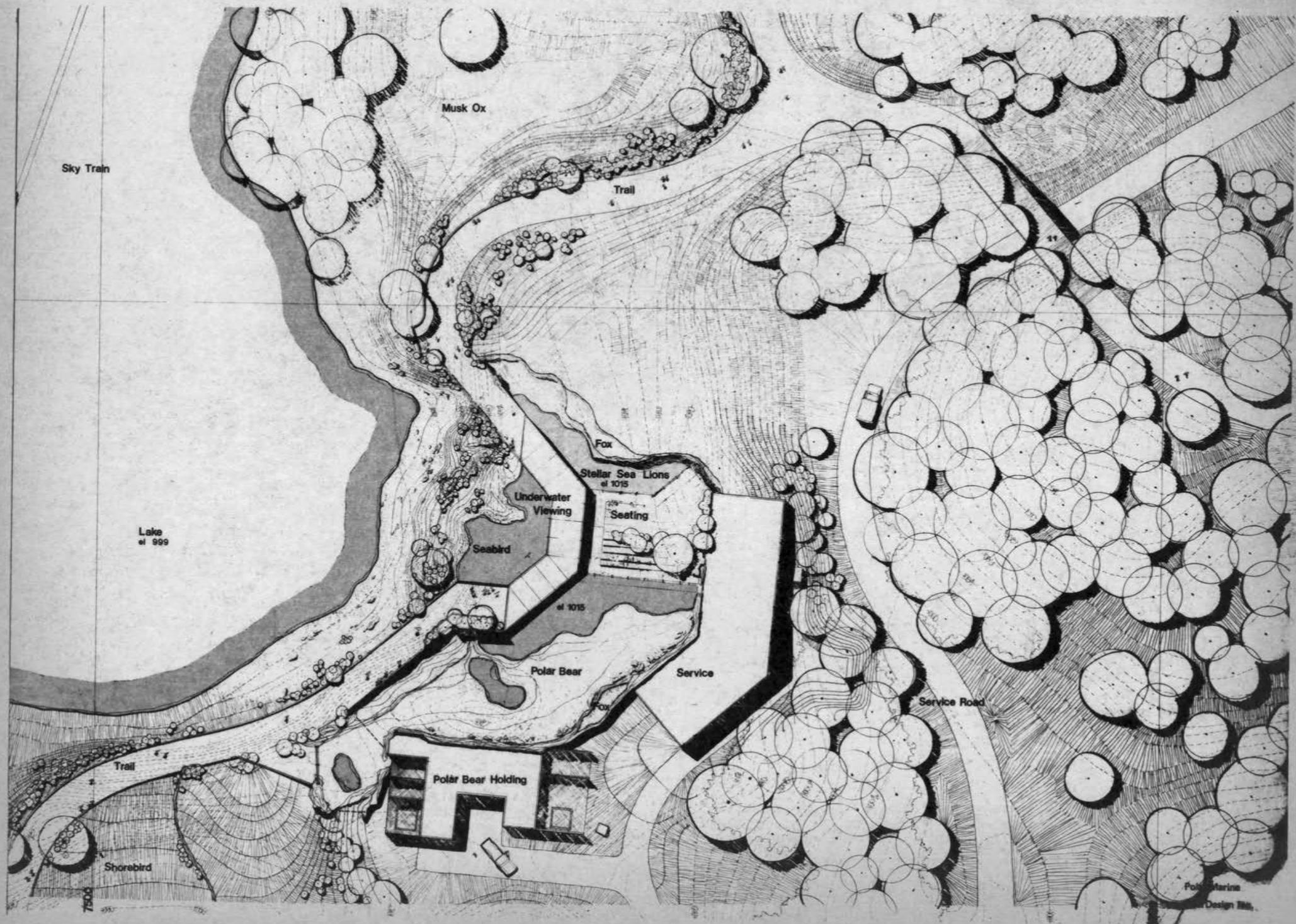
It is easy to rationalize and say that many of the Zoo's current problems are due to the Zoo being in its youth and some of the relationships need more time to "shake out". Several major organizational and operational perceptions and relationships need better understanding and more cooperation and coordination. We all hope that this works out. Until these situations are clarified and accepted, we will still be encountering stumbling blocks and unnecessary frustrations.

What's ahead? There are many great things ahead that we can all look forward to with encouragement and excitement. The Minnesota Zoo is fantastic; it is a tremendous addition to the educational and cultural sector of our community. It is a state-wide program that is beneficial to families throughout our entire region. The Zoo has just begun to walk and will be more steady on its feet as these identified goals are accomplished.

Immediate steps for the Zoo Foundation are the implementation of a cultivation program that incorporates the Task Force leadership under the direction of Dick Gray and the Small Group Cultivation Program as proposed by Margee Kinney and Dean McNeal. The Annual Giving program under the direction of Malcolm McDonald will help us develop the base in which to establish future donor support. The financial skills of Andy Boss are still to be fully realized in his assistance to us in both our budgeting and operating program. Under the guidance and leadership of Stan Nelson, our Foundation's new President, we will have a most dedicated and capable person to lead us through this next phase. Stan's experience in business and corporate affairs as well as his extensive participation in community programs provide the wisdom and framework to help us see that our program succeeds. The Foundation's program has grown tremendously during this past year under the guidance of Connie DeLand, our current President. Connie has been extremely able in helping us to face issues and seek solutions to these concerns. Connie's continued involvement will assist tremendously during this next stage. Tony Andersen has contributed valuable guidance to our internal auditing program and led the way to the creation and distribution of the Alliance Report.

We welcome to our Foundation Board several new members to help us in our continuing program. From the Zoo Board, Chairman Hetland has appointed Herbert Goldenberg and Hazel Reinhardt to serve on the Foundation Board for a term of one year. Their active involvement in the Zoo Board and Zoo Board Committees will provide a viable liaison to Zoo Board thoughts and actions. Their own personal skills and abilities will add great strengths and supplements to our Foundation Board. We also welcome D. Stephen Farley, Senior Vice President and Chairman of the Trust Committee, Northwestern National Bank of St. Paul, to our Board. Mr. Farley has been active in numerous community programs and his professional experience will also be of assistance to us in our future Foundation plans.

Back to the original analogy of the Olympic athletes, we have had a good training year. Our planning and preparing has shown good results. Our recommendations have been delivered. Our accomplishments are measurable. Financial receipts have been significant. Disbursement for the Zoo's short range development program totalling \$1,522,000 are progressing on schedule. The Zoo is showing recognizable changes, modifications and improvements as a result of our efforts. We have shown to the Olympic Committee that we are ready. Our recognition and stature in the donor development community is established. Procedural and operational plans must be updated to meet the "local weather conditions", but we are basically ready. We look forward to the challenge.



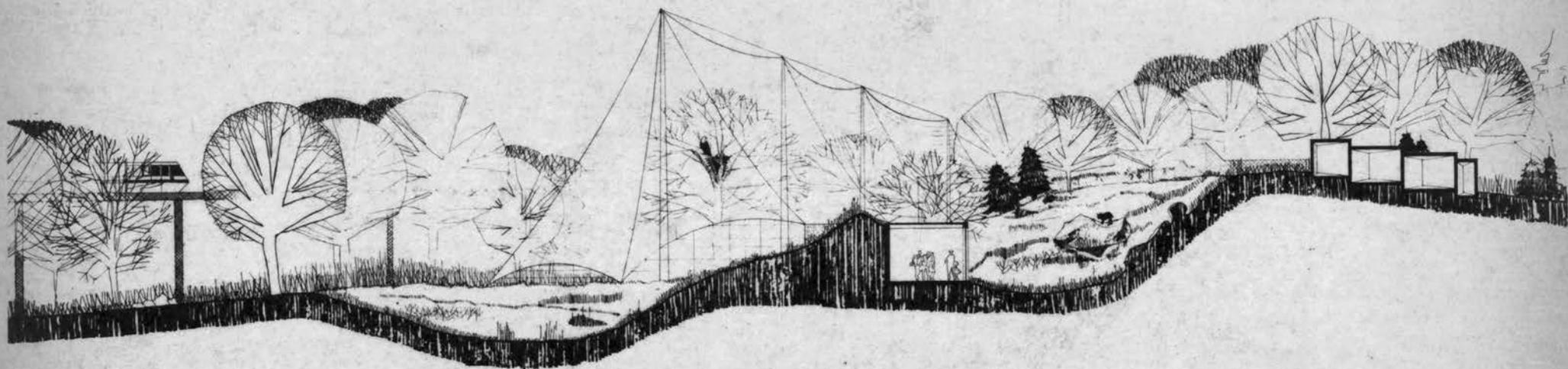


Zooride

Bald Eagle

Lynx

Lynx Shift Cages





Minnesota Zoological Garden Foundation

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EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

ANNUAL MEETING NOTICE

According to Section 2.03 of the Foundation By-Laws, the Annual Meeting of the members will be held:

THURSDAY, NOVEMBER 6, 1980

AT 3:00 P.M.

IN THE CONFERENCE ROOM

SECOND FLOOR - MINNEAPOLIS CLUB

729 Second Avenue South

Minneapolis, Minnesota

for the annual election of Directors.

According to Section 3.07 of the Foundation By-Laws, the Board of Directors shall meet after the annual election of Directors for electing the Officers of the Corporation and for the transaction of such other business as shall come before the meeting.

MARK YOUR CALENDAR NOW AND PLAN TO ATTEND.

Please return the enclosed card indicating your attendance.

A complete agenda will be mailed to you prior to the meeting.

DEAN McNEAL, SECRETARY
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION



Minnesota Zoological Garden Foundation

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

cc: SI, DB
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ANNUAL MEETING

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

THURSDAY, NOVEMBER 6, 1980

3:00 P.M.

CONFERENCE ROOM - SECOND FLOOR

MINNEAPOLIS CLUB

729 SECOND AVENUE SOUTH

MINNEAPOLIS, MINNESOTA

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Vice President

Wayzata
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JAMES L. HETLAND
Chairman

Minnesota Zoological Board
EDWARD KOHN
General Director

Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

AGENDA:

I. ANNUAL MEETING OF MEMBERS

- A. Nominating Committee Report
- B. Election of Directors

C. DeLand

II. ANNUAL MEETING OF THE BOARD OF DIRECTORS

- A. Election of Officers
- B. Past-President's Report
- C. Treasurer's Report
- D. Executive Director's Report
- E. Film Presentation
- F. Committee Reports - Proposals
 1. Annual Giving
 2. Special Events - Small Group Cultivation
 3. Task Force - Public Relations Advisory
- G. New Business
 1. Goals & Objectives
 2. Fund Development Guidelines
 3. 1981 Budget Review
 4. Bank Account Resolutions
 5. I.R.S. Annual 990 Report
 6. Other
- H. Other Reports
 1. Minnesota Zoological Garden
 2. Minnesota Zoological Society

C. DeLand

C. DeLand

A. Boss

R. Voigt

K. Knopf

M. McDonald

M. Kinney

R. Gray

S. Nelson

S. Nelson

A. Boss

D. McNeal

S. Nelson

J. Hetland

R. Bonawitz

ADJOURNMENT

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting
October 8, 1980

Minutes

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Wednesday, October 8, 1980, at 2:00 p.m. in Stanley Nelson's office, 1930 Midwest Federal Plaza, Minneapolis.

Members Present: Connie DeLand, President; Stanley Nelson, Vice President; Andrew Boss, Treasurer; Kenneth Knopf.

Board Members Present: John McKay.

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

The meeting was called to order at 2:15 p.m. by Connie DeLand, presiding.

I. Treasurer's Report

The Treasurer's Report was deferred until Andy Boss arrived at the meeting.

II. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt, who summarized the written Executive Director's Report, attached.

Mr. Voigt stated that his written report summarized the last five years of Foundation activity leading to the present status of the Foundation; a second section of the report also recommended action for the future. Proposed goals and objectives for 1981 are also included.

In discussing the Zoo Foundation's "State of the Art," Mr. Voigt drew from the Articles of Incorporation and By-Laws for the Foundation, Fund Development Guidelines authorized by the Zoo Board, proposals developed for Foundation Board consideration over the last several years, and materials developed by the Zoo Board.

Mr. Voigt also circulated to Executive Committee members a summary of the next proposed capital phases approved by the Zoo Board on September 22, 1980. Proposed project costs total more than \$34,900,000. Of that amount, it has been proposed that \$11,425,000 be raised from the private sector with \$4,000,000 of those private sector funds applied towards the Fresh Water Aquarium, estimated to cost \$5,000,000 in total. As proposed, the ratio of public to private sector support for the next capital phase is approximately two to one.

Ken Knopf asked what reception the proposed capital development request would receive from the Minnesota Legislature. Bob Voigt stated that Ed Kohn, General Director of the Zoo, has been working with state offices on the

preparation of the request but that responses from the state have not yet been received. Connie DeLand added that the Zoo Board seemed optimistic about the request and that the Zoo Board had discussed approaches to the Legislature during its meeting on September 22, 1980.

Ken Knopf then asked what impact the monorail financial problems might have on requests for capital funding to the Legislature. Connie DeLand stated that requests for Zoo Ride funding are being submitted to the Legislature separately. Bob Voigt added that the Zoo Board expects to be able to make partial payments to the certificate holders this year and in future years.

Referring again to the Executive Director's Report, Mr. Voigt stated that during the next year the Foundation can direct cultivation/solicitation efforts in two ways. Board members Dean McNeal and Margee Kinney have proposed hosting small events for the business community to introduce them to Zoo objectives and goals. Solicitation efforts can focus on the development of an annual giving program to a broad-based donor group and continuing "rifle shot" approaches to corporations and foundations for major support.

Kathryn Rosebear then reported on the American Association of Zoological Parks and Aquariums (AAZPA) support group meetings in Chicago, which she attended during the AAZPA annual conference. On Sunday, September 14, 1980, fund-raising and membership personnel from zoos throughout the United States met for a series of meetings prior to the national conference. Seminar topics included membership acquisition and renewal, grantwriting and fund-raising for zoos, and special events. Development personnel from numerous zoos were present as were representatives from governmental organizations providing funding support to zoos. Several contacts made at the conference have led to continuing correspondence and sharing of zoo development ideas.

III. Committee Reports

a. Nominating Committee

Connie DeLand presented a report from the Nominating Committee which met on September 10, 1980, to consider a slate of officers and new additions to the Foundation Board. Board members Firmin Alexander and John Tilton have agreed to serve two-year elected terms ending in 1982. Four elected positions and ten appointed positions remain open. It was recommended that Herbert Goldenberg and Hazel Reinhardt from the Zoo Board be appointed for a one-year term by Zoo Board Chairman Jim Hetland.

Bill Faulkner, Tom Tipton, John Warder and Ed Lund have declined invitations to become Board members, though Ed Lund has offered to recommend a person from Honeywell to serve on the Foundation Board. Stephen Farley, Bob Adams and Roland Minda were suggested as potential Board members for the elected term ending 1983. Andy Boss offered to contact Stephen Farley. Roland Minda will be contacted by Bob Voigt, and Chy Morrison and Margee Kinney will contact Lew Lehr at 3M first and follow up, if suggested by Mr. Lehr, with a contact to Bob Adams.

Connie DeLand noted that the Foundation does not have to fill all available positions at this time.

Stan Nelson offered to contact Dave McLaughlin with Bob Voigt. Ken Knopf and Bob Voigt will also contact Bob Fischer. Connie DeLand and Andy Boss offered to contact Jean West.

b. Task Force -- Public Relations Advisory Committee

Stan Nelson read to Executive Committee members a letter he had received from Dick Gray outlining the status of the private sector task force which Dick Gray is assembling. Because formation of the task force has been delayed, Mr. Gray has suggested that the holiday season might conflict with task force member schedules and that an appropriate time to begin the task force would be mid-winter.

Ken Knopf noted that the purpose of the Task Force is to bring together approximately 25 "think-tank"-type businessmen to consider the long-range problems of the Zoo and make recommendations from the viewpoint of the private sector. Stan Nelson added that the task force would meet in problem-solving sessions to consider long-term and image problems of the Zoo; he suggested that a brainstorming session with 25 individuals might be awkward.

Andy Boss suggested that the problems which the task force will consider need attention in the near future; he suggested starting with half the number originally proposed on a tighter timetable.

Connie DeLand stated that it was the consensus of the group to discuss with Dick Gray alternatives to the February-March timetable for the Task Force which he proposed in his letter.

c. Film -- Cultivation -- Special Events

Bob Voigt reported that the video tape produced by Jeff Strate is nearing completion and will be shown to all Board members at the Annual Meeting in November.

Mr. Voigt also reported that he will be meeting with Dean McNeal and Margee Kinney to discuss the proposed special and small group cultivation events.

IV. New Business

a. Goals and Objectives 1981

Bob Voigt stated that proposed goals and objectives for 1981 were included on page 7 of the Executive Director's Report. Two overriding goals for the year included the expansion of the Foundation's cultivation program in the private sector and the expansion of private sector support to the Zoo through implementation of programs that provide donor options.

Four objectives leading to implementation of the goals were identified. These included the establishment of policies by the Foundation Board to accomplish the goals, establishing operational programs to implement goals, establishing an annual giving program, and establishing cultivation programs under the leadership of the Foundation Board with coordination from Foundation staff.

b. Individual Gifts Proposal

A proposal for an annual giving program was presented by Kathryn Rosebear, who referred to the attachment "Annual Giving Program" mailed to all members prior to the meeting.

Ms. Rosebear explained that an annual giving program was proposed to begin the solicitation of individual gifts for the Zoo and to build a donor base for future capital and deferred solicitation. During the first year, the program will focus on direct mail solicitation to a list of approximately 21,000 individuals representing seven constituency groups.

Andy Boss asked what dollar return could be expected during the first year of an annual giving program. Kathryn Rosebear explained that average returns on a first-year mailing could not be expected to greatly exceed program costs and that the objective of the first year program would be to raise numbers of donors rather than dollars. During the following years of the program, upgrading and renewing donors could provide substantial income for the Zoo. A project budget of \$18,270 has been proposed.

Connie DeLand asked where the funds raised by this program would be applied. Kathryn Rosebear stated that funds would be applied to a capital project determined in cooperation with the Zoo's Management Group; the project selected would have appeal to the general public and should be animal-related.

The Executive Committee approved the concept of an Annual Giving Program and asked that a statement indicating projections of revenues and expenses over a five-year period be developed for submission with the proposal to the Foundation's Board of Directors at their Annual Meeting in November.

c. Fund Development Guidelines

Bob Voigt circulated to members a draft of proposed new Fund Development Guidelines for reviewal by the Foundation Board and recommendation to the Zoo Board. Mr. Voigt stated that the Fund Development Guidelines originally approved by the Zoo Board included guidelines for raising matching funds and other guidelines now outdated or inapplicable to current programs and needs. He suggested that new guidelines be formulated to more clearly coordinate fund raising efforts on behalf of the Zoo.

The Executive Committee reviewed the proposed guidelines. Connie DeLand asked that each member read and make suggestions to Bob Voigt regarding the proposed new draft.

The Executive Committee approved the proposed Fund Development Guidelines in concept and asked that they be forwarded to the Intergroup Committee for that group's consideration.

V. MZG Funding Request

Bob Voigt first presented the Treasurer's Report stating that, because all month-end bank statements had not been received, the September Financial Statement had not been completed. The Zoo has consistently drawn less funds than originally projected so the Foundation has had additional funds to invest. Interest rates are climbing again and interest income to-date is above projections.

Ken Knopf then commented that the Foundation had halted active solicitation efforts a year ago primarily at his suggestion; he felt that a year spent in planning for the next capital phase was appropriate. He suggested, however, that the Foundation could consider an annual goal of approximately \$1 million for capital expansion of the Zoo.

Discussion followed on the establishment of an annual fund-raising goal. Stan Nelson noted that the Foundation had originally halted solicitation while considering a major capital drive; requests to donors for smaller grants prior to the campaign would have dulled response to the campaign. He suggested an annual goal be established. Ken Knopf stated that the Foundation would have difficulty going to major corporate donors until some questions regarding state relationships and funding were answered.

Connie DeLand suggested that Foundation goals for 1981 include the establishment of a \$1 million annual goal. Ken Knopf suggested that a goal stating the Foundation "will establish annual goals of revenue and expenses" be included.

Stan Nelson moved that the Executive Committee recommend the proposed 1981 goals and objectives to the Foundation's Board of Directors and meet in the interim to consider the Foundation's budget.

Bob Voigt reported that a problem had developed regarding the use of Foundation-raised funds for the Zoo's Short Range Development Program. Most funds raised by the Foundation have been restricted to Northern Trail construction as the first goal of the Foundation was to raise Northern Trail funds. The Zoo now has more projects requiring unrestricted funds than funds available. Mr. Voigt is working with Dick Arndt, Zoo Board member and Chairman of the Zoo Board's Audit and Finance Committee, and Steve Iserman, Administrative Officer of the Zoo, on a solution to the problem. The Zoo Board has acknowledged the problem but has made no recommendations.

Mr. Voigt summarized a letter to Mr. Arndt and Mr. Iserman in which he detailed four proposed solutions to the problem of insufficient unrestricted funds, as follows:

1. New funds are secured for this specific purpose.
2. The other areas previously utilizing unrestricted funds are funded from other sources.
3. Areas previously considered non-Northern Trail could be

as a rational inclusion in the Northern Trail development area for Northern Trail funding, or

4. Referring to the Foundation letter of September 19, 1980, which again stated difficulty in defining application of funds, if the Zoo can identify that State funds were used in lieu of drawing on Foundation funds then available, then the Foundation can find a way to release these restricted funds for unrestricted categories.

Ken Knopf asked whether the Foundation could return to donors and request that they change the designation of their gifts. Mr. Voigt noted that the Blandin Foundation had originally been contacted and the designation of their \$300,000 gift changed from a Northern Trail restriction to an unrestricted grant. Mr. Voigt had also informally discussed the possibility of changing a grant designation with Paul Verret, Executive Director of the Saint Paul Foundation. Mr. Verret had indicated that this policy might adversely affect the long-range programs of the Zoo Foundation.

The consensus of the Executive Committee was not to return to donors for a redefinition of commitments, but to notify the Zoo Board that the Foundation will provide the \$1,522,000 in funds for short range development as funds are designated and available and as development areas are defined by the Zoo Board.

The meeting was adjourned at 4:30 p.m.



Minnesota Zoological Garden Foundation

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cc 51

TO: Board of Directors
Minnesota Zoological Garden Foundation

FROM: Robert S. Voigt, Executive Director

DATE: October 8, 1980

SUBJECT: Executive Director's Report

OFFICERS AND DIRECTORS:

CONNIE DeLAND
President
Minneapolis

MARGEE KINNEY
Vice President
Wayzata

MALCOLM McDONALD
Vice President
North Oaks

STANLEY NELSON
Vice President
Minneapolis

DEAN McNEAL
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GORDON ROSENMEIER
Little Falls

MARY ANN SCROGGINS
Afton

SANDRA STOKESBARY
Minneapolis

JOHN E. TILTON
Hopkins

EX-OFFICIO MEMBERS:

ROBERT L. BONAWITZ
President
Minnesota Zoological Society

JAMES L. HETLAND
Chairman
Minnesota Zoological Board

EDWARD KOHN
General Director
Minnesota Zoological Garden

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

The Executive Director's Report this month is more a summary or re-statement of where the Foundation is at and also a statement of recommendations as to how the Foundation can implement its programs that are already in process and as well as identifying new goals and objectives for 1981. This information is included in the attached paper. Please read that for the information included.

Several recent meetings by the Minnesota Zoological Board have helped identify the Zoo's immediate and long-term needs for operating budgets as well as capital budget requests. You have each received copies of the Zoo Board Minutes which detail these meetings. Please review the Minutes of the Zoo Board's meeting of September 10, 1980, and also the Audit and Finance Committee meeting which was held on the same day. I also urge you to read the Zoo Board Minutes of September 22, 1980 as well as the Joint Executive/Operations and Planning meeting held on the same date. These minutes have been mailed directly to you from the Zoo.

The attached position paper basically defines work that is before us for the next month. Please see the Recommendations and Goal statement for materials which will be presented at the Annual Meeting in November.

The "cultivation film" about the Minnesota Zoo that has been in process for the past two months will be completed this week. The initial film will be on video cassette. We will have two additional copies made on 16mm film for showing under other conditions where video equipment is not available. This film will be an excellent presentation item for small group meetings or situations where we are unable to take prospects to the Zoo for a tour and visit with staff and department heads.

Please mark your calendar now for the Annual Meeting of the Foundation which will be held on Thursday afternoon, November 6 at 3:00 p.m. The meeting will be held at the Minneapolis Club on 8th and Second Avenue in Minneapolis.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting

July 22, 1980

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A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Tuesday, July 22, 1980, at 3:00 p.m. in Stanley Nelson's office, 1930 Midwest Federal Plaza, Minneapolis.

Members Present: Connie DeLand, President; Margee Kinney, Vice President; Malcolm McDonald, Vice President; Stanley Nelson, Vice President; Dean McNeal, Secretary; Firmin Alexander.

Board Members Present: John Tilton.

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

The meeting was called to order at 3:00 p.m. by Connie DeLand, presiding.

I. Minutes of Board of Directors' Meeting, June 11, 1980

The minutes of the Board of Directors' meeting, held June 11, 1980, were approved by consensus.

Firmin Alexander asked whether a copy of the Shaver Company questionnaire had been attached to the minutes as stated in the minutes received by Board members. Bob Voigt answered that the Shaver questionnaire had been referred to in the minutes and had been included in the Foundation's official records within the Foundation office.

II. Financial Report

A. June 30, 1980 Year-End Report

The Financial Report for the month and year ending June 30, 1980, was presented by Bob Voigt. This report is the unaudited final report for the preceding fiscal year.

Mr. Voigt reported that the Foundation's budget projections for the last year were very close to the fiscal year-end figures detailed in the June 30th Financial Report. The Foundation, however, did not generate many new commitments due to the year-long "hold" on solicitation. Interest income generated was substantially higher than projected, however, with interest rates at times exceeding 17 percent. Bob Voigt reported that a shared proceeds check in the amount of \$8,566 had been issued to the Minnesota Zoological Society during June; this was the last projected Zoo Walk expenditure.

Referring to Schedule 2, Analysis of Special Events, Bob Voigt also noted that a \$5,000 shared proceeds check for Como Zoo's polar bear exhibit had been issued, recalled and later reissued, delivered to General Director Ed Kohn for presentation and was still undelivered to Como Zoo.

Firmin Alexander moved that the Foundation immediately recall the undelivered check, reissue a new check and deliver it to Como Zoo. The motion was seconded

Called Mr. G.F. 7:30
to report that
OK who sent
6/24/80
gd

by Malcolm McDonald. It was the consensus of the Executive Committee that the Como Zoo check should be forwarded to Como Zoo immediately.

Referring to Schedule 5, Administrative and MZG Expenses Paid, Bob Voigt reported that the Foundation had completed the fiscal year within 1 percent of the established budget. Promotional expenses were higher than originally budgeted as costs of the September Orchestra event had been included. Printing was more than originally projected due to the costs of the Alliance Report. Miscellaneous fee items included expenditures for moving the Foundation office, courses taken by staff and bank charges.

Firmin Alexander noted that interest earned during the year exceeded \$158,300 while expenses were only \$102,177. Bob Voigt added that, since the inception of the Foundation five years ago, operating income has totalled \$398,270 and expenses have totalled \$322,226. Income exceeded expenses by \$66,000.

Discussion followed on whether to dedicate the interest earned over expenses to future use in the capital campaign or other Foundation programs. Bob Voigt explained that the Fund Disbursement Policy approved by the Foundation and Zoo Boards several years ago stated that interest earned by the Foundation on monies held for the Zoo could be used for Foundation operations.

In response to a question from Firmin Alexander, Bob Voigt explained that the Foundation's ratio of administrative expenses to total income received since inception five years ago is 16.4 percent. To meet charitable review guidelines, a 30 percent ratio of expenses to total income has been established by the Minnesota Charities Review Board. Mr. Voigt added that every dollar received by the Foundation for the Zoo is available for Zoo purposes. Foundation expenses are entirely covered by grants to the Foundation and interest income earned on monies held for the Zoo.

Malcolm McDonald asked whether any new major commitments had been generated during the previous year. Bob Voigt explained that although several large contributions had been received, the Foundation had not actively solicited funds during the year following Board policy to halt solicitation until planning for the capital campaign and decisions on long-range planning had been completed.

Malcolm McDonald moved to accept the Financial Report. The motion was seconded by Dean McNeal. Motion Carried Unanimously.

Connie DeLand then announced that Board member Andrew Boss has offered to act as Treasurer of the Foundation until the next election of officers in November. Mr. Boss will replace Tony Andersen, who has resigned from the position of Treasurer but will remain on the Foundation Board.

Margee Kinney asked why Northwest Bancorporation had not made their expected pledge payment during the last fiscal year. Kathryn Rosebear explained that Northwest Bancorporation had recently set up a foundation through which to make donations and that their original payment schedule had been altered as they changed their grant-making procedures.

B. 1980-81 Budget Proposal

Bob Voigt circulated to Executive Committee members a proposed budget for Foundation operations for the fiscal year 1980-81. A five-year summary of the Foundation's budgets, income and expenses was also distributed. Mr. Voigt explained that the proposed budget is a continuation of operational costs at the current level of activity; no new programs have been included, although the budget can be amended to include new activities as planning is completed and budgets approved.

Stan Nelson noted that the fiscal year beginning balance is \$1,090,609 and the ending balance is projected to be \$205,737. He asked whether a plan had been developed which considered the cash flow for the Foundation's operations through the next several years. Bob Voigt responded that foundation funds currently available and interest income generated should cover operations through the next fiscal year. Various options for covering Foundation expenses in the future, including fund-raising for the Foundation, were discussed.

Firmin Alexander stated that at this point the Foundation can only approve an operating budget for current operations. Decisions on the future of the Foundation and its programs still must be made. He suggested forming a committee to consider future options for the Foundation.

In response to a question from Stan Nelson, Bob Voigt stated that the Foundation has committed \$944,167 to the Zoo in fiscal year 1980-81. The Foundation will transfer \$922,000 to the Zoo for the capital program and an additional \$22,167 has been committed to the Zoo's Emergency Fund.

Dean McNeal suggested the Foundation adopt the proposed budget for a shorter period than the entire fiscal year pending decisions to be made on the capital campaign and other programs. Subsequent discussion led to approving the proposed budget for the entire year with complete review again at the end of October, 1980.

III. Committee Reports

A. Capital Campaign Committee

Stan Nelson, Chairman of the Capital Campaign Committee, reported that a meeting had been held the previous week to finalize decisions on the production of a capital campaign film. Several members expressed reluctance due to the need to finalize capital campaign plans. Most felt, however, a film could be produced which could be both timely and have many various uses. A decision was made to approve the production of the film; funding for the project will be provided by Board member Ken Knopf.

John Tilton questioned how a film could be made when legislative plans had not been finalized. Stan Nelson explained that the film will be directed to the business community, not the legislature.

Committee members then discussed a memo forwarded to several Board members and members of the Public Relations Advisory Committee by Dick Gray. Mr. Gray expressed his concern that the proposed Advisory Committee appointed by

Governor Quie might conflict with the intent of the business task force he has proposed organizing. Stan Nelson explained that the Shaver Report had suggested a "two-pronged" effort with both the state government and the business community. One overriding committee is needed comprised of strong community leaders to propose approaches and formalize strategy; it has been suggested that Governor Quie appoint this committee to assist the Zoo. The purpose of the committee is not "political" in nature, but rather to form strong governmental relationships. Bob Voigt noted that several major cultural organizations such as the Minneapolis Society of Fine Arts and the Minnesota Orchestra receive substantial governmental support.

The purpose and composition of the small advisory group proposed by the Shaver Report was further discussed. At a Capital Campaign Committee meeting held July 8, 1980, for the purpose of discussing the Shaver Report, it was determined that this small group should work with the public sector. The purpose of the group to be established by Dick Gray is to work within the business community engendering support and assistance.

Margee Kinney noted that the Zoo is "political" in a wonderful sense -- it has been provided by the State of Minnesota for the people. She noted further that what is good for the State of Minnesota is also good for business. Malcolm McDonald noted that the Foundation should go to all those who have been helpful in the past to create the Zoo friends throughout the state, including legislators, business and community leaders, and get their recommitment of support.

Dean McNeal stated that, prior to forming the proposed advisory committee, the Zoo Board has to finalize its goals for the Zoo. John Tilton suggested that the Foundation and Society should work with the legislature for the Zoo as the Society originally did when the zoo bills were proposed to the legislature in 1971 and 1973. Stan Nelson explained that, at the July 8th meeting discussing the Shaver Report, it was the consensus of those attending that the Foundation should work with the private sector and the Zoo Board should continue its work with the public sector. Dean McNeal agreed with this decision, noting that the work with the legislature is not the role of the Foundation and that the Foundation cannot proceed without direction being determined by the Zoo Board. All three organizations can work on independent efforts but they have to be telling the same story.

Connie DeLand reported that the Chairman and Executive Directors of the three Zoo organizations are meeting regularly to define both the internal and external concerns of the Zoo and are working on the preparation of a report defining the Zoo's mission, goals, programs, organizational relationships and growth goals. This will be the basic information for the proposed task force to use in recommending processes to adopt for long-term development plans.

Discussion followed on the composition of the Zoo Board. It was suggested that additional business leaders be encouraged to apply for the Zoo Board. The application procedure was explained to members and the need for a balanced membership from various sectors of the community was noted.

Executive Committee members reaffirmed their conclusions that the Zoo Board must define goals and long-term capital improvement needs, justifications

and supporting documentation for the Zoo, including state involvement, prior to the implementation of any capital development programs by the Foundation. Malcolm McDonald noted the similarity of the Zoo Foundation with the University of Minnesota Foundation and suggested a certain amount of independent programming could occur irregardless of Zoo Board appointees and decisions made. The Foundation should be geared to on-going development efforts in cultivating and capturing support for the long-term future. A variety of programs other than a capital campaign can help build identification and belief in an institution.

IV. Executive Director's Report

Connie DeLand suggested that members read the written Executive Director's Report, attached, and refer questions to Bob Voigt after the meeting.

Malcolm McDonald, Chairman of the Individual Gifts Committee, report on progress of individual gifts programs. Action on major gifts for the capital campaign cannot be taken until strategies, goals and approaches are resolved. John Tilton noted that a deferred giving program, however, could be implemented to solicit bequests, annuities and other forms of planned gifts. Mr. McDonald stated that the Foundation does offer a great opportunity to people who want to make gifts and direct their gifts appropriately to the Zoo. It was noted that only those individuals who have an involvement with an organization during their lifetime are likely to make bequests to that organization.

Bob Voigt reported that the Foundation is currently working on the development of a direct mail program and an annual sustaining gifts program which is not dependent on the long-range development plans of the Zoo. A proposal for the solicitation of individuals will be forwarded to Individual Gifts Committee members within the next month for their input and will be presented to the Board for discussion in the near future.

A closed session of the Executive Committee followed during which staff performance and salary evaluation occurred. In order to insure continuity in salary and personnel evaluation, two motions were passed:

1. A personnel committee be formed consisting of the current president, immediate past-president, and one person from the Executive Committee and that the committee meet at the discretion of the president but at least two times a year for the purpose of personnel and salary evaluation.
2. A personnel file be maintained and include such items as position descriptions, salary action guidelines, benefit program descriptions and other related materials. The file must be kept current.

The determinations made are part of the individual personnel records of the Foundation.

The meeting adjourned at 5:15 p.m.



Minnesota Zoological Garden Foundation

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

October 3, 1980

OFFICERS AND DIRECTORS:

CONNIE DeLAND
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MARGEE KINNEY
Vice President
Wayzata
MALCOLM McDONALD
Vice President
North Oaks
STANLEY NELSON
Vice President
Minneapolis
DEAN McNEAL
Secretary
Mound
ANTHONY L. ANDERSEN
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EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

TO: Executive Committee
Minnesota Zoological Garden Foundation

FROM: Kathryn Rosebear
Minnesota Zoological Garden Foundation

SUBJECT: Annual Giving Program

Enclosed is a copy of the Annual Giving Program Proposal which will be presented to the Executive Committee at the meeting on October 8, 1980.

This program proposes to begin individual solicitation, primarily through direct mail, for the long-range financial benefit of the Minnesota Zoo. The Annual Giving Program is recommended not as an interim replacement for the Foundation's capital campaign, which the Shaver Study indicates would not be feasible at this time, but as an integral part to the Foundation's long-range fund-raising efforts on behalf of the Minnesota Zoo.

In 1975, the Foundation was established to serve as the fund-raising agency for the Minnesota Zoo. Zoo and Foundation Board members recognized at that time that the private sector could offer qualitative input into Zoo programs and development and that gifts (above and beyond state support) from individuals, corporations and foundations could help the Zoo achieve its goals of excellence. The Foundation was created as a separate agency to increase the involvement of the private sector in the Zoo program. Establishment of the Foundation also offered donors a way of making contributions to the Zoo separate from the state treasury.

The proposed program is one approach to creating greater private sector involvement in the Zoo's future programs. In this way it addresses some of the negative aspects of the Shaver Study. It also offers an approach which will attune individuals to some very real Zoo financial needs and begin the establishment of "giving habits" in those individuals. If the Foundation is to serve the purpose for which it was created, it must begin these kinds of programs.

To successfully implement this program according to the proposed timetable, Executive Committee approval is needed on October 8th. The full proposal will also be reviewed by the Foundation's Board of Directors at the Annual Meeting on November 6, 1980.

I. What We're Proposing -- An Annual Giving Program

This proposal outlines an annual giving program recommended for implementation by the Minnesota Zoological Garden Foundation. Basically stated, an annual giving program is a solicitation program conducted during the year on a regular and repeated basis which encourages individuals to establish a giving habit -- the custom of making one (or more) gift(s) annually to a non-profit institution.

According to guidelines established by the Minnesota Zoological Board, the Minnesota Zoo Foundation serves as the primary fund-raising source for the Minnesota Zoological Garden. As the primary fund-raising source, the Minnesota Zoo Foundation has a responsibility to implement programs which help the Zoo meet its designated short and long-range capital needs. The purpose of the proposed annual giving program is to develop on-going financial support for the Minnesota Zoo by developing a steady flow of new donors who will contribute to annual, capital and deferred giving programs.

The diagram on the following page is one which Foundation Board members have reviewed many times during the last several years. Because the points it makes are so strongly tied to consideration of this program, it is again included in this proposal. Basically, the diagram illustrates the need to develop fund-raising programs which build a constituency of annual givers.

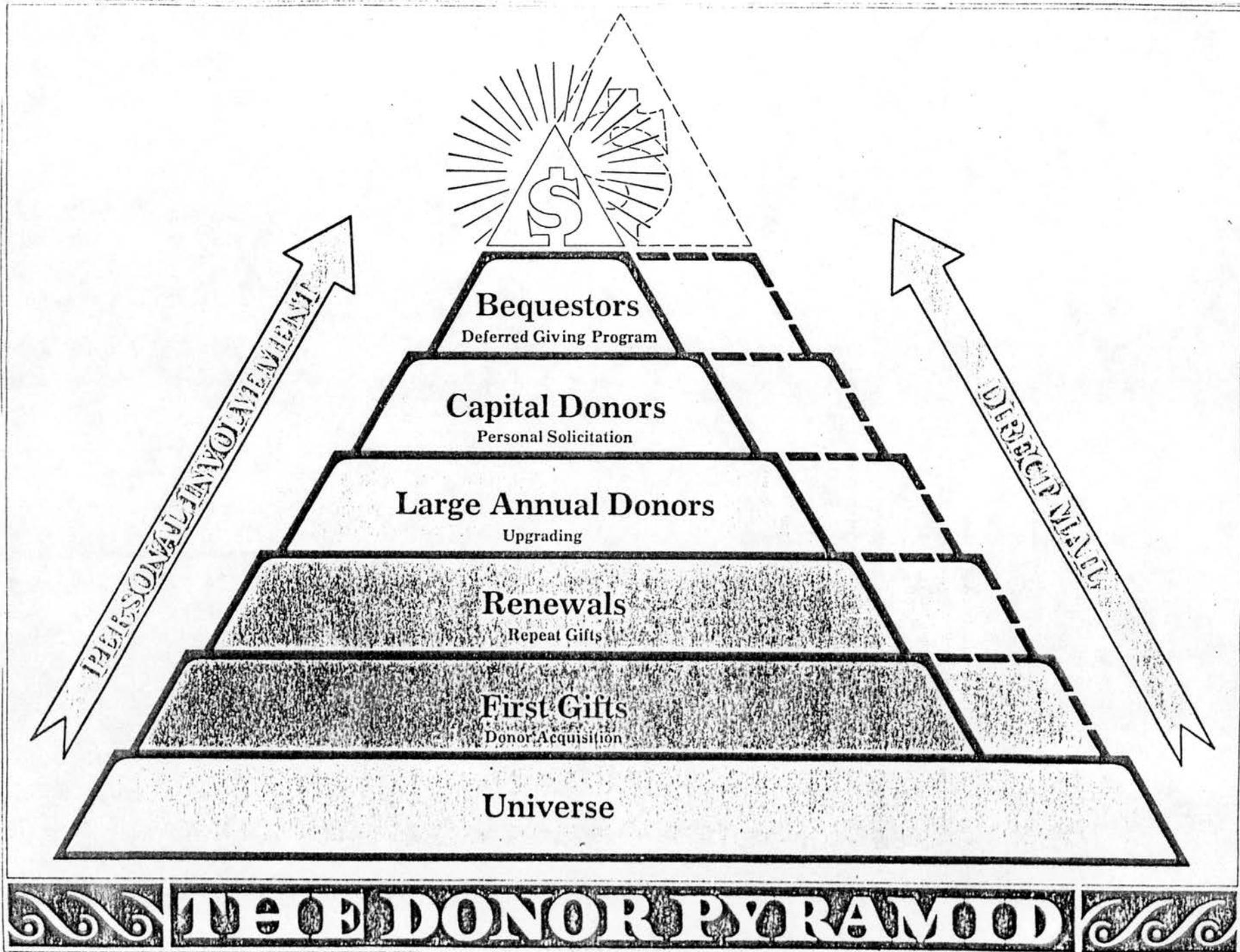
With well-organized and executed fund-raising programs, donors will rise over a period of time from one level of the Donor Pyramid to the next. All prospects form the Zoo's "universe" or solicitation base. From this base, "first gift" donors are motivated to make their first small gift through a broad-based solicitation program. Renewed efforts can be made to retain and upgrade donor levels. From a base of large annual donors, capital donors and bequestors can be identified and solicited.

The diagram demonstrates the need to make adequate investments to acquire greater numbers of donors. An increase in the size of the lower levels of the pyramid will lead to an increase in the upper levels -- the size of the apex is determined by the size of the base.

Because most non-profit institutions need to broaden the base of their gift support, annual giving solicitations have long been considered the keystone to development programs. It's hard to imagine any major non-profit agency without such a program, though the approaches taken to solicitation are as varied as the agencies themselves. Some local institutions, such as the Minneapolis Society of Fine Arts, combine individual, corporate and foundation solicitations, special events, direct mail and telethons to raise their annual giving goal. Many national organizations, such as the American Lung Association, rely almost exclusively on direct mail to raise annual funds. Generally, the purpose of an annual giving program is to raise money for annual operating expenses.

As proposed, the Zoo Foundation annual giving program would focus during the first year on a direct mail campaign. Rather than raising funds for annual operating expenses, which are covered through the state's biennial budget, the program would raise funds for an annual Zoo project -- the construction, completion or modification of one phase of the Zoo's capital program. Initially, the annual goal must be small in scope. Within a matter of years, the goal could increase to the funding of a major project.

Other local organizations have had tremendous success with direct mail campaigns. The Multiple Sclerosis Society began its direct mail program in 1977; this year they have already achieved their goal of \$120,000 in three of four planned mailings to a list of 43,000. The Minneapolis Society of Fine Arts raises nearly \$1 million through its annual Guaranty Fund, nearly half from individuals; a good percentage of these people were originally identified through direct mail. A well-defined plan mobilized on behalf of the Zoo could produce similar measurable results.



Bequestors

Deferred Giving Program

Capital Donors

Personal Solicitation

Large Annual Donors

Upgrading

Renewals

Repeat Gifts

First Gifts

Donor Acquisition

Universe

PERSONAL INVOLVEMENT

DEFERRED VALUE

THE DONOR PYRAMOD

II. Why We Need An Annual Giving Program

"If you go fishing, you may not catch any fish, but, if you don't go fishing, you definitely won't catch any fish."

William E. Sheppard, Direct Mail
Fund Raising-Consultant

An annual giving program is an important step in increasing the Foundation's effectiveness as a fund-raising agency for the Zoo. To provide both short and long-range financial assistance, the Foundation must broaden its base of gift support by gradually increasing the scope of gift opportunities for prospects.

The Shaver Feasibility Study states that a Foundation capital campaign would not be effective at this time and points to several problems restricting capital campaign efforts. The Zoo continues to face a variety of problems and needs. Research findings and statistics on private philanthropy and the experiences of other organizations indicate that an annual giving program could provide some of the solutions to these problems.

Specifically, an annual giving program will be designed to meet the following needs:

a. The Zoo Still Needs Money

The Shaver Feasibility Study indicates that the Zoo may be "undercapitalized". Cutbacks in the original master plan may have contributed to public relations problems, attendance problems and perhaps even problems with monorail ridership and revenue. Inflation has cut into the Short-Range Development Program funded by the Foundation and many priority projects lack funding. Experience at other zoos indicates that new animals and exhibits should be introduced on a regular basis to maintain and/or increase zoo attendance. Though the Shaver Study indicates that the Zoo should continue building, it also indicates that a major capital drive would not be successful in the near future. An annual giving program could begin to provide funds for new zoo projects in the interim prior to the capital drive.

b. Individuals Are Our Best Prospects and We Need Them... for their current contributions.

Individual givers continue to be the major supporters of non-profit institutions in this country. Research completed by the Commission on Private Philanthropy and Public Needs has indicated that more than \$26 billion annually are contributed by individuals to various causes and institutions. The annual contributions of foundations and corporations in the United States average approximately \$4 billion. Individuals are a prospect group to be reckoned with...and they would receive identification and solicitation efforts from the Zoo Foundation in direct proportion to their giving potential.

for their future contributions to capital and deferred programs

The Shaver Study states that "the Foundation has not had sufficient opportunity to cultivate a sufficient number of individuals who could provide significant support on a direct- or deferred-gift basis". A strong annual giving program can become the base for future capital campaigns and deferred giving programs. Major gifts received "out of the blue" from individuals with no previous involvement in the organization may make the newspapers, but this sort of situation is very rare. Major gifts tend to come from individuals with a "giving habit" -- those people who have been excited and involved in a project and have consistently supported that project for a period of years.

Capital and deferred gift fund-raising is most successful where a large individual donor structure already exists. An annual giving program identifies new and important donors not previously known to an institution. These people can become some of the Zoo's best prospects for major gifts.

for their reliability

The average "life" of a donor is between five and seven years. Once committed to a particular cause, individuals tend to be consistent in their giving patterns. The initial costs of capturing donors through an annual giving program are high, but over a period of years, returns on individual solicitations can be substantial.

for their political clout

Statewide support from each of Minnesota's rural and urban communities can impact decisions made by the Minnesota legislature. The Zoo, Foundation and Society need to identify supporters willing to influence legislative decisions and communicate their support of the Zoo to their local representatives.

Donors who annually support an organization themselves can be especially positive in asking for legislative assistance for that agency. Through a statewide annual giving program, we can begin to identify those individuals who might most successfully influence their representatives' decision-making regarding Zoo legislation. With a large statewide body of donors and an established communications system reaching those donors, a grass roots lobbying effort could be facilitated when needed -- we could easily ask donors to support the Zoo by writing a letter as well as a check.

and for their leadership

The Shaver Study points to the need for stronger Foundation leadership and states that "individuals from outside the existing Boards will have to be recruited for campaign leadership". The need for outstate representatives of the Foundation has also been expressed. Through the identification of interested donors, the annual appeal could develop volunteer leadership and identify potential future Board and Committee members from throughout the state.

c. The Zoo and the Foundation Need Positive Publicity

The Shaver Study states that "'front-page' coverage of the Zoo's controversial issues has overshadowed the Zoo's successful programs and results". First stories of the "lack" of visible animals, followed by stories of overcrowded free days, followed by stories of failure to meet attendance and revenue projections, and finally the monorail default have monopolized Zoo press coverage to the detriment of positive enthusiasm-generating stories in the daily papers. To reverse this negative trend, all efforts to create good public relations should be made.

The proposed annual program would generate not only dollars but increased communications with an important segment of the state's population. This informed base of donors has the capacity to generate additional positive "word-of-mouth" -- the best possible public relations device available to the Zoo. In addition, a well-planned annual giving program could create good Zoo press, offering newsworthy and positive story lines to the media.

III. What We Propose To Do -- The First Year of the Annual Giving Program

The process of an annual giving program can be divided into three basic steps:

1. We need to get first-time givers.
2. We need to get givers to give again.
3. We need to get regular givers to increase their giving.

Eventually, the Foundation's annual giving program should be targeted to all three needs. During the first year, however, the primary objective will be to identify, solicit and receive gifts from new givers. The annual goal for the campaign should be defined by numbers of gifts, rather than numbers of dollars received. The costs of "people-finding" during the first year are a long-term investment which will become profitable as the cumulative gifts of long-term donors are added together over a period of years.

Initially, we are proposing an annual giving program based almost exclusively on direct mail solicitation (two small experiments in other solicitations are also proposed). Of utmost importance to that solicitation is the selection of a Zoo project or projects specified as the annual goal. Priority capital project lists have been developed by the Management Group of the Zoo and are currently in the process of being refined and redefined. Any selection of a project will occur in close cooperation with Zoo management. It is important that the project selected be visible, relevant to Zoo objectives and urgent in need, fundable within an annual giving program scope, and of great interest to the majority of our prospects. We have to make our appeal to the prospect, not from the Zoo.

In beginning a direct mail program, most institutions must either purchase or borrow lists of individuals who may (or may not) have an interest in their programs. Returns on these lists vary from 3/10 of one percent to five percent. This "cold prospecting" has already been accomplished by the Society through its membership acquisition mailings and the Zoo through its newsletter mailings. The Foundation has also prepared lists of prospects. Lists of interested, informed Zoo supporters already exist and there seems to be little need to borrow or buy lists of donors or prospects for our initial mailings. A breakdown of lists available and numbers of individuals involved follows:

- | | |
|---|---------------------|
| 1. Zoo, Foundation and Society Board members and past Board members | Approximately 100 |
| 2. Foundation individual donors | Approximately 250 |
| 3. Foundation individual prospects | Approximately 1,700 |
| 4. Society individual and family members | Approximately 7,000 |
| 5. Society donor members (over \$100) | Approximately 500 |
| 6. Previous Society members | Approximately 6,000 |
| 7. Zoo Newsletter general public list | Approximately 5,000 |
| 8. Zoo, Foundation and Society staff and volunteers | Approximately 500 |

These lists, totalling nearly 20,000 names, could provide an excellent (and obvious) starting point for a direct mail program. Because each of these people has indicated an interest in the Zoo by becoming a Society member, requesting a newsletter or other information, or participating actively in one of the Zoo's organizations, the return from these lists could be higher than could be expected from a "cold" mailing.

The Minneapolis Society of Fine Arts Guaranty Fund follows a similar practice of soliciting only "closed" lists of members and involved persons. In this way, the costs of "prospecting" are kept to a minimum. In essence, the Society's membership program offers individuals the opportunity to make their "first gift", and renewal and upgrading is achieved through the annual giving program.

To implement this program, we will need the services of a computer mail house. During the last several months, staff from the Foundation and Society have jointly investigated computer service bureaus which could provide list maintenance for both organizations. Society and Foundation lists could be merged and membership and donor records maintained with appropriate sort codes. Any current duplication of members and donors would be revealed and future records more easily maintained. In addition, we propose adding the Zoo's "general public" list to the same computer list for the purpose of future solicitation. Additional sort codes will also be available for the addition of new lists. Initially, we should develop a list of Zoo suppliers, and we could also computerize lists of attorneys who write wills and trusts for a specialized direct mail program.

To begin solicitation, a direct mail package must be designed specifically for each of the eight constituency groups identified above. Traditional direct mail packages consist of the mailing envelope, a letter and a return envelope. Fund-raisers have argued for years whether an additional brochure and postage paid contribution envelope should be included. Because evidence is not conclusive that brochures or prepaid envelopes increase giving, it is suggested that our first mailing include a well-written letter, reply envelope (with annual giving objectives restated on the envelope flap) and a mailing envelope. Mailings can be third class with an address correction requested.

It is important that the letterhead and envelope used be designed specifically for the mailing and vary with each mailing. Our purpose is to get the letter opened and read -- not to promote our business identification.

Reply envelopes will be coded so that returns from specific constituency groups can be measured. With this information, the direction of the next year's program can be determined.

Up to four mailings annually will go to each member of each constituency group. Donors responding to the first mailings can be purged from reminder mailing lists. Mailings will be scheduled at regular intervals between the months of October and May.

To encourage giving at higher levels, a series of donor categories is proposed. Initially, giving levels could be broken down into the following donor categories:

\$1 - 49
\$50 - 99
\$100 - 249
\$250 - 499
\$500 and over.

In future years, additional categories can be added as donors are upgraded to higher gift levels. Initially, it seems important to propose a realistic gift range.

Each donor category level would qualify the donor for special benefits increasing with the category. Free Zoo passes seem almost mandatory. It would be marvelous if major contributors could qualify for a special Zoo privilege, such as the opportunity to feed the whales.

Equally important as donor recognition is an accurate, efficient system of recording and acknowledging donors' gifts. Daily thank-you letters and receipts must be forwarded to donors in acknowledgment of their gifts. This means, of course, that contributions envelopes must be opened daily to insure up-to-date office and computer records. Thank-you letters may be a printed or automatically typed; the salutation and address of the donor can be added.

A major increase in public relations efforts is necessary to cultivate a long-term thoughtful relationship with donors. Regular communication with donors is proposed to build donor loyalty. A foundation newsletter, emphasizing Foundation news and information rather than explicit requests for funds, could serve to make the Foundation more visible in the donor community. Two formats are available:

1. A four-page, 11" x 17" newsletter produced by the Foundation and mailed to donors quarterly.
2. A proposal submitted to the Society to cooperate on the production of a joint newsletter mailed according to their bi-monthly schedule. A two-page 8-1/2" x 11" from the Foundation could be inserted into the Society newsletter and the joint newsletter mailed to all Society members and Foundation donors.

The second option seems preferable. A single support organization newsletter would eliminate duplication of general "Zoo news". Mailing and duplicating costs would be reduced. And each organization would benefit by reaching new potential members or donors.

Regular press releases to the media will serve to keep the annual giving goal and progress visible to the public. A format for regular releases will be developed in cooperation with Nancy Gibson, Zoo Public Information Officer.

In addition, an annual event at the Zoo should be offered to each donor category. These will be exclusive events, designed to make the donor feel "special" to the Zoo and the Foundation. The development of these events could be an added responsibility of the Foundation's Special Events Committee. Generally, events will be scheduled at the end of the annual giving "year" in May or June, though some programs could focus on special events occurring at the Zoo.

Receptions at the opening of a new exhibit or program, previews of special Zoo programs such as the Steve Martin Bird Show, or picnics might be appropriate donor events. The "major donor" event should be paid by the Foundation; all others may "pay as they go". A special events calendar will be completed by Zoo staff in September and may offer interesting opportunities for donor recognition events.

It's important to note that the mailing of an invitation to donors allows us one more opportunity to ask them for a gift. And the event itself serves as a "scheduled cultivation" of known donors.

Questions may arise whether the annual giving program will conflict with the Zoo Society's membership drives, which are also direct mail solicitations. Generally, given the inherent advantages of a membership fund raising program, the annual giving program should not adversely affect the Society's program and may enhance it by identifying new potential members. Carefully written letters and brochures can clearly state the purpose and benefits of each program to the prospect. The solicitation of members for gifts beyond their membership fee is a common practice and, in any case, members may choose to give or not to give additional gifts for Zoo support.

A corporate matching program is recommended to augment the direct mail program and insure meeting the annual giving goal. During the first year, this program could be aimed at a limited number (perhaps three?) of local corporations which have previously exhibited interest in funding Zoo programs. The corporation will be asked to match all gifts made to the Zoo by corporate employees within a specific time frame. The Christmas season might be the most appropriate for this sort of solicitation.

Key individuals from corporate management must be designated within each corporation to coordinate solicitation efforts. The video tape currently under production should be particularly useful with employee clubs and groups. If successful, this experiment could lead to a community-wide corporate employee solicitation to further annual objectives.

With a computer list maintenance program established and new donors identified, it would also be relatively easy to also start work on a deferred giving program through direct mail. Lists of attorneys who write wills and trusts are available from bar associations. Direct mail to attorneys could include basic Zoo information and suggestions for notifying clients of Zoo needs for future deferred income. Also, working through a consultant or deferred giving company such as R. and R. Newkirk or Kennedy Sinclair, direct mail packages for prime deferred giving prospects could be designed. Follow-up work on response to the direct mail package would become the responsibility of a deferred giving consultant for the Foundation.

IV. Who Will Be Involved -- Staff, Professional and Board Assistance

The coordination of an annual giving program could, and generally does, become a full-time position within a non-profit agency. During the first year, however, the proposed Foundation program may not warrant full-time attention if effective use can be made of volunteers, professionals from public relations/marketing and graphic design firms, and Foundation Board members.

Initially, a major effort will be required to prepare lists for computer entry. If volunteers can be recruited from the Zoo volunteer corps and elsewhere, the preparation of data for computer entry can become a volunteer effort. Preparation of lists is estimated to require six to eight weeks and would involve one Foundation staff person on nearly a full-time basis.

Foundation staff would also be responsible for maintaining computer lists, including submission of address changes and additions and donation and pledge amounts, to the computer firm on a regular basis. Copy for direct mail letters and invitations will also be prepared by Foundation staff.

With a lock box system at Northwestern National Bank of Minneapolis (a proposal for this system has been received), annual giving program donations can be forwarded, counted and deposited directly at the bank, eliminating the need for staff to open and count receipts. Following receipt of donor lists and payment amounts from the bank, Foundation clerical staff will be responsible for preparing receipts (which can be printed) and thank-you letters (which can be form letters). If this becomes a burden to staff with their other responsibilities, C.E.T.A. assistance might be obtained.

The assistance of a good graphics artist will be needed to design letterhead stationery, envelopes, receipts and invitations for the annual giving program. Either the Braman-Doremus Company, which has offered excellent graphics assistance in the past, or an independent graphics artist can be contracted. The artist selected must be involved in the program from its initiation to insure continuity of program theme and graphics.

The Foundation Individual Gifts Committee should have primary responsibility for approving and monitoring the annual giving program. Approval of program components, including donor categories, donor recognition, annual theme and project for which funds are to be raised, letter copy, etc., should be given to this committee to facilitate program planning and implementation. Regular reports on program progress would be submitted to the Foundation's Executive Committee and Board of Directors.

Coordination of a special events calendar for the annual giving program could become the responsibility of the Foundation's Special Events Committee. These events could serve as an important annual cultivation of known donors.

In addition to the Board members already involved in these two committees, the recruitment of additional Board or committee members representing specific professions or skills should be considered. Advice and input from someone with a strong background in marketing and public relations is necessary; a Board member from a public relations/advertising firm would be a definite asset to this program. Several individuals with this background have been suggested as potential Board members by the Foundation's Nominating Committee.

Strong corporate leaders are also necessary to successfully implement a corporate matching program. Individuals with a background in United Way or other community fund-raising would be particularly helpful.

To begin a deferred giving program, a consultant specializing in planned giving options will be needed. An in-depth proposal and recommendations for consultants for this program will be detailed in a separate communication to the Foundation Board.

V. When It's Going To Happen -- The First Year Timetable

Following Foundation Board approval of the annual giving program (see timetable, below), an "Alpha" printout of the merged Society donor, previous donor and Zoo "general public" list will be obtained. These lists will be merged manually with the Foundation's prospect and donor lists.

A computer cannot determine whether Chuck Jone and Charles Jones at the same address are the same person and merge the lists accordingly. Initial entry of the Foundation lists will therefore be time-consuming and will require approximately six to eight weeks of staff and volunteer time. The following timetable is dependent both on timely Board approval of this program and successful data entry of Foundation lists to the computer service.

October 8, 1980	Presentation of Annual Giving Program and Approval by Foundation Executive Committee
November 6, 1980	Presentation of Annual Giving Program and Approval by Foundation Board of Directors
November 6 - 14	Finalize computer system and sort codes. Locate and train 10 volunteers for computer data entry.
November 13, 1980	Presentation of Annual Giving Program and Approval by Minnesota Zoological Board
November 17, 1980 - January 9, 1981	With volunteers, update and prepare prospect lists for computer entry.
November 17, 1980 - December 5, 1980	Work with Zoo's Management Group on determination of program theme and goal. Special Events Committee meeting to determine special events calendar for program. Individual Gifts Committee meeting to recommend giving levels, donor recognition, program theme and goals, etc.
Week of December 8, 1980	Foundation Individual Gifts Committee and Minnesota Zoo Board final approval of program theme and goal.
Week of December 15, 1980	Interview graphics artists and make selection. Copy for first newsletter prepared.
December 22, 1980 - January 2, 1981	Work with artist on program graphics. Write letter copy for first mailing. Finalize bank lock box system for receipts.
December 29, 1980	First newsletter to printer.
Week of January 5, 1981	Mail first newsletter. Foundation Individual Gifts Committee approval of graphics and copy concepts.

Week of January 12, 1981	Camera-ready artwork and copy for first mailing to printer.
January 26, 1981	Order labels for first mailing. Envelopes and letters to mailhouse for mailing.
February 2, 1981	First mailing to all prospects.
February 9, 1981	Copy for second newsletter prepared.
February 23, 1981	Write letter copy for second mailing. Work with artist on second mailing graphics. Second newsletter to printer.
March 2, 1981	Mail second newsletter.
March 9, 1981	Second letter to printer.
March 23, 1981	Order labels for second mailing. Envelopes and letters to mailhouse for mailing.
March 30, 1981	Mail second letter.
April 13, 1981	Copy for third newsletter prepared.
April 20, 1981	Artwork and copy for third letter prepared.
April 27, 1981	Third newsletter to printer.
May 4, 1981	Third letter to printer. Mail third newsletter.
May 18, 1981	Order labels for third letter mailing. Envelopes and letters for to mailhouse for mailing.
May 25, 1981	Mail third letter.
June	Donor events at the Minnesota Zoo.

The acknowledgement and recording of gifts will be an on-going process throughout this calendar, as well the updating of prospect lists. During the first year, the Individual Gifts Committee should meet at least once monthly to review program accomplishment.

VI. How Much It Will Cost -- The Annual Giving Budget FY 1980-81

(Note: The first year of an annual giving program is an investment in future gifts. During the first year, we cannot reasonably expect to receive gifts which greatly exceed the costs of this program. The goal of a first year program is generally to cover the costs of "prospecting" and to use donor information received to upgrade donor gifts in subsequent years. A goal for this first year program is best expressed in number of gifts rather than dollars received; in other words, we should set as our program goal the receipt of a four to five percent return on our mailings, or the receipt of 800 to 1,000 first gifts from a list of 20,000 prospects.)

1. Computer Service		\$4,020
Entry (8,000 names)	2,000	
Maintenance	160	
Labels - mailings	630	
Labels - newsletters	630	
Labels - invitations	100	
Print-outs	500	
2. Printing		7,250
Letters	1,350	
Envelopes	1,200	
Return Envelopes	1,100	
Invitations & Envelopes	300	
Newsletters	3,200	
Receipts/Letters	100	
3. Postage and Mailing		2,800
Bulk - letters	750	
Bulk - newsletters	750	
Receipts/Thank-yous	200	
Sort/mail service	900	
Address correction	200	
4. Special Events and Donor Recognition		3,000
5. Artists' Fees		<u>1,200</u>
Total Program Budget FY 80-81:		<u>\$18,270</u>

TO: Executive Committee, Minnesota Zoological Garden Foundation

FROM: Bob Voigt

DATE: October 6, 1980

- I. State of the Art -- MZGF
 - II. Recommendations for the Next Step
 - III. 1981 Foundation Goals and Objectives
-

I. State of the Art -- MZGF

This statement is an attempt to restate in today's terms what has been stated in several prior documents on the role of the Minnesota Zoological Garden Foundation -- Articles of Incorporation, By-Laws, goals statements, position papers and program proposals; and, what operational activities can be implemented during the next twelve months to achieve these goals.

A. The Minnesota Zoological Garden Foundation was created in 1975 by the Minnesota Zoological Board as a separate, independent 501(c)3 corporation to provide support programs that would generate capital funds from the private sector for support of the Minnesota Zoological Garden, a state agency. While the Foundation maintains independent status, it was dependent upon its reason for being to the long-term building program as identified, approved and supported by the Minnesota Zoological Board.

B. The Minnesota Zoological Garden Foundation Board of Directors has 11 appointed positions which are appointed annually by the Chairman of the Minnesota Zoological Board. These positions are intended to insure a close interaction of policy discussions and a close understanding of each organizations' operating program. It is intended that the significant Board relationship will help in the mutual understanding of philosophies, cooperation in the implementation of programs, and joint participation in the planning process regarding future needs and methods to achieve these needs. It was also expected that this close relationship could assist the Zoo Board in its attempt to involve the community (non-state) leaders in the leadership role of developing the Zoo into a recognized cultural program in our statewide community.

C. In the Zoo's Fund Development Guidelines, the Minnesota Zoological Garden Foundation is identified as the primary fund-raising source for the Zoo. The document also states that the Minnesota Zoological Board shall cooperate with the Minnesota Zoological Garden Foundation in the development of any fund-raising programs and shall provide necessary guidance in support of such developments. This is not an exclusive role as stated in the guidelines dated 8/18/75 and revised in 4/29/77 but the Foundation is conceived to be the central entity through which all fund-raising efforts are communicated and coordinated in order to prevent duplication of effort and misrepresentation of approaches among the donor public. This statement and goal seems to receive more than its share of individual interpretations and rationalizations in its subsequent applications. Various discussions and reviews of this Fund Development Guideline have been recommended and have occurred; however, this statement should be reviewed and updated in order to meet current operational needs.

D. During the Foundation's first three years of existence, prior to the Zoo's formal opening in May, 1978, general concerns supported the Foundation's efforts to secure private sector grants and gifts for Zoo construction needs as approved by the Zoo Board. The Zoo's original building budget grew from \$26 million to \$32 million between 1974 and 1978. In addition, the original building program was reduced because of costs exceeding original estimates and reduction in building programs to complete the Northern Trail. Subsequently, grants received by the Zoo and by the Foundation were not enough to complete the Northern Trail as expected. These construction estimates increased from a little more than \$2 million (from the Foundation and balance to be covered by the Zoo's original state funding budget) to a later estimate at \$6.5 million and even more. Various priorities were also proposed at various times as the Zoo became operational after May, 1978, and new interpretations were introduced as better alternatives or new priorities. Also, many modifications were determined essential in the Zoo's operating facility. Funds for these modifications were requested by the Zoo Board from the Foundation's unrestricted grants. In meeting these needs, funds available for exhibit construction have been reduced.

E. Unanticipated image problems developed in the community as pre-opening projections fell far short of producing the revenues needed for balancing the operating budget. Solutions were found through the Zoo Board and management meeting with appropriate state administration and finance agencies, the governor and legislative committees, in order to procure additional appropriations to meet the operating budgets. Media coverage and lack of positive legislative leadership provided great difficulties in presenting and obtaining recognition of and reporting of the qualitative aspects of the Zoo. A strong positive image and a strong perception of value are essential for fund development programs.

F. The monorail has also added another unexpected negative dimension to the Zoo. During the planning and building phase of the Minnesota Zoo the conception was that in order to achieve the goal of the Zoo being an all-weather zoo and accessible to all visitors, the monorail was needed for access to the Northern Trail. After exploring a variety of financial options, the separate corporation secured a group of investors, contracted for construction and sold the monorail on a lease-purchase contract to the Zoo. Subsequent income did not meet the projected cash flow requirements and the investors are now in litigation against the Zoo and the State of Minnesota in an attempt to secure a declaratory judgement of state liability for payment.

G. Many images have been generated within the Zoo-going public regarding the exhibit philosophies and visitor expectations. Because of communication difficulties and just the growing pains of a new organization, some of these community perceptions are just now becoming understood and respected.

H. The Foundation, in attempting to fulfill the mission as originally proposed by the Zoo Board, has attempted to help answer many questions presented by the private sector and the respective donor community specifically. The Zoo's public relations program and communications efforts are basic to informing the general public, governmental sector, media and visitors.

I. In July, 1979, the Foundation contracted with an independent fund-raising firm to survey the leading corporate, foundation and community leaders regarding their receptivity and perceived community receptivity to a major capital fund-raising drive (\$5.6 million) by the Foundation. When the material for a case statement was finally assembled in May, 1980, responses

indicated the need for state leadership and substantial participation in any future development program that would ask for and seek private sector grants or participation in a major funding program. As a result, the Foundation's proposed capital fund drive is now on hold until the findings and recommendations of the Shaver Report have been implemented.

J. As part of the Zoo Board's on-going effort to join with management in selecting proposed development programs for future additions, presentations and discussions were held in September, 1980, regarding the latest of Zoo expansion plans. The Zoo Board recommended application to the state legislature for \$6,692,700 during the state's fiscal year 1982-83 for capital budget requests for the tundra community. As part of the long-term identification of proposed projects, the Asian large mammals (1984-85) could possibly cost \$13,100,000, the Fresh Water Aquarium (1984-85) is estimated around \$5,000,000, the Alpine Community (1986-87) could be \$6,800,000, and three support projects are the Outdoor Amphitheater (1982-83) at \$100,000, new Gift Shop and Restaurant (1986-87) at \$1,000,000, and expanded Animal Holding (1986-87) at \$1,000,000. All of these present proposals total more than \$33,900,000.

K. The major concerns facing the Foundation today are building fund-raising programs that fit into the Zoo Board's needs -- as originally conceived -- and as it relates to the present environment -- and one that will assist in funding these additions. All successful efforts to seek and secure private sector contributions need an atmosphere in which the donor believes his or her contributions do make a difference in the success of the endeavor, and that they identify with the program and benefit from its existence. The Twin Cities community has a history of supporting many types of cultural, social and educational activities that have contributed to our community's quality of life. The Zoo is still relatively new and has not yet built its donor constituency. This could conceivably be the simply stated primary goal of the Foundation.

L. Programs to achieve the Foundation's goals could be classified in two areas -- cultivation and solicitation. Further information on these two areas are included within following paragraphs.

M. Cultivation is the informative side of bringing people into an identifiable relationship that seeks solutions to the capital concerns (building needs) of the Zoo. Two major cultivation approaches are under consideration and presently proposed for the development of a greater constituency of contributors:

1. Community Leader Task Force -- Richard Gray has proposed establishing a community leadership challenge of approximately 25 individuals to determine what can be done to improve the Zoo's image and perception and acceptance among the community's culturally supported organizations.
2. Special Events -- Margee Kinney and Dean McNeal have proposed a series of small group tours of the Zoo for the top business, foundation and community leaders to become better informed of the Zoo's many benefits. Through this development effort, it is perceived that better understanding will generate a stronger desire to participate in the support activities of the Zoo.

approaches

N. Two major solicitation/are presently under consideration and proposed for expansion of the donor base:

1. Individual Gifts Solicitation -- this is the backbone of all fund-raising programs, bringing individuals into the regular support process through building on an association and belief that their support is important, upgrading their level of support, and establishing positive identification for future solicitation efforts. A separate annual giving program proposal has been prepared in detail and will be presented to the Executive Committee and Board for their response and recommendations.
2. The traditional "rifle shot" approach to identifying prospects that hopefully will have a major interest in funding specific needs and facility proposals at the Zoo. This is a continuation of the program as originally established by the Zoo Foundation. It is expected that this approach for major contributions will still have a significant impact on generating funds from major donors similar to the community-wide concentrated effort of a capital campaign. Individual case statements will need to be written for each grant application and the request tailored to the particular needs and interest areas of the organization being contacted.

O. In the establishment of Foundation programs, a series of steps will be the structure on which a series of activities will be built:

1. Identification of need by zoo management
2. Adoption of capital building programs by the Minnesota Zoological Board
3. Determination of funding sources available to the Minnesota Zoological Board
4. Request directed from the Zoo Board to the Foundation Board for the development of special funding programs to assist in securing capital financial contributions
5. Foundation Board determination of policies regarding program
6. Foundation staff response with description of staffing needs and budget needs in order to implement policies

P. The Zoo's Fund Development Guidelines need to be re-written and made applicable to serving the Zoo's needs and maximizing organizational relationships. Because of the state's imposed limitations and restrictions (both actual and implied) and because of the Minnesota Zoological Garden Foundation's purpose to be "the primary fund-raising source for the Minnesota Zoological Garden," all fund-raising activities as now stated and from a practical standpoint should be coordinated through the Minnesota Zoological Garden Foundation. Current Zoo staff and Zoo management occasionally ignore or overlook the value of coordinated efforts and produce overlapping of concurrent approaches. Also, some misinterpretations have resulted from the Society seeking donor support for Society activities and the Foundation seeking donor support for Zoo development -- continuation of these separate, unclearly defined approaches

will work to the detriment of the Zoo. A separate paper is being prepared to recommend a solution to this issue.

Q. The Minnesota Zoological Garden is by its governmental nature obviously in the prime position to develop approaches which seek support from governmental sources, i.e., Heritage Conservation and Recreational Services (HCRS), Land and Water Conservation Fund (LAWCON), and the Institute of Museum Services (IMS). However, any effort to seek support from non-governmental sources should be coordinated with and preferably directed through the Foundation.

R. The Minnesota Zoological Society should clearly identify in its donor solicitation program that contributions to the Society are contributions to the Society -- this is still not clear and misunderstood to the detriment of the Zoo. In a preferred donor development program, communication and coordination should occur with the Foundation to make sure any present corporate or foundation donation to the Society is contacted to explain each organization's distinctly different purpose, application of funds received, and upgrade donations whenever possible. Special event activities requiring a large number of volunteers would probably be best directed by the Society. The identification and determination of these special event activities should be the responsibility of the Minnesota Zoological Board and they should in turn direct their request for funding assistance to the appropriate organization. In all cases, all development efforts need to be clearly discussed and understood by all organizations. In all cases, the fund-raising effort needs to be clearly identified, purpose explained, how funds are to be applied, donor informed of all facts, and coordination and communication kept open and respected -- to and with all Zoo-related organizations. In general, all requirements of a good case statement are needed for any and all requests for funds to support the Minnesota Zoo.

S. Several steps are necessary to establish the Foundation program for 1981:

1. Identification and communication of decisions made by the Minnesota Zoo Board on proposed development programs and steps that will be presented for support from the legislature
2. Recommend to the Zoo Board that an update is made of the Fund Development Guidelines -- spelling out explicitly the concept, areas of responsibility and relationships as previously stated -- and the need for communication -- as it relates to the three Zoo organizations
3. Foundation Board adopt at its annual meeting on November 6, 1980, a specific operational program for 1981 -- details with structure, timelines and budgets.
4. Foundation complete appointments and election of members to its Board of Directors
5. Establishment of committee structure -- with definition of responsibilities and assignments. The President and the Executive Director of the Foundation will have the responsibility to see that committee assignments are carried out.

II. Recommendations for Next Steps

MOTION: Based upon the previous statements, be it hereby resolved that:

1. The President-Elect of the Foundation and the Executive Director of the Foundation recommend after study any change of Board policies or new policies to be acted on by the Board of Directors at the Foundation's Annual Meeting, November 6, 1980.
2. The President of the Foundation, as Chairman of the Nominating Committee, continue contact with the members of the Nominating Committee to see that the responsibilities of the Committee are fulfilled by the Annual Meeting of the Foundation, November 6, 1980.
3. The Executive Director of the Foundation, together with concurrence of the President and President-Elect, and Chairman of the Individual Gifts Committee, complete and submit for adoption at the Foundation's Annual Meeting on November 6, 1980, the final proposal for an annual giving program.
4. The Executive Director, the President, the President-Elect and Richard Gray present to the Board of Directors at the Foundation's Annual Meeting, November 6, 1980, the specific statement identifying who, how, etc., will be included in the Task Force as perceived and presented in previous discussions.
5. The Executive Director, the President, the President-Elect, Margee Kinney and Dean McNeal prepare and present to the entire Board at the Foundation's Annual Meeting, November 6, 1980, a plan for the proposed cultivation and small group information program as previously discussed.

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All of these concepts and proposals are based upon the Executive Director being responsible for coordination of committee effort to accomplish reasonable goals for each individual campaign or program and is also responsible for seeing the best possible effort (planning, organization and campaigning) are developed to seeing that matters brought to the Board for action are accompanied by the facts supporting the proposed action and a specific resolution to be acted upon.

III. Foundation Goals and Objectives

1. To expand the private sector's awareness of and identification with and belief in the Zoo through building of a cultivation program that informs prospective donors of the Zoo's significance, accomplishments and goals.
2. To expand the private sector's level of financial support to the capital development goals of the Minnesota Zoological Garden through the implementation of Foundation fund-raising programs that provide donor options and visitor benefits.

These goals can be accomplished by:

1. Establishing policies (by the Board of Directors) to accomplish these goals. The Executive Director will be expected to study and recommend approaches, policies and processes. The officers and members of the Board will/may participate in the conception and deliberation process. The Executive Director will be responsible for seeing that matters brought to the Board for action are accompanied by the facts supporting the proposed action and with a specific resolution to be acted upon. The Executive Director will see that all policies approved by the Board will be carried out.
2. Establishing operational programs for implementing goals and policies approved by the Board. It will be the responsibility of the Executive Director and staff to plan, organize and coordinate all efforts to reach these goals.
3. Establishing an annual giving program that brings individuals into the circle of awareness of new development proposals and participating in the funding opportunities.
4. Establishing cultivation programs under the leadership of Foundation Board members with support and coordination from Foundation staff to expand the awareness of and support for the Minnesota Zoo.

DRAFT

MINNESOTA ZOOLOGICAL GARDEN
FUND DEVELOPMENT GUIDELINES

To insure integrated, cohesive fund development programs on behalf of the Minnesota Zoological Garden, the Minnesota Zoological Board hereby establishes the guidelines set forth below which will apply to all fund development programs and efforts related to the Minnesota Zoological Garden.

I. Process for Determining Fund Development Priorities

A. Capital and Program Planning

It is understood by the Minnesota Zoological Board that long-range planning should include planning of fund development priorities and strategies. The following procedure is established to insure that fund development program and long-range plans have continuity and that data and information used in the development of funds for the Minnesota Zoological Garden is accurate, complete and current.

Zoo management will be responsible for preparing a plan for program and capital financial needs for which private or public sector funding in addition to the Zoo's state appropriations for operational expenses are needed concurrently with preparation of the Zoo's biennial budget for the State of Minnesota.

Capital needs may include but are not limited to funds for the modification and improvement or addition of any exhibit or facility to the physical plant of the Minnesota Zoological Garden, including design fees and the acquisition of animals or major equipment.

Program needs may include but are not limited to funds for the development and implementation of programs in research, education, conservation, special Zoo events or activities which cannot be implemented with existing Zoo staff and/or resources.

Program and capital concepts and budgets will be presented to a joint session of the Minnesota Zoological Board and the Minnesota Zoological Garden Foundation's Board of Directors in the September preceding the legislative session at which the Zoo's biennial appropriation is considered. The Minnesota Zoological Board will consider and approve complete capital and program need plans and prioritize individual aspects of each program respectively.

Following approval of program and capital concepts and budgets by the Minnesota Zoological Board, the Minnesota Zoological Garden Foundation will review the complete plan, consider the feasibility of the plan in terms of total dollars to be raised, and will present to the Minnesota Zoological Board a strategy for funding the needed programs by November of the same year.

Capital program needs will be based on ten-year programs approved and prioritized by the Minnesota Zoological Board.

Special programs which require private or public sector funding will be

based on two-year plans approved and prioritized by the Minnesota Zoological Board.

An annual update to capital and program needs for which private or public sector funding will be sought will also be prepared by Zoo management and presented to the Minnesota Zoological Board and the Minnesota Zoological Garden Foundation's Board of Directors during September of the interim year. Any deviations from the originally-approved plan will require presentation, approval and prioritization from the Minnesota Zoological Board and reviewal, feasibility input and a strategy for funding by the Minnesota Zoological Garden Foundation.

B. Process for the Development and Submission of Capital Proposals

Following approval and prioritization of capital needs by the Minnesota Zoological Board, it is expected that Minnesota Zoological Garden management staff with assistance from the Foundation staff will prepare a case statement for each component of the capital program.

The case statement will include, but is not limited to, a description of the project, costs in current year dollars and adjusted for inflation, including design or architectural fees, relationship of the project to Zoo objectives, impact on operational expenses and attendance, and expected date of project start and completion.

From the case statement, preliminary grant proposals will be developed by staff of the Minnesota Zoological Garden Foundation with the participation of the Minnesota Zoological Garden staff. The following guidelines will apply to the processing of any such applications:

1. All private sector applications developed by the Minnesota Zoological Garden will be reviewed, approved and presented by the Minnesota Zoological Garden Foundation on behalf of the Minnesota Zoological Garden.
2. Applications for capital projects will be submitted to granting organizations by the Minnesota Zoological Garden Foundation according to their priority established by the Minnesota Zoological Board.

C. Process for the Development and Submission of Program Proposals

Following approval and prioritization of program needs by the Minnesota Zoological Board, it is expected that appropriate Minnesota Zoological Garden staff will develop a preliminary grant proposal for each approved program.

The grant proposal will include, but is not limited to, a description of the project, program budgets, relationship of the project to Zoo objectives, impact on Zoo programs, and expected date of project start and completion.

The following guidelines will apply to the processing of any such

applications:

1. Applications for all research, conservational, educational or program grants directly involving the Minnesota Zoological Garden operations will be specifically prepared and processed by the Minnesota Zoological Garden staff with assistance from the Minnesota Zoological Garden Foundation staff prior to their submission to the granting organizations.
2. To insure coordinated fund development efforts, lists of proposed funding sources will be submitted to the Minnesota Zoological Garden Foundation with the proposal.
3. In cases where two or more proposals are submitted for consideration by the same private sector funding source, approval or refusal for each proposed proposal submission will be given by the Minnesota Zoological Garden Foundation according to program priorities established by the Minnesota Zoological Board.
4. All proposed proposal submissions to private sector funding sources, including but not limited to foundations, corporations, individuals and organizations, must first be approved by the Minnesota Zoological Garden Foundation to avoid submission of more than one priority proposal to a granting organization at one time.
5. The Minnesota Zoological Garden Foundation will be notified of all proposal submissions to federal, state and governmental granting agencies though proposal submission may occur without the assistance of Minnesota Zoological Garden Foundation staff. Zoo staff will be notified of any conflicting submissions to the same funding agency.

II. Relationship of the Minnesota Zoological Board to Fund Development Sources and Programs

A. Minnesota Zoological Garden Foundation

It is understood that the Minnesota Zoological Garden Foundation will serve as the primary fund-raising agency for the Minnesota Zoological Garden.

The Minnesota Zoological Garden Foundation will be responsible for developing and implementing comprehensive fund-raising programs aimed at the private sector including, but not limited to, annual, capital and deferred giving programs, special events and promotional appeals.

All requests for funds from the private sector on behalf of the Minnesota Zoological Garden will be reviewed, approved and presented by the Minnesota Zoological Garden Foundation in accordance with guidelines established in Section I. of this document.

The Minnesota Zoological Garden Foundation will be notified of all public and private sector fund requests on behalf of the Minnesota Zoological Garden.

The Minnesota Zoological Garden Foundation will develop and raise funds only for those programs which have been approved and prioritized by the Minnesota Zoological Board.

B. Minnesota Zoological Society

It is understood that the Minnesota Zoological Society may develop and implement promotional and special appeal fund-raising programs aimed at the general public at the request of the Minnesota Zoological Board. Programs undertaken by the Minnesota Zoological Society will generally be of a type in which large numbers of volunteer workers are required.

C. Minnesota Zoological Garden

It is understood that the Minnesota Zoological Garden will be responsible for the development and submission of fund requests to state, federal and other governmental agencies according to guidelines established in Section I. of this document.

III. Adoption

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

Adm 126F Mtg *cc Mgnt Cop*

Board of Directors Meeting
June 11, 1980

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Wednesday, June 11, 1980, at 3:00 p.m., in Conference Room A of the Northwestern National Bank of Minneapolis.

Members Present: Connie DeLand, President; Margee Kinney, Vice President; Malcolm McDonald, Vice President; Stanley Nelson, Vice President; Dean McNeal, Secretary; Anthony Andersen, Treasurer; Firmin Alexander, Wallace Dayton, Louis Gelfand, Kathy Gretsche, Kenneth Knopf, John McKay, Chy Morrison, Mary Ann Scroggins, John Tilton.

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

Others Present: Edward Kohn, General Director, Minnesota Zoological Garden; Andrew Currie, Executive Vice President, and John Whaley, Vice President, C. W. Shaver and Company; Karla Williams, Executive Director, and Peg Wetzel, Administrative Assistant, Minnesota Zoological Society.

The meeting was called to order at 3:00 p.m. by Connie DeLand, presiding.

I. Feasibility Study Presentation

Connie DeLand introduced Andy Currie and John Whaley of the C. W. Shaver and Company and asked Mr. Currie to present a summary of their Capital Campaign Feasibility Study.

Mr. Currie stated that in the summer and fall of 1979, and in the winter of 1980, representatives of the Shaver Company met frequently with Zoo officials and attended several meetings of the Directors of the Minnesota Zoological Garden and the Minnesota Zoological Garden Foundation. In part, the purpose of these meetings was to determine final plans for the proposed Northern Trail Tundra exhibits program and to prepare materials for both the capital cash flow requirements and a summary and forecast of operating income and expense for a period from fiscal 1979 through 1985. These materials reflect a capital need of \$5.6 million for the Northern Trail Tundra exhibits and visitor services.

Mr. Currie reported that he and John Whaley had met with 47 individuals, including 13 members from the Zoo, Foundation and Society Boards, 23 representatives of corporations and corporate foundations, 9 representatives of family and private foundations, and 2 public officials. Fourteen people on the original interview list were unavailable for interviews.

A questionnaire outline (copy attached) was followed with each individual interviewed. Interviewees were asked to rank the Zoo with other cultural institutions and to rank the value of the Zoo in regard to its educational, recreational, scientific and tourist value. Additional interview questions determined whether the interviewee had visited the Zoo and how the interviewee viewed the present management of the Zoo, the three Zoo-related Boards, the state financial support of the project. A complete copy of the report has been placed with the minutes.

Generally, interviewees placed the Zoo within the top 50 percent of metropolitan agencies available to the public. Confidence in the management of the Zoo and the Zoo Foundation was expressed. The Boards of the Zoo were viewed as dedicated and representative.

Many interviewees had strong impressions about unmet attendance projections. However, when attendance figures were compared with other Twin Cities institutions such as the Walker Art Center, Guthrie Theater, and Science Museum, most interviewees were impressed with the Zoo's strong attendance record.

Several donors who had made contributions towards the original matching fund campaign indicated that they felt the Zoo's case for support hadn't been totally developed yet; Mr. Currie suggested that all projections and expectations for future development will have to be realistic and achievable.

Results of the study indicated that a greater number of prospects would participate in the next capital campaign if the State of Minnesota also participated on a major share basis. The study also indicated that most respondents felt that the use of state funds for Zoo operating expenses was reasonable and appropriate.

The study also indicated that there is currently no "natural constituency" for the Zoo. Being new, the Zoo has not established long-term relationships with many donors. In some cases, the Zoo does not fit into the giving patterns and policies of metropolitan area donors.

Some opinions were shared that the original amount requested from the private sector several years ago was not high enough. Others suggested a potential for positive response at any level if the state participated in a substantive role. Much strategic work needs to be done now. Much work is needed outside present leadership and has to be transferred to a new/additional power structure in the community. Through this committee, we need to overcome the credibility concerns that exist from current media coverage. Different kinds of leadership are needed at different times. Specific type is needed for capital campaigns. Main task now is to put leadership together. By next spring a substantial goal (even more than considered now) could be possible. Leadership is the key--getting them to accept charge to lead this particular Zoo program is the first challenge.

Individuals from both the public and private sector are needed. The message from the interviews was clear that additional exhibits are important to the future of the Zoo and that the State of Minnesota must participate significantly in funding programs.

Mr. Currie stated that it was the Shaver Company's conclusion that a private/public partnership will be necessary to successfully raise any significant amount--and that agreement by the State Legislature to provide a significant portion must precede a campaign to raise the remainder from the private sector. As a commitment from the Legislature does not appear to be possible before the end of the 1981 session, a full-scale capital campaign could not be started before the summer of 1981.

In order to prepare for both the request to the legislature and the campaign in the private sector, the Shaver Report offered the following recommendations:

1. A small, select "blue ribbon" advisory committee of top corporate, community and government leaders should be formed for the purpose of identifying and recommending a solution to the Zoo's immediate and long-range capital requirements, including the Monorail. Such a solution would lead to the establishment of a campaign goal and strategy which would be an integral part of a total solution. Members of this panel would not be required to be involved in any subsequent fund raising, but they could use their influence to convince other leaders in both the private and public realms to support the proposed solution.

The involvement of such high level community leadership would be essential in establishing the credibility that the Zoo now lacks, in the opinion of several key prospects for support who were interviewed in the study. Also, such a committee and procedure is essential in order to recruit the caliber of leadership necessary for a campaign at the proposed level or higher.

2. A very precise, well-documented case statement should be prepared for both the Legislature and the private sector, and we recommend that development of such a case be undertaken immediately. It also will be essential to have an effective presentation of the case for support, perhaps in various formats, and work on this should begin as quickly as possible.
3. During the period prior to action by the Legislature, several elements of campaign preparation also can be accomplished, including identification and recruitment of leadership, development and evaluation of prospect lists, and the development of a detailed campaign plan. Even though a final plan could not be completed prior to legislative action, most of the preparation for the campaign structure and strategies could be done earlier. Also, prospect research, development of donor recognition levels and gift opportunities, and final copy and design for support materials should be done prior to legislative action.
4. Recognizing the special efforts required to carry out a coordinated two-parallel-track campaign in the public and private sectors, the Shaver Company believes it would be in the interests of the Zoo Foundation to retain fund-raising counsel on a part-time basis to help organize and carry through the fund-raising program. If the Foundation Board would consider such assistance appropriate, the Shaver Company would welcome an opportunity to submit a proposal for services which would include an estimated campaign budget for the period through December, 1981.

Dean McNeal asked whether Andy Currie could provide, on the basis of his interviews, some names of individuals who might be asked to participate in an advisory committee. Andy Currie stated that some individuals who had indicated a preliminary interest in the Zoo might be contacted in regard to participation. Mr. Currie also noted that the interviewees were asked to identify leaders in the community who might be participants in the Zoo's programs, but that few names were mentioned. Ten to twelve people who could play a key role were identified during the study but not disclosed to the board at this time.

Wally Dayton asked whether the Zoo, with its three related boards, could position itself within ten months to begin a major capital campaign. Andy Currie stated that the earliest the Foundation could begin this effort would be May, 1981. He added that, at that time, state participation in the Zoo's capital programs could be determined.

Board members discussed various approaches to state participation in the Zoo's capital development. Stan Nelson noted that the state recently has appeared less than enthusiastic about the Zoo and that the Foundation should be realistic in its approach to a campaign; he suggested the role of the Foundation in the community be clearly defined. Andy Currie noted that generally the public is still not aware of the function and philosophy of the Zoo and its long-term financial/operational problems. He suggested that fund-raising strategy for the Foundation's campaign should define the Zoo's problems and indicate the solutions posed by additional capital development. Generally, Mr. Currie felt that those interviewed knew very little about the Zoo.

In discussing the proposed film for campaign use, Mr. Currie suggested presenting all dimensions of the problem--show the implications that have to be dealt with if all problems not solved--the people we are meeting with are used to solving problems--they have to be convinced that problems have to be solved with their help--they need to understand the urgency.

Stan Nelson then inquired whether those interviewed were concerned that the Zoo was not self-sustaining as originally projected. Andy Currie responded that generally people felt the Zoo was operating effectively in terms of its earned income, although it was not meeting original projections.

Margee Kinney then suggested that advisory committee members be appointed by Governor Quie on the recommendation of the Foundation and Zoo Boards.

Ed Kohn expressed concern over difficulty in engaging legislators because of the monorail issue and that the next year's session of the legislature is not a capital bill year. Mr. Kohn commented favorably on the usefulness of the study. The situation for capital support has been faced by the Foundation and the report is a basis to start a dialogue with legislators. It is consonant with the challenge with the legislature to work together. The sequence of timing calls for an immediate beginning to get proposals into the hopper for next session and in order to bring the case through the Governor and state agencies by this July and August.

Ken Knopf asked John Whaley, on the basis of his previous experience as Director of Development for the University of Minnesota Foundation, whether the Zoo's state affiliation might adversely affect fund raising for the Zoo. John Whaley noted that the University Foundation has a history and tradition which positively affect fund raising activities on behalf of the University but certain corporations locally do have a policy which refuses support to state-affiliated organizations.

Tony Andersen suggested that the total development plan/context must be considered--current proposal, long-term (10-year plan) and the monorail solution.

Firmin Alexander suggested that Foundation staff prepare an action plan to present the Shaver Feasibility Study findings to the Zoo Board. Andy Currie suggested

that, prior to that presentation, Connie DeLand, Stan Nelson and Bob Voigt meet with him to discuss additional impressions and information not included within the written report.

Dean McNeal suggested that tomorrow is too soon to prepare a formal report and series of recommendations to the Zoo Board, but this has to be done for their approval and taking the lead with the Governor and the Legislature.

Margee Kinney moved that President DeLand be designated spokeswoman for the Foundation and that any inquiries regarding the contents of the Shaver Feasibility Study be directed to her, and that President DeLand or her designee also make an initial report to the Minnesota Zoological Board at their meeting on June 12, 1980. The motion was seconded by Mary Ann Scroggins. Motion carried unanimously.

II. Other Reports

A. Treasurer's Report

President Connie DeLand reported that Treasurer Tony Andersen had submitted his resignation as Treasurer of the Foundation; Mr. Andersen will continue as a Foundation Board member. Mrs. DeLand has not yet accepted Mr. Andersen's resignation pending appointment of a new Treasurer for the Foundation.

B. Executive Director's Report

The Executive Director's Report was submitted by Bob Voigt, who referred to the written report, attached.

Mr. Voigt reported that several inquiries regarding the Foundation's filing of its 1979 annual reports had been received from the Attorney General's office. This appears to be a routine request for information; the Attorney General's office is reviewing the annual reports of all 501(c)3 corporations which report their income and expenditures on a cash basis.

Mr. Voigt reported that the Capital Campaign Committee had reviewed and recommended the production of a capital campaign film; a budget including production costs, Jeff Strate, the proposed producer, and in-kind contributions from the Zoo was circulated to all members.

Mr. Voigt stated that estimates of the Zoo's Short-Range Development Program have increased from \$1,255,000 to \$1,392,225 due primarily to inflation. Increases in program costs were discussed at the Executive Committee meeting on April 29, 1980, though no action was taken at that time pending a formal request from the Minnesota Zoological Board. Ed Kohn noted that the program increase has been approved by the Zoo Board's Operations and Planning Committee and that action is expected at the meeting of the Minnesota Zoological Board on June 12, 1980. Bob Voigt further reported that funds received and held for the Zoo by the Foundation are designated towards certain exhibits, facilities, or animal acquisition and that a portion of funds received are unrestricted; funds donated to the Foundation on behalf of the Zoo should be used for the purpose intended by the donor.

Margee Kinney moved that the Foundation Board approve the increase in the Short-Range Development Program to \$1,392,000. The motion was seconded by Ken Knopf. Motion Carried Unanimously.

Bob Voigt then reported that the Zoo was also requesting use of \$130,000 from the 1977 and 1978 Zoo Walks to convert the existing animal nursery into a multi-purpose building housing educational facilities and a ski center. The estimated cost of the facility is \$230,000; the additional \$100,000 is available through the Short-Range Development Program. Mary Ann Scroggins questioned whether Zoo Walk funds could be used for this purpose. Bob Voigt answered that funds raised through A Whale of a Walk in 1977 and Walk With The Animals in 1978 had been designated for the whale exhibit and Minnesota Exhibit; with these projects completed out of Zoo funds, the restricted project funds are now available for the proposed use.

Margee Kinney moved to approve the use of \$130,000 raised through A Whale of A Walk and Walk With The Animals towards the proposed educational facility. The motion was seconded by Dean McNeal. Motion Carried Unanimously.

By-Laws Committee

Connie DeLand reviewed the proposed changes to the Foundation's by-laws, attached. By-law changes were reviewed and approved by the Foundation's Executive Committee at their meeting on April 29, 1980.

Dean McNeal, Chairman of the By-Laws Committee, stated that the proposed changes would update the Foundation's by-laws, bringing them in order with current operations. Originally, approximately 15 changes were considered. These were reviewed by Attorney Larry Wilford of O'Neill, Burke and O'Neill and finalized into the current proposed changes.

Margee Kinney moved that changes to the Foundation's By-Laws, as attached, be approved. The motion was seconded by Ken Knopf. Motion Carried Unanimously.

Special Events Committee

Bob Voigt reported that the Foundation's Special Events Committee had met prior to this meeting to discuss goals and objectives for the upcoming fiscal year. A series of small group Zoo tours for major prospects and community leaders was proposed; the committee will meet in the future to further define the format of the presentations and to develop invitation lists. This program will be coordinated with Dick Gray's proposed development program for the top 20 to 25 community leaders. Both of these task forces will be coordinated with the proposed "blue ribbon" advisory committee.

Minnesota Zoological Garden

Ed Kohn, General Director of the Minnesota Zoological Garden, reported on various activities and events at the Minnesota Zoo. Several significant births have occurred during the last month among the animal population.

Mr. Kohn also reported on the current status of operations and funding of the monorail. Mr. Kohn also stated that monorail fares were increased by 33 percent on May 23, 1980 (from \$1.50 adult fare to \$2.00 adult fare). The increase resulted in a 5 percent decrease in ridership.

Minnesota Zoological Society

Karla Williams, Executive Director of the Minnesota Zoological Society, reported on current activities of the Society. Currently, the Society is soliciting membership renewals; returns are averaging 65 to 70 percent at this time. The Society is also preparing a 125,000 piece mailing to acquire new memberships.

The Society is currently recruiting volunteers for the Zoo's Volunteer Program. Mrs. Williams circulated volunteer brochures to Board members and asked that they pass these brochures on to interested individuals.

Mrs. Williams also stated that the Society will be jointly sponsoring a "story-telling contest" with the Minneapolis Star. The Society's new poster will be used in four separate announcements in the Star; children will be asked to develop stories from the poster.

The meeting was adjourned at 5:00 p.m.

RW

next mtg. Wedn.
June 11th
N.W. Bank Conf A

cc Regmt. Grp.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting

April 29, 1980

Minutes

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Tuesday, April 29, 1980, at 3:00 p.m. in Conference Room A of the Northwestern National Bank of Minneapolis.

Members Present: Connie DeLand, President; Stanley Nelson, Vice President; Malcolm McDonald, Vice President; Dean McNeal, Secretary; Anthony Andersen, Treasurer; Firmin Alexander.

Board Members Present: Kathy Gretsch, Gordon Rosenmeier.

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

Others Present: Ed Kohn, General Director, Minnesota Zoological Garden; Ralph Waterhouse, Executive Officer, Minnesota Zoological Garden.

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

I. Minutes of Executive Committee Meeting, March 25, 1980

Malcolm McDonald moved that the minutes of the Executive Committee meeting, held March 25, 1980, be approved as mailed. The motion was seconded by Stan Nelson. Motion Carried Unanimously.

II. Financial Report

Bob Voigt presented the Financial Report for the month ending March 31, 1980.

Mr. Voigt reported that income to-date has exceeded projections, primarily due to the high return on investments. He noted that pledge payments are on schedule for the fiscal year.

Mr. Voigt stated that several Foundation investments will mature in the next two days, and that interest rates have dropped from a high of over 17 percent to approximately 13 to 14 percent at this time.

Mr. Voigt reported that Foundation expenses are within the projected budget; the Zoo, however, has not drawn funds for the Short-Range Development Program as originally projected. The Foundation is able to gain additional interest income on these funds.

Dean McNeal asked why the Zoo has not drawn funds for the construction program, as there had been a sense of urgency to the approval of the original program. Bob Voigt answered that the State of Minnesota now

allows the Zoo to begin construction with a letter of commitment from the Foundation rather than cash-in-hand; this offers the Foundation the opportunity to generate greater interest income.

Bob Voigt also reported that a small number of pledge payments had been received for Zoo Walk '79. It was noted that Zoo Walk proceeds for Como Zoo and the Minnesota Zoological Society have not been issued.

Firmin Alexander asked whether the outstanding commitments of \$247,866 for future fiscal years as listed on Exhibit 1 would all be received within the next fiscal year. Bob Voigt answered that several commitments extend beyond the next fiscal year, but that most will be received in fiscal year 1981.

III. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt, who referred to the written report, attached.

Mr. Voigt reported that the Foundation office had been moved on April 11th to 1422 West Lake Street, Suite 303. He invited Board members to visit the new offices.

Mr. Voigt stated that several meetings had been held during the past month with Andrew Currie, Bob Lambert, architect for Interdesign, and Ed Kohn regarding the assembly of materials needed for the feasibility study. Meetings were also held with Malcolm McDonald to discuss planned giving and individual solicitations.

Mr. Voigt announced that the Alliance Report has been completed and circulated to all Zoo, Society and Foundation Board members. Additional copies are available in the Foundation office. Mr. Voigt stated that the Braman Doremus Company had completed the layout and design on a volunteer basis at the request of Board member Tony Andersen.

Mr. Voigt also reported that meetings had been held with Connie DeLand and Kathryn Rosebear to discuss Foundation goals for the upcoming year.

IV. Committee Reports

A. Capital Campaign Committee

Stan Nelson, Chairman of the Capital Campaign Committee, reported that a meeting has been scheduled for Thursday, May 1st, to discuss the potential uses of a capital campaign film. A report prepared by Bob Voigt, entitled "Recommendations on How to Zero In on Prime Prospects for the 1980 Capital Campaign", will be used in discussing visual approaches to donor cultivation.

Mr. Nelson stated that the report from the C. W. Shaver Company will be reviewed by the Foundation's Board of Directors at their meeting on May 27th. Mr. Nelson suggested that Foundation staff carefully follow the interview process to determine the possible direction of the study.

Mr. Nelson also stated that, once the report is received, the Foundation can begin to determine schedules and timetables for the capital campaign.

B. Individual Gifts

Malcolm McDonald, Chairman of the Individual Gifts Committee, stated that he expects the Shaver Feasibility Study to give an indication of the potential of individual gifts in the community.

Mr. McDonald also stated that he and Bob Voigt had met with Phil Brain, Vice President of the YMCA and developer of a new consulting firm, to discuss approaches to individual donors.

Mr. McDonald suggested that the Foundation begin to consider a statewide approach by selecting outstanding people outstate; he suggested the Foundation determine pockets of interest in the state for future individual solicitation.

Firmin Alexander asked what the range of individual gifts solicited would be. Malcolm McDonald stated that the range would depend on the report from C. W. Shaver Company, who might identify potential individual major donors. Firmin Alexander suggested that this effort be coordinated with the Zoo Society.

Malcolm McDonald also commented that on-going work with donors would be necessary to maintain donor involvement.

It was noted that the development of a full-time individual solicitation program would pose a staffing need for the Foundation. Firmin Alexander stated that careful follow-through would be needed for planned giving solicitation. Bob Voigt stated that someone could serve in an advisory role to the Foundation so that planned giving contacts on behalf of the Foundation can be made as needed, i.e., an attorney or planned giving specialist on retainer or contract as called.

C. Public Relations Advisory Committee

Bob Voigt stated that the Public Relations Advisory Committee, chaired by Foundation Board member Dick Gray, had been established to look at the marketing needs of the Minnesota Zoo. Mr. Voigt commented that the Foundation has a similar need to discuss approaches to increasing visibility in the community. The Doremus Company is in process of preparing a public relations and communications proposal to the Foundation; other agencies will be solicited for proposals in the future.

It was noted that the Public Relations Advisory Committee is now between assignments; a report of activities to-date has not yet been received.

D. Special Events

Connie DeLand noted that the Special Events Committee, chaired by Margee Kinney, is ready to begin planning for future events; planning will relate to decisions made on the direction of the capital campaign.

E. By-Laws

Dean McNeal, Chairman of the By-Laws Committee, circulated to Executive Committee members proposed changes to the Foundation's By-Laws (attached).

The proposed change to Article II, Section 2.03, changes the date of the annual meeting from the same date during each November to the first Thursday of November.

The proposed change to Article II, Section 2.07, clarifies a quorum of the members.

Changes proposed for Article III, Section 3.02, relate to procedures for appointment of the Foundation's Board, increasing Board size to 35 directors. Information relating to the term of office is shortened as By-Laws have not been changed since the inception of the Foundation.

Changes proposed for Article III, Section 3.10, relate to the numbers of individuals which can convene a meeting. State statutes require at least three individuals for a Board; a quorum of this number would be two individuals. The proposed change requires a minimum of five individuals for a quorum of the Foundation.

Article III, Section 3.12, has been changed to include the Chairman of the Zoo Board, the President of the Society and the General Director of the Zoo as ex-officio, non-voting members of the Foundation Board.

Article VIII, Section 8.02, allows the Nominating Committee to begin work on the selection of officers and new Board members at an earlier date than originally specified.

Article VIII, Section 8.04, is a new section providing for honorary directors.

Stan Nelson moved that the proposed changes in the Foundation's By-Laws be recommended to the Foundation's Board of Directors at their meeting on May 27, 1980. The motion was seconded by Malcolm McDonald. Motion Carried Unanimously.

V. Other Reports

A. Minnesota Zoological Garden

Ralph Waterhouse, Executive Officer of the Minnesota Zoo, presented to the Executive Committee an up-date on the Zoo's Short Range Development Program. Currently, the program includes projects estimated to cost \$1,255,900. The Zoo has begun design work and bidletting on approximately 50 percent of the projects, providing a good estimate of all program costs. The program is expected to overrun the current budget by \$136,326, due primarily to inflation. This brings the estimated construction costs to \$1,392,226 in comparison to the Foundation's original commitment of \$1,200,000 for these additions.

Mr. Waterhouse stated that the Zoo also needs additional space for the popular Zoo Lab and educational offices. The current location of Zoo Lab has only one entrance and exit, causing a traffic flow problem; expansion of the Zoo Lab would also increase Zoo Lab programs for visitors. It was been proposed that the Zoo Lab be moved into the two educational classrooms and that the current Zoo Lab be converted into Education Department office space. With this move accomplished, the Zoo would still need 4,800 square feet of space for educational classrooms and a ski center for winter cross-country skiing activities. Several sites near the Education Wing would provide sufficient space for the construction of a dome or other structure to house education classrooms and a ski center. The proposal for these changes has been approved by the Zoo's Operations and Planning Committee and will be reviewed by the Zoo Board at their next meeting on May 8th.

Dean McNeal asked where the ski program is currently located. Ralph Waterhouse answered that the Special Exhibits Building of the Children's Zoo, approximately 1,200 square feet in size, was converted last winter into a ski center.

Tony Andersen asked whether the original zoo architects would be involved in the design of the proposed new structure. Ralph Waterhouse stated that a pre-fab or concrete block structure assembled by staff was planned, and that no architect would be involved in design. The kind of structure chosen, however, would related to current zoo architectural elements.

Tony Andersen then asked whether the increases in project costs were based on bids or estimates. Ralph Waterhouse stated that the new projected costs were estimates based on actual costs of 50 percent of the projects. Mr. Andersen suggested that the Zoo wait for a final commitment on bids prior to making a request for funds; Mr. Andersen felt that the state's willingness to accept a letter of commitment rather than actual funds-in-hand would allow this procedure. Ed Kohn stated that this present procedure would not be possible and that the Zoo could cut parts of the Short Range Development Program if an additional cost overrun were expected. Mr. Andersen suggested that any request for funds from the Foundation should be based on a firm guaranteed maximum cost prior to the Zoo's request.

Connie DeLand noted that a decision from the Foundation was not needed until a formal request is received from the Minnesota Zoological Board. Dean McNeal suggested that, prior to making a decision on committing additional funds to the Short Range Development Program, the Foundation determine its cash flow needs for Foundation operations and emergency requests from the Zoo.

Firmin Alexander suggested that questions regarding the procedure on the acceptance of contracts prior to allocating funds for Zoo projects be answered at the Foundation's Board of Directors meeting on May 27th.

Bob Voigt noted that, to cover estimated expenses discussed at today's meeting, an additional \$192,226 over the present commitment of \$1,200,000 would be required. Tony Andersen stated that, although the Foundation should not get involved in the operation of the Zoo, the Foundation should received assurances that funds transferred to the Zoo are used as originally committed and that the projects are completed and paid. Any deletions, increases or substitutions will need to be presented to the

Foundation's Board for appropriate review and application to outstanding commitments.

*(Circle
Appropriation
approach)*

Connie DeLand noted that the Zoo is also requesting use of the funds from the 1977 and 1978 Zoo Walk projects; she asked whether the Foundation could solely commit these funds to the Zoo or whether the Society and Zoo should be involved in the decision. Ed Kohn suggested that the Alliance Operating Committee could discuss application of those funds on behalf of the Foundation, Society and Zoo. It was further noted that funds raised through the 1979 Zoo Walk are restricted for use in the polar bear exhibit.

Mr. Kohn then briefly described the status of the monorail to Executive Committee members. Investors may opt to take action on the monorail debt default on May 4th. Several investors are considering salvaging the train and taking a tax write-off. The Zoo is currently trying to maximize income from the monorail.

VI. Preliminary Discussion of 1980-81 Goals, Program and Budget

An initial draft of proposed goals for 1980-81 was presented by Connie DeLand. Mrs. DeLand stated that input from the Executive Committee and the Minnesota Zoo would be needed prior to the adoption of goals.

Mrs. DeLand suggested that each Foundation committee meet during the month of May prior to the next Board of Directors meeting to discuss program goals and budgets.

Dean McNeal asked whether a rough draft of the budget for the next fiscal year was drafted. Bob Voigt stated that it was not drafted but that a meeting of the Finance Committee would be scheduled shortly. He added that the proposed approach to goals and budgeting called for the preparation of an operating budget with other development expenses based on committee recommendation and Board approval.

The meeting was adjourned at 5:00 p.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Board of Directors Meeting
June 27, 1979

MINUTES

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Wednesday, June 27, 1979, at 9:00 a.m. in Mr. Kenneth Knopf's office at the Pako Corporation, Minneapolis.

Members Attending: Kenneth Knopf, President; Margee Kinney, Vice President; Dean McNeal, Secretary; Anthony Andersen, Treasurer; Firmin Alexander, Connie DeLand, Stanley Nelson, Joseph O'Neill, Gordon Rosenmeier, John Tilton.

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

Others Present: Andrew Currie, George Doty, C. W. Shaver and Company.

The meeting was called to order at 9:10 a.m. by Kenneth Knopf, presiding.

I. Minutes of Board of Directors Meeting, June 5, 1979

Mr. Knopf called for additions or corrections to the minutes of the Board of Directors meeting held June 5, 1979.

Dean McNeal stated that his concern over the sponsorship of the financial study to be completed by the C.W. Shaver and Company, briefly expressed in the minutes of the June 5th Board meeting, was not financial but rather a matter of public relations; he felt the authorization of the study might come from the Minnesota Zoological Board, with financing from the Foundation, so that there was no question the Foundation was forcing the financial study on the zoo.

The second sentence of page 2, paragraph 4, was changed to read "Tony Andersen responded that the Society could choose the Peat, Marwick, Mitchell and Company as their auditors or allow Peat, Marwick, Mitchell to review the Society's audited report and add their signature."

In regard to page 3, paragraph 3, it was explained that the Zoo Ride operation is not a part of the general Zoo operating budget, but that a separate budget is maintained. The legislature will consider possible operating deficiencies for the monorail after it has become operational and has a record on which to base action.

In regard to page 4, paragraph 2, Ken Knopf commented that Mr. Currie had suggested that 90 percent of the campaign goal should be achieved before announcing the goal to the public. Mr. Knopf shared with Board members an article from the St. Paul Dispatch which, quoting General Director Ed Kohn, announced that the Foundation would begin a capital campaign. Andy Currie added that it is general fund-raising strategy to have most commitments in before announcing a campaign but that, with a state affiliation, it is difficult to keep information

from being announced. Nevertheless, Ken Knopf expressed his dismay over the release of information to the press. Connie DeLand suggested that, in the future, information released to the press should first be cleared with the Foundation's Board.

In the last sentence of page 4, paragraph 5, the phrase "to avoid media mis-interpretation of the study" was deleted.

Margee Kinney moved to approve the minutes as corrected. The motion was seconded by John Tilton. Motion Carried Unanimously.

II. Treasurer's Report

The Treasurer's Report was presented by Tony Andersen.

Mr. Andersen first reported that income for the month of May, 1979, had been \$128,230; of this amount, \$75,000 had been received from the Blandin Foundation, \$7,500 from the H. B. Fuller Company, \$25,000 from the General Mills Foundation, and \$20,000 from the Pillsbury Company Foundation.

Reporting on the Zoo Walk project, Tony Andersen stated that income for the month was \$25,832 and that expenses and shared proceeds totalled \$10,225, for a net profit of \$15,606. Year-to-date income for the Walk totalled \$34,279, with expenses and shared proceeds totalling \$44,932, creating a net deficit of \$10,652. The 1978 Walk showed a deficit of \$7,840 this fiscal year, though the project netted \$68,573 in donations for the zoo. Income on the Zoo Opening events during this fiscal year netted \$3,234. Thus, all net special events currently show a deficit of \$15,008. Mr. Andersen emphasized that donations on the Walk project are seasonal, and that special events should move into the black during June.

Reporting on Foundation expenditures, Mr. Andersen stated that the promotional expenses are approximately \$1,000 over budget, printing costs are approximately \$1,000 under budget, and miscellaneous costs are approximately \$3,000 over budget, due primarily to the costs of consulting fees for the Maysack Report. At year-end, the Foundation should be approximately \$3,000 over budget, with expenditures at approximately \$95,000, again due primarily to the cost of the Maysack Report.

Mr. Andersen noted that during FY 1979, the Foundation had two paid employees and two employees paid through the Dakota County C.E.T.A. program. During FY 1980, the Foundation will have three paid employees.

Referring to Schedule 3 of the May 31, 1979, Financial Report, Mr. Andersen explained that this schedule details where the Foundation keeps its funds, interest rates, and maturity dates; he noted that total assets are approximately \$1.1 million.

Tony Andersen reported that several Foundation investments will mature during June. Certificates of deposit maturing on June 18th and June 29th at the First National Bank of St. Paul will be combined with monies in the First St. Paul savings account to purchase a 53-day banker's acceptance paying 9.9 percent interest. Decisions on reinvesting the \$250,000 certificate of deposit at the First National Bank of St. Paul

will be deferred until its maturity date of July 9, 1979. At the Northwestern National Bank of Minneapolis, commercial paper in the amounts of \$200,000 and \$300,000 maturing June 29, 1979, will be reinvested in commercial paper paying 10 percent interest.

Mr. Andersen projected that the Foundation, with \$1,141,973 in assets at the end of the 11th month, would end the fiscal year with approximately \$1,220,000 in assets. He estimated that, during the month of June, the Walk would net \$40,000, the Foundation would net \$20,000, and interest on investments would equal \$30,000, for a total of approximately \$90,000.

Mr. Andersen then presented a list of subjects for review by the Foundation Board. They are as follows:

1. Foundation shortens maturity of assets invested
2. 1980 Foundation approval of budget
3. MZG Capital need proposal and timing
4. restricted vs. unrestricted grants
5. 1980 Foundation cash flow
6. 1980 Foundation fund-raising timing

Mr. Andersen added that the crucial subject for review at this Foundation Board meeting was the approval of a fiscal year 1980 budget.

Referring to a handout on the designation of funds held for the Minnesota Zoological Garden, Mr. Andersen noted that \$980,825 were restricted for Northern Trek development. Of that amount, approximately \$792,325 in grants have been assumed restricted on the basis that the donor received a Northern Trek proposal and request but did not specify the intent of the gift in the commitment letter. Mr. Andersen suggested the Foundation be firm in applying these funds to Northern Trek projects to maintain the credibility of the Foundation and zoo; he noted, however, that the \$792,325 in gifts do create a gray area.

Referring to a handout on outstanding commitments, Mr. Andersen stated that the Foundation expects to receive \$246,717 in payments during fiscal year 1980 and \$245,366 in payments during future fiscal years.

A discussion of the proposed fiscal year 1980 budget was deferred to later in the meeting.

III. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt, who referred to items presented in the Executive Director's Report distributed to all Board members.

Mr. Voigt called attention to sections of the report dealing with his meetings during the previous month with Tony Andersen regarding the new fiscal year budget and meetings with Steve Iserman regarding the zoo's requests for funds.

Dean McNeal asked Bob Voigt about the division of restricted and unrestricted funds in light of the zoo's request for funds for short-term development. Bob Voigt noted that the request for funds includes \$572,000 in funds for the Northern Trek and \$673,000 to be used elsewhere;

sufficient dollars are not currently available for projects not within the Northern Trek. Bob Voigt added that the zoo received a copy of the transmittal letter each time a proposal was submitted and also received copies of letters of commitment and letters accompanying payment. Steve Iserman, Administrative Officer of the Zoo, has been asked to detail expenditures for the \$100,000 received by the zoo to-date.

Joe O'Neill noted that most outstanding pledges are also designated for the Northern Trek and inquired whether Board members had any problems with Tony Andersen's suggestion to use "gray area" funds exclusively for Northern Trek construction. Bob Voigt noted that the original purpose of the Foundation in its first years was to seek funds for the Northern Trek, which had been identified as the area of greatest need; he suggested the possibility of checking with major contributors who had received Northern Trek requests but had not identified the purpose of their commitment in their commitment letters. Margee Kinney stated that the Foundation could not return to major donors in particular until it had completed a sound financial report; she noted that these major contributors would be receiving requests from the Foundation repeatedly.

Joe O'Neill questioned whether the matching funds authorized by the State of Minnesota in the original zoo bond issue were restricted to Northern Trek use. Firmin Alexander stated that the funds were designated for use only to complete the zoo construction. Bob Voigt pointed out, however, that the first goal of the Foundation, as given the Foundation by the Zoo Board, was to raise funds for Northern Trek construction.

Ken Knopf inquired whether the Foundation Board was ready to act on the zoo's request for \$1.2 million in funds for short-term development. Tony Andersen felt that the Foundation would not be ready to act until it received assurance that funds would be applied as designated by the donor. Ken Knopf then suggested that the Foundation Board act on a portion of the request. Joe O'Neill added that the Foundation was established to give funds raised to the zoo, not to hold them.

Joe O'Neill moved that, in accordance with the request by Edward Kohn, General Director of the Minnesota Zoological Garden and acting on behalf of the Minnesota Zoological Board, dated May 10, 1979, the Foundation move approval of the request for \$200,000 in funds to be transferred to the zoo on July 1, 1979. The motion was seconded by Connie DeLand. Motion Carried Unanimously.

Dean McNeal inquired whether the motion made at the Board of Directors meeting on June 5, 1979, to authorize the President of the Foundation, Chairman of the Zoo Board, General Director of the Zoo and Executive Director of the Foundation to study and approve funds available to meet the request of the Zoo's General Director had not already granted approval to the individuals named for making transfers. John Tilton stated that the motion had authorized those individuals to approve fund transfers to the zoo, but that he felt better with this approval from the Foundation Board.

John Tilton moved to add Anthony Andersen to the committee authorized to prepare a study of funds and approve funds available to meet the

request of the General Director of the Zoo subject to appropriate reserves to meet the Foundation's budget and the proposed capital campaign study. The motion was seconded by Joe O'Neill. Motion Carried Unanimously.

Tony Andersen then shared with Board members copies of letters he had forwarded to Arne Carlson, State Auditor, in regard to the proposed combined annual report and responses to him from Mr. Carlson and Eldon Stoehr, Legislative Auditor. Mr. Andersen stated that Mr. Carlson was very enthusiastic about the concept, and that Mr. Stoehr was less enthusiastic, though willing to proceed. Mr. Andersen was concerned, however, about a phrase from an attachment to Mr. Stoehr's letter which indicated that "personnel of MZG will need to be trained in GAAP (generally accepted accounting principles) to prepare the proper financial statements"; he expressed reservations that the zoo was not currently following these accounting principles in their reporting. John Tilton stated that Mr. Andersen's interpretation of Mr. Stoehr's comment might be wrong in that the state has completely different systems it has established for its own record-keeping; the fact that the zoo staff is not trained in GAAP might not be indicative of poor record-keeping.

Tony Andersen stated that the letters indicate that at least a nodding acceptance of the annual report has been received. Firmin Alexander questioned whether the other zoo organizations were involved in the original decision to pursue the publishing of an annual report. Tony Andersen stated that Paul Freeman, President of the Minnesota Zoological Society, had been involved in the first meeting at which the concept was discussed. Firmin Alexander noted that the Society might have a different opinion in regard to their participation now, and suggested that the Presidents and Chairman of the zoo organizations talk again about the concept at their next meeting. Ken Knopf added that Ed Kohn, General Director of the Zoo, also seemed upset at the idea of publishing an annual report; he felt as though the Foundation was putting pressure on the Zoo, when that was not the intent of the proposed report.

Ken Knopf then shared with Board members copies of the Arizona Sonora Desert Museum annual report, commenting that, since Mr. Andersen had made him aware of the annual report format, he had seen many other such reports.

IV. Capital Campaign Discussion - Andrew Currie

Andy Currie reported that his first meeting with Ed Kohn and Steve Iserman to review financial information and the purpose of his survey was tentatively scheduled for the following day. Ken Knopf asked whether Mr. Currie was operating with the full approval of the Zoo Board; Firmin Alexander stated that Mr. Currie did have the full support of the Zoo Board. Mr. Currie added that legislative committee meetings were currently creating problems in scheduling meetings with Mr. Kohn.

V. Other

There were no additional items of business.

VI. Other Reports

A. Minnesota Zoological Garden

Firmin Alexander informed Board members of the zoo's year-end financial situation, explaining that the zoo would have a shortfall of \$130,000 to \$150,000 at the end of the fiscal year on June 30, 1979. He added that the deficit had been larger in May, but that expenses had been trimmed. The Zoo will return to the LAC for additional operating funds to make up the deficit in their operations.

Mr. Alexander then explained that Mr. Kohn was quite concerned about the drop in attendance. Informal research with other zoos and theme parks has indicated that attendance has dropped throughout the country. Discussion followed on the possible reasons for the drop in attendance, including the gasoline shortage, poor spring weather, and inflation.

Andy Currie then stated that, to complete the proposed financial and feasibility study, he would need full financial disclosure. George Doty added that the report would indicate both operating projections and would show that capital gifts indirectly would affect operating costs. Firmin Alexander assured Mr. Currie that he would receive full cooperation from the Zoo Board.

Tony Andersen then reported that Peat, Marwick, Mitchell and Company had offered to do their audit for the annual report at cost. Ray Stawarz, Larry Robertson, the Governmental Unit Partner, and Steve Laible of the Peat Marwick firm would be responsible for the audit. Tony Andersen indicated that these individuals would like to meet with Ed Kohn and Steve Iserman as soon as possible to determine the number of hours required to audit the Zoo. Mr. Andersen further explained that the Peat Marwick firm offers four different levels of audits, each going into greater depth; a preliminary analysis will be completed based on all four levels for the consideration of the Board.

Firmin Alexander asked how much the printing of an annual report would cost. Tony Andersen responded that donations would be sought, and added that the writing of the report had been donated by Doremus and Company. He noted that each H. B. Fuller Company annual report costs approximately \$1.10, but that this included glossy paper and color, which the Zoo might not require. He suggested printing 35,000 copies for distribution.

Dean McNeal stated that, for the capital campaign, a statement that disclosed capital and operating costs would be required. Andy Currie affirmed that this approach was needed before the Foundation would be prepared to begin a campaign.

B. Minnesota Zoological Society

Ken Knopf reported that he had received an invitation from Chase Davies of the Minnesota Zoological Society to participate in an Open House and combined Annual Meeting at the Zoo on September 24th. Participants would have the opportunity to tour both public and private areas of the Zoo at their leisure; the invitation list would include all Society members and Foundation prospects and donors.

Margee Kinney commented that the proposed Minnesota Orchestra event, tentatively scheduled for early in September, would host the business community and thus would be a duplication of this event. She felt that a combined event with the Society might be too large to serve the purposes of the Foundation. Ken Knopf added that he felt the proposed Foundation event would be more effective than tagging on to the Society event, and stated that he would inform Ms. Davies of the Foundation's decision not to participate in a combined event.

Board members only then met in a closed session to discuss the proposed FY 1980 Foundation budget. A copy of the budget approved is attached to the minutes of this meeting.

The next meeting date was set for Wednesday, August 22, 1979, at 2:00 p.m. Suggested locations included the Webb Company or the Pako Corporation.

Tony Andersen noted that, before the next meeting, the Foundation would receive a proposal from the Peat, Marwick, Mitchell and Company regarding an annual report and audit; he asked whether the proposal could be circulated for approval. Ken Knopf stated that the Executive Committee could act on the proposal and would meet in the interim.

The meeting was adjourned at 11:00 a.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Board of Directors' Meeting
June 5, 1979

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Tuesday, June 5, 1979, at 3:00 p.m. in the Board Room of the Park Corporation, Minneapolis.

Members Present: Kenneth Knopf, President; Margee Kinney, Vice President, Dean McNeal, Secretary; Anthony Andersen, Treasurer; Connie DeLand, David W. Onan, II., Mary Ann Scroggins, John Tilton.

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; Andy Currie, Regional Vice President, C. W. Shaver and Company.

The meeting was called to order at 3:08 p.m. by Kenneth Knopf, presiding.

I. Public Relations Advisory Committee

Ken Knopf first referred to the minutes of the Executive Committee held May 15, 1979, and the Executive Committee's discussion of the public relations needs of the zoo and its related organizations. Mr. Knopf reported that the Executive Committee had recommended the establishment of a Public Relations Advisory Committee to work toward an improved image of the zoo; recommended participants included two representatives each from the zoo, Society and Foundation. Ed Kohn stated that a letter of invitation to participants had been drafted. Ken Knopf noted that Dick Gray, Foundation Board member, was interested in chairing such a committee, and that Lou Gelfand would serve as the second Foundation representative.

Mr. Knopf further stated that a cohesive zoo story was needed for all organizations to present to the public; press releases, promotion and activities for all three organizations should be coordinated. Mr. Knopf also stated that all mailings from zoo organizations should be coordinated.

II. Annual Report

Tony Andersen presented to the Board his recommendation to prepare an Annual Report of the financial activities of all four zoo organizations -- the zoo, Foundation, Society and Zoo Ride, a concept previously discussed in Board meetings and Executive Committee meetings. Mr. Andersen reported that he had discussed with Peat, Marwick, Mitchell and Company, the Foundation's auditors, the possibility of their auditing or reviewing audits for all four zoo organizations. He had also discussed this concept with Arnie Carlson, State Auditor, who had responded very positively to the idea and asked Mr. Andersen to document his ideas in a letter to him.

Bob Voigt shared with Board members a copy of the most recent Annual Report published by the Arizona Sonora Desert Museum; Board members were impressed

with the format of the report and requested that Mr. Voigt obtain additional copies.

Andy Currie commented that the Annual Report would provide an important confidence-building function, and added that an audited annual financial statement was required by all foundations for grant-making purposes.

Ken Knopf asked whether an Annual Report could take the place of a case statement. Andy Currie responded that the report would be supplemental to the case statement.

Margee Kinney moved that the Foundation begin the development of a combined Annual Report for the zoo, Foundation, Society and Zoo Ride. The motion was seconded by Connie DeLand. Motion carried unanimously.

Chase Davies then asked whether the Foundation would request the Society to use the services of Peat, Marwick, Mitchell and Company. Ken Knopf responded that the Society could choose the Peat, Marwick, Mitchell and Company as their auditors or allow Peat, Marwick, Mitchell to review the Society's audited financial report and added their signature. The advantages of using one auditor were discussed.

III. Presentation by Andrew Currie, Regional Vice President, C. W. Shaver and Company

Ken Knopf introduced to Board members Andrew Currie, Regional Vice President of the C. W. Shaver and Company, a national management consulting and fund-raising consulting firm with regional offices in the Twin Cities. Mr. Knopf stated that the Executive Committee had met with several companies and consultants in regard to the preparation of a feasibility study on the Capital Campaign and had recommended Mr. Currie and the Shaver Company to prepare a financial study and feasibility study.

Mr. Currie reviewed with Board members a letter outlining their proposed services to the Foundation. He noted that a paragraph outlining fees for additional time spent on the financial study, if needed, had been added to this standard contractual letter.

Mr. Currie then stated that the goal of the proposed financial study would be the development of a strategy to achieve a targeted amount, although this amount for capital requirements are not yet finalized. Mr. Currie explained that the feasibility study will review resources that would make the proposed dollar amount to be raised feasible. Mr. Currie added that, to accomplish its goal, the zoo will probably need some sort of public partnership; strategy for this approach will also be a part of the study and recommendations.

Ken Knopf stated that the financial data provided by the study will be especially important, and noted that timing in preparing this financial data would be dependent on Zoo Director, Ed Kohn. Andy Currie added that no date on the development of the financial study had yet been determined.

Dean McNeal asked whether the proposed fund-raising approach had the full support of the Minnesota Zoological Board, adding that the Zoo Board needs to be enthusiastically involved and should present a five-year plan and dollars required to implement the plan.

Ed Kohn responded that the zoo is currently finishing a five-month effort in planning and that, within a month, the project components will be finalized. He added that the zoo is pacing itself carefully, keeping legislative committees aware on operating and capital budgets; the zoo will again be discussed in House and Senate committee meetings in the late summer and early fall. He stated that the zoo plans to be quiet with the legislature during the next few months before suggesting new proposals, waiting for an evaluation of summer attendance and the opening of the monorail.

Discussion followed on the zoo legislation passed. Mr. Kohn explained that the zoo budget will be allocated biennially with earned income returned to the state's general fund. No appropriations for monorail operating costs have been made; the financing of the monorail will in all probability become a public issue in the early winter.

Tony Andersen asked whether, without funding, the Zoo Ride could be operated. Mr. Kohn responded that one way of financing the monorail operation would be to have the state buy it from the original investors.

Tony Andersen then asked whether Andy Currie would be examining both the capital and operational funding of the zoo. Mr. Currie responded that both operating and capital funds would be studied to determine the role of the private sector in the funding of the zoo. He stated a capital drive needs to show that development effort will increase attendance, increase revenues, and produce more benefits.

Discussion followed on public opinion of zoo financing. Dean McNeal suggested that donors have lost faith in zoo operations and that the full budgetary situation should be positively presented. Chase Davies commented that some of the public does not accept the situation as presented by the media.

Andy Currie stated that his financial study and fund-raising plan would take six weeks of staff time, but not necessarily consecutive weeks, and that the Shaver Company could begin on their survey whenever the zoo and its related organizations were ready. Ken Knopf suggested that Mr. Currie meet with Ed Kohn or Steve Iserman to determine his needs for information and its availability.

Tony Andersen moved that the Foundation proceed with the financial development, funding and fund-raising feasibility and procedural study proposed by Andrew Currie of the C. W. Shaver and Company, Inc. The motion was seconded by Margee Kinney. Discussion of the motion followed.

Chase Davies inquired about the relationship of the proposed study to the Maysack Report. Andy Currie responded that each study would utilize a completely different interview list and serves a different purpose.

Ed Kohn expressed his concern that in approaching the community and state leaders that it is important for the Foundation to keep communications with the Zoo Board open to interrelate a common purpose, understanding, etc.

Margee Kinney inquired whether the fee for the study should be paid by the Foundation or shared by all zoo organizations; she questioned whether each party would be more willing if actually participating in the cost of the study. Ken Knopf questioned whether a conflict still existed between organizations. John Tilton added that the Society is in the business of fund-raising by soliciting its larger donor members, whether it calls this fund-raising or membership solicitation.

Ken Knopf stated that the fund raising differences between the Foundation and Society are not as clear nor as clearly stated as necessary. Chase Davies responded that the Society is still identifying its aim and purposes. She added that the Society has affirmed its interest in taking positive action for the zoo through its agreement to participate in a study recommended by the Organizational Task Force; she commented that the Society had indicated its willingness in the past to cooperate in such efforts.

Margee Kinney asked whether the Foundation was hiring C. W. Shaver and Company to develop a capital fund-raising plan for the Foundation or whether it was expected that they would complete a total study on financial relationships incorporating all organizations and aspects of the zoo. Andy Currie responded that his intent was to prepare an approach for capital fund-raising for the Foundation. Dean McNeal suggested it would be better for public relations purposes if the Zoo Board authorized the Shaver contract as the chances of the media picking up on the report seemed quite good following the recent experience of the media coverage of the Maysack Report. Andy Currie noted that, before the Foundation's capital campaign would be officially announced, ninety percent of the goal would have been achieved.

In response to Mr. McNeal's comments that the Zoo Board authorize the study, John Tilton commented that, according to state legislation, the Zoo Board could not raise funds. Ed Kohn stated that the auditors for the zoo could not find language in the original legislation prohibiting fund-raising by the Zoo Board, but added that the Foundation Board does lend importance and credibility to the zoo's fund-raising efforts.

Dean McNeal stated that he believed the financial study proposed by Mr. Currie would have more validity if done by the zoo itself rather than through the Foundation as an outside organization, again for public relations purposes. He added that there was a need to define the need for capital funds and to determine whether operating costs are covered or whether the private sector will be asked for additional funding for operating needs. Ed Kohn responded that the zoo would provide all information necessary as a response to the Foundation study. Andy Currie added that the operating study would provide the information necessary to justify capital projects; he suggested that, to avoid media mis-interpretation of the study, a letter indicating the intention of this study be forwarded to a very select group of individuals.

Dean McNeal stated that, given the recent response of the media to the Maysack Report, he was worried about interviewing 50 to 70 community leaders without gaining the attention of the media. Tony Andersen stated that the report would probably be before the public and printed in the media; he suggested that administration of the study was in Mr. Knopf's hands as President of the Foundation and that interviews shouldn't commence until all groups were in agreement as to how to handle the study.

Margee Kinney added that public coverage of this report should not adversely affect the zoo, as it does indicate the Foundation's intent to do something positive for the zoo and the people of Minnesota.

Ken Knopf suggested that a press release be prepared in the event that it was needed.

Ed Kohn stated that, within the next 30 days, all capital materials would be prepared, the Public Relations Advisory Committee would begin meeting, and a public relations staff person would be added to the zoo staff in an unclassified position. He further stated that he was ready to begin meeting with Andy Currie on the zoo's financial information, and that additional information would coalesce within 30 days.

The motion by Tony Andersen, seconded by Margee Kinney, that the Foundation proceed with the financial development, funding and fund-raising feasibility and procedural study proposed by Andy Currie of the C. W. Shaver and Company, Inc., was carried unanimously.

IV. Board Member Additions

Ken Knopf reported that two new Board members had been recommended by the Executive Committee -- Wallace Dayton and Stanley J. Nelson.

Mary Ann Scroggins moved that Wallace Dayton and Stanley J. Nelson be elected to the Foundation's Board of Directors. The motion was seconded by Connie DeLand. Motion carried unanimously.

V. Zoo Request for Capital Funds

Ken Knopf reported that all Foundation Board members had received from Ed Kohn and the Minnesota Zoological Garden Board a request for an additional \$655,900 in capital funds, bringing the total requested to \$1,255,900 - including the \$600,000 in funds previously approved at the Foundation's December, 1978, Board Meeting. The list of immediate needs has never been developed and is categorized as follows: 1) Public Space, \$293,500; 2) Staff Space, \$50,000; 3) Operational Modifications, \$265,000; 4) Exhibits, \$513,000; 5) Graphics, \$57,000; 6) Equipment, \$35,400, 7) Plantings, \$12,000; 8) Plant Acquisition, \$30,000.

Ken Knopf stated that the request posed two problems. First, it would drain the Foundation of all available funds. Secondly, a major portion of the funds received by the Foundation have been designated for Northern Trek development and could not therefore be used for some of the projects proposed by Mr. Kohn and the Zoo Board.

Bob Voigt reported that current requests total \$582,600 for Northern Trek improvements and \$673,400 for other development needs. The Foundation has restricted receipts of \$150,983.06 and unrestricted receipts of \$1,007,594.61. Tony Andersen suggested that a response to Mr. Kohn's request be postponed until the next Foundation Board meeting in order to review the Foundation's projected income and budget for the fiscal year beginning July 1, 1979, in relationship to the request.

John Tilton moved that the President of the Foundation, Chairman of the Minnesota Zoological Board, General Director of the Minnesota Zoological Garden and Executive Director of the Foundation be authorized to prepare a study of funds and approve funds available to meet the request of the General Director of the Minnesota Zoological Garden subject to appropriate reserves to meet the Foundation's budget and the proposed capital campaign study. The motion was seconded by Dean McNeal. Motion Carried unanimously.

Tony Andersen then read to Board members sements of a letter he had forwarded to Board President Ken Knopf, urging caution in approving for disbursement only funds which had been received by the Foundation against an overall approval of the zoo's capital plan and urging Mr. Kohn not to let contracts until a solid commitment from the Foundation regardomg the availability of total funding has been received. Mr. Andersen also requested a followOup from the Minnesota Zoological Board indicating that funds requested from the Foundation for specific projects have been applied to those funds and that the projects are completed.

Mr. Kohn responded positively to Mr. Andersen's recommendations and suggestions and stated that the zoo does need to know when they can proceed with projects so that they can develop an expenditure schedule.

VI. Other

Tony Andersen stated that he would meet with Mr. Voigt on Friday, June 8, 1979, to begin work on the 1979-80 budget for recommendation to the Foundation Board at their next meeting.

The next meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was scheduled for Wednesday, June 27, 1979, at 9:00 a.m. at the H. B. Fuller Company, St. Paul.

The meeting was adjourned at 5:05 p.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting
May 23, 1979

Minutes

A meeting of the Executive Committee of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Wednesday, May 23, 1979, at 3:00 p.m. in Mr. Kenneth Knopf's office at the Pako Corporation, Minneapolis.

Members Present: Kenneth M. Knopf, President; Dean McNeal, Secretary; John Tilton.

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

The meeting was called to order at 3:15 p.m. by Kenneth Knopf, presiding.

I. Public Relations Advisory Committee

Ken Knopf first reported on a meeting on May 22nd which consisted of Paul Freeman, President of the Minnesota Zoological Society, and Firmin Alexander, Acting Chairman of the Minnesota Zoological Board and himself. Mr. Knopf stated that he had discussed the concept of a public relations advisory committee, suggested by Dean McNeal at the Foundation's Executive Committee meeting on May 15, 1979, with Mr. Alexander and Mr. Freeman. Both had agreed that such an advisory committee would serve a useful function on behalf of the zoo, and suggested that such a committee be established in the near future. Suggested committee members could include Jim Hetland and John Tilton from the Zoo Board, Dick Gray and Lou Gelfand from the Foundation Board, Lloyd Brandt from the Society Board, and Karla Williams, Society staff member.

Dean McNeal added that the development of a zoo's cohesive public relations program would benefit from the committee, but would additionally require the input of a full-time professional on the zoo staff.

II. Capital Campaign Consultants

Bob Voigt then distributed to Executive Committee members copies of the proposal submitted by Andrew Currie of the C. W. Shaver and Company to provide a financial development, funding and fund-raising study for the Foundation. Board members reviewed the timelines presented. It was noted that the proposed two-week financial plan would require two weeks in man-hours rather than two calendar weeks for its completion.

Dean McNeal stated that the zoo and Foundation should first have a public relations professional working on developing the zoo's image and a group of knowledgeable people from within the zoo organizations providing input to that professional. The Shaver firm has been suggested to provide the Foundation with financial analysis and fund-raising strategy. Dean McNeal suggested that, if these two concepts could be developed, the Foundation could begin implementation of a campaign within a few months. He expressed

concern, however, that the Foundation might go to the community without a full legislative plan within the next year.

Bob Voigt supported Mr. McNeal's statement that the Foundation needs the zoo's positive aspects acknowledged by the public before the solicitation of prospects begins. Dean McNeal suggested that, as soon as a cohesive zoo story has been developed and the financial analysis is complete, the Foundation could announce its program to both the media and prospects; he stressed however, the need for a consistent story.

John Tilton stated that it might not be possible for the zoo to develop a logical long-range financial plan right now, as inflationary trends are not definable. Dean McNeal suggested that a dollar figure be designated and that a 10% increase for annual inflation be added.

Ken Knopf suggested that the fund-raising consultant contracted by the Foundation be included in the meetings of the Public Relations Advisory Committee to offer input from a fund-raising perspective. He added that the purpose of the committee would be to work with zoo staff to turn the public image of the zoo around.

Dean McNeal suggested that the Public Relations Advisory Committee be given a two to four week headstart before a consultant begin his work to allow them time to fully develop plans and strategies. Ken Knopf added that the consultant would need to know the result of any change of zoo image before interviewing community leaders. John Tilton also affirmed that the Public Relations Advisory Committee could use the counsel of a fund-raising consultant.

Ken Knopf suggested that copies of the proposal submitted by Andrew Currie be forwarded to all Board members, and that the Board be polled for the approval of a contract for a financial analysis and feasibility study. He noted that the work proposed by the C. W. Shaver and Company goes further into a total financial analysis of the institution than proposals by any other fund-raising consultants to perform feasibility studies. Bob Voigt added that Andrew Currie and other C. W. Shaver and Company staff were willing to meet with the Foundation's Board of Directors to make a presentation of their proposal. John Tilton suggested that copies of the proposal also be forwarded to Ed Kohn, General Director of the zoo, and Firmin Alexander. It was the consensus of the Executive Committee that a contractual relationship for services should be negotiated with Andrew Currie of the Shaver Company for the proposed financial development, funding and feasibility study.

Ken Knopf suggested that a date for a full Board meeting, at which Mr. Currie would be invited to make a presentation, be set. Dean McNeal suggested that a rough proposal of the Executive Committee's recommendation to hire the C. W. Shaver and Company be sent to all Board members so that they would have an idea of the proposed action. Tentative dates of June 4, 5, 11, or 12th were suggested.

Bob Voigt stated that he had also talked to three additional fund-raising firms - Donald Campbell and Company of Chicago; Ketchum, Inc., and Gonsor, Gerber, Tinker and Stuhr, who had not responded earlier because of original time limits placed by the Foundation's desire to move quickly - which would be willing to submit a proposal to the Foundation. He asked Executive Committee members whether they would be interested in meeting with the representatives of these companies. Ken Knopf stated that, if Bob Voigt had screened each company and was in favor of the Shaver firm, he didn't feel additional discussion was necessary.

III. Short-Term Capital Development Program

Ken Knopf reported that he had received correspondence from Ed Kohn, General Director of the zoo, requesting the allocation of additional Foundation funds for a series of short-term development projects at the zoo. Ken suggested that the Foundation did not have sufficient funds at this time to meet Mr. Kohn's request for \$1,200,000. He added that most of the items were not Northern Trek development, and questioned whether the Foundation had sufficient unrestricted funds to complete these projects. He suggested that Bob Voigt discuss the request for funds with Ed Kohn and that no further action be taken at this meeting.

IV. Board Member Additions

Executive Committee members discussed potential Board member additions suggested at the last Executive Committee meeting on May 15, 1979.

The meeting was adjourned at 4:40 p.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting
May 15, 1979

Minutes

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Tuesday, May 15, 1979, at 2:00 p.m. in the Board Room of the Pako Corporation, Minneapolis.

Members Present: Kenneth Knopf, President; Margee Kinney, Vice President; Dean McNeal, Secretary; Anthony Andersen, Treasurer; Louis Gelfand, John McKay, Chy Morrison, John Tilton.

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

Others Present: Donald Maysack, President, Maysack and Marshall; Walter Collins, President, W. R. Collins Associates, Inc.; and Andy Currie, Vice President, C. W. Shaver Company, Inc.

The meeting was called to order at 2:00 p.m. by Ken Knopf, presiding.

Ken Knopf stated that, while lunching with Dick Gray, Foundation Board member, recently, Mr. Gray had commented that he believed nearly a year would be required to undo the negative publicity recently published on the zoo; Mr. Gray had added that the zoo seemed to lack a cohesive approach to public relations.

Discussion followed on the zoo's need for a more aggressive positive on-going public relations program. It was noted that the zoo does not have a full-time public relations staff, and that the media lacks an individual to contact directly for information regarding the zoo.

Dean McNeal stated that someone was needed (even a Community Public Relations Advisory Committee) to develop a cohesive "Zoo Story" that could be transmitted to all involved individuals, such as Foundation Board members. Ken Knopf stated that he, Firmin Alexander, and Paul Freeman would be meeting this week to further discuss organizational relationships including establishing a Public Relations Advisory Committee. He added that he had received a copy of a letter to Governor Quie from Foundation Board member Lou Gelfand discussing the need for corporate representation on the Zoo Board and Foundation representation on the Zoo Board. Mr. Knopf noted that the Zoo Board lacks members who have influence in the major business community.

Board members discussed the lack of business representation on the Zoo Board and its potential effect on fund-raising. Bob Voigt added that it will be hard at this point to involve the business community because many have presumed the leadership for the zoo will come from the state. (both operational and financial).

Margee Kinney then asked whether the Foundation's Executive Committee could recommend to the zoo that they develop an aggressive public relations program. Ken Knopf offered to bring this recommendation to the Organizational Task Force meeting scheduled later this week. Dean McNeal emphasized that public relations should be approached immediately; he suggested Dick Grat might be the person to build the zoo story, or public relations approach, which could be used by all Foundation Board members in their search for funds. Mr. McNeal suggested looking for people who could develop the zoo's positive story and bring this to the media.

Margee Kinney suggested that Ed Kohn have a staff person at the zoo who performed a public relations function full-time, continually feeding stories to the media. John Tilton suggested that a Public Relations Advisory Committee be designated to back up the appropriate staff person with ideas and input.

Lou Gelfand stated, that, if the Foundation wishes to implement a capital campaign, a receptive public will be needed. He noted that no one at the zoo currently acts as a liaison to the media and that current news articles indicated that few media people made any attempts to call anyone at the zoo for information. He added that people are needed on the Zoo Board who can raise funds and have credentials in the community before fund-raising can be implemented successfully. He also added that he believes "we" are further away from the positive image needed for a campaign than we were a year ago.

Board members then discussed the idea of a public relations advisory committee. Ken Knopf suggested that John Tilton, Jim Hetland, and Dick Gray participate in this proposed committee. He added that this committee should work with the Zoo Board and zoo staff to establish a central public relations focus and work toward a positive image of the zoo.

A. Discussion of Board Member Additions

Ken Knopf asked Executive Committee members for their recommendations for new Foundation Board members.

Margee Kinney suggested Ellie Crosby, Jim Fish, and Joanne Von Blon as potential Board members. Ken Knopf stated that he had considered Philip Von Blon as a potential Board member.

John Tilton reported that he had contacted several potential Board members, whom he had mentioned at the last Executive Committee meeting; none of these contacts, including an individual from the Bush Foundation, former Governor Andersen, and former Governor Levander, are available. Mr. Tilton also suggested Smokey Ordway as a potential Board member.

Chy Morrison reported that she had contacted Wally Dayton; she and Margee Kinney will meet with Mr. Dayton next week.

Lou Gelfand suggested that Marilee Dayton, wife of Wally Dayton, would make an excellent Board member.

Chy Morrison suggested that Mrs. Irwin Jacobs would also make an excellent Board member.

Margee Kinney suggested Andy Andrews and Dave McLaughlin as potential members.

Dean McNeal suggested John "Bud" Andrus and Bob Dayton as potential members. Mr. McNeal noted that the Foundation needs more of the younger, 40 to 50 year-old business leaders on its Board. Mr. McNeal also suggested Herb Bissell as a potential member following the termination of his commitment to the Abbott-Northwestern Hospital.

John McKay suggested Jim Oppenheimer would make an excellent Board candidate at the end of this year, following the completion of his commitments to the United Way. Mr. McKay also recommended Mr. and Mrs. Gordon Shepard.

Tony Andersen suggested Andy Boss, Dr. Bob Adams, and John Driscoll as potential Board members. It was noted that John Driscoll has previously been a Foundation Board member. Ken Knopf suggested Frank Hammond as a potential member.

John McKay moved that the people recommended be asked to serve on the Board of Directors of the Minnesota Zoological Garden Foundation. The motion was seconded by Margee Kinney. Motion carried unanimously.

B. Fund Raising Counsel

Bob Voigt stated to Executive Committee members that they would be receiving informal proposals from three professional fund-raising consultants today; Mr. Voigt emphasized that these three consultants were not "finalists" but were rather asked to attend the Foundation's Executive Committee meeting so that members could gain awareness of the role of professional counsel in a capital campaign and the various options available. Mr. Voigt added that he has contacted several national firms with whom he will be meeting within the next several weeks as they come into the metropolitan area.

C. Interviews - Consultants

1. Donald Maysack, President, Maysack and Marshall

Mr. Voigt then introduced to the Executive Committee Donald Maysack, President of Maysack and Marshall. Mr. Maysack has previously worked with the Foundation conducting the first half of a capital campaign feasibility study, assessing the attitudinal response of Foundation, Society, Zoo Board and Zoo Ride Board members.

Mr. Maysack first explained that professional counsel in a capital campaign will not directly raise monies, but will do the staff work necessary to make the best use of volunteer fund-raisers' time.

Mr. Maysack explained that the Board could follow two approaches in hiring professional counsel: hiring a large, national fund-raising firm, or hiring a local consultant. Mr. Maysack stated that the advantages of a national firm would be its ability to provide a high quality experience, its "bench" strength with a larger number of professional employees, and its years of experience in the field developing a fine national reputation. Mr. Maysack stated that the disadvantages of a national firm are its lack of knowledge regarding this specific community, its high cost due to the need of assigning a staff person on a full-time basis, and its lack of staffing flexibility, such that it would make little use of existing Foundation staff.

Mr. Maysack proposed that, as an alternative to a national firm, he could provide staffing flexibility, offering part-time services through his company and making use of the existing Foundation staff. He added that, as a local firm, he could operate much more economically, and knew the Twin Cities area philanthropically.

Mr. Maysack then read to the Board his prepared proposal offering fund-raising services, a copy of which is attached to these minutes.

Dean McNeal stated that the Foundation would require in a \$6.5 million campaign one \$1 million gift and several \$500,000 gifts; he asked Mr. Maysack whether a feasibility study would help determine the appropriate prospects to solicit for these gifts. Mr. Maysack responded that a feasibility study could determine where these gifts might be located.

Mr. Maysack's fee for the feasibility study of community leadership responses would be \$3,000 ... and \$49,500 for the campaign as outlined in his proposal.

Ken Knopf stated that the proposed starting date for a campaign is June, 1980, and asked Mr. Maysack whether this timeline was appropriate. Mr. Maysack responded that two to four months would be needed to plan and organize a campaign prior to actively soliciting gifts. He added that he would need answers to financial and other questions before the public which community leaders might ask during a feasibility study prior to its inception.

John Tilton asked what fund-raising ratio of expenses to contributions Mr. Maysack's fee established. Mr. Maysack responded that the fund-raising ratio for his services would be one to two percent; he added that the fund-raising ratio for Ketchum, Inc., by whom he was previously employed as a senior partner, was 4.5 percent.

2. Walt Collins, President, W. R. Collins Associates, Inc.

Bob Voigt then introduced Walt Collins, President of W. R. Collins Associates, Inc., a local fund-raising consulting firm. Mr. Collins stated that he had lived in the Twin Cities area for five years and after setting up one of the first local fund-raising firms in this area. During that time, Mr. Collins has consulted with the Minnehaha Academy, the Opportunity Workshop, Dunnwoody Institute and St. Mary's Rehabilitation Center on fund-raising campaigns.

Referring to the Foundation's capital campaign, Mr. Collins suggested that the Foundation not set its goal at this time, but instead wait to find out the community response in a feasibility study. Mr. Collins noted that the feasibility study is the most important document that fund-raisers use and that it would provide a realistic goal for the Foundation's capital program. Mr. Collins further stated that a feasibility study would provide new leadership, potential gifts, and advice and suggestions from community leaders.

Mr. Collins stated that his time frame in completing a feasibility study for the Foundation would take approximately one year. In preparing the feasibility study, Mr. Collins would conduct 60 to 65 interviews of community and business leaders.

Mr. Collins suggested that the Foundation's capital campaign be developed throughout the state of Minnesota, and that donations from all areas of the state be solicited.

Mr. Collins reported that his fee for a feasibility study would be \$6,000; fees for the campaign would be \$5,000 per month and would provide one full-time senior partner from the W. R. Collins Associates, Inc., to direct the campaign.

Ken Knopf asked Mr. Collins the results of a negative response to the feasibility study. Mr. Collins responded that a feasibility study could direct the Board to improvement areas, but that a study would primarily detail the timing, approaches and realistic goals of a campaign rather than producing an entirely negative response.

3. Andrew Currie, C. W. Shaver Company, Inc.

Bob Voigt introduced Andy Currie, Vice President of the C. W. Shaver Company, a national fund-raising consulting firm with regional offices in Minneapolis.

Mr. Currie stated that the C. W. Shaver Company is a management consulting firm which also provides fund-raising and fund-raising counsel. The regional office in Minneapolis has been established for 15 years; during that time, the Shaver Company has consulted on fund-raising drives for numerous non-profit organizations, including the Minnesota Orchestra, Minnesota Opera, Science Museum of Minnesota, Macalester College, the Bishop Whipple Schools, the St. Paul Academy and the Otto Bremer Foundation.

Mr. Currie explained that the Shaver firm includes as a part of its consultant/client relationship, long-range planning. The total financial management of an organization is analyzed, with both earned and contributed income taken into account.

Mr. Currie proposed developing for the Zoo Foundation a financial action plan and strategy for the zoo, which would include an approach to capital fund-raising.

Mr. Currie asked the Foundation Board to consider the continued income requirements of the zoo in future zoo planning, and suggested that it might be inappropriate at this time to set a dollar goal for a campaign until a financial action plan was developed.

Mr. Currie estimated that a financial action study could be accomplished in approximately six weeks. One to two weeks would be spent on the financial analysis of the zoo. Another three to four weeks would be spent interviewing 60 to 75 community and business leaders. The preparation of a final report would require approximately one week. Mr. Currie explained that the fee for the financial action study would be \$2,000 per week.

D. Discussion - Review - National Consultants

Bob Voigt stated to the Executive Committee that he would be meeting with various other local and national consultants in the near future and would report to the Board on these meetings. Meetings have been scheduled with Phil Brain of the YMCA; Donald A. Campbell and Company of Chicago; Gonsor, Gerber, Tinker, Stuhr of Chicago; American City Bureau of Chicago; and Ketchum, Inc.

Board members then suggested that the full Foundation Board meeting scheduled for May 23, 1979, be redesignated an Executive Committee meeting. Discussion of fund-raising counsel will be continued at that meeting.

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

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting
May 2, 1979

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Wednesday, May 9, 1979, at 3:00 p.m. in the Board Room of the Pako Corporation, Minneapolis.

Members Present: Kenneth Knopf, President; Margee Kinney, Vice President; Anthony Andersen, Treasurer; John McKay, John Tilton.

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

The meeting was called to order at 3:00 p.m. by Ken Knopf, presiding.

Executive Committee members met to begin discussion regarding planning for the Foundation's capital campaign, as had been recommended during the preceding Foundation Board meeting on April 26, 1979.

Members first discussed the conclusions and summary of the Maysack Report, an attitudinal survey of Board members' responses regarding the implementation of a capital campaign. Margee Kinney noted that problems suggested by the report may have changed; John Tilton added that the image of the zoo has slipped within the last several months. It was recommended that Board members consider the Maysack Report as suggestions for work on organizational and inter-organizational problems.

Referring to the recommendation that the Foundation Board be filled out, Tony Andersen suggested that each Executive Committee member present locate two new potential Board members for consideration at the next Executive Committee meeting. Discussion followed on the addition of specific people to the Board, their qualifications as Board members, and their responsibilities.

Ken Knopf expressed his reluctance to solicit new Board members at this time, feeling the inter-organizational problems and state affiliations of the zoo would keep any people he might ask from becoming Board members. He stated that he was nervous recruiting new members until clarifications on the role of the Foundation and state relationships were received.

Margee Kinney commented that inter-organizational problems could be solved through strengthening the Foundation; if the Foundation is strong and aggressive in becoming the major fund-raiser for the zoo, this action will establish the Foundation's identity.

Members then discussed the planning process for the implementation of a capital campaign. The community image of the zoo was discussed extensively. Several committee members noted that a major capital campaign would have a positive impact on the image of the zoo. Ken Knopf expressed his concerns that the image of the zoo currently could adversely affect fund-raising.

Tony Andersen stated that he was convinced the Foundation could move ahead at this time with a capital campaign, and asked Executive Committee members to consider prospects who could make a million dollar gift to

the Foundation. A preliminary list of potential prospects was identified.

Several members reaffirmed their interest in beginning a capital campaign, and noted that both staff and Board members are ready to go ahead. Ken Knopf expressed concern that the Foundation was not ready to implement a capital campaign. Discussion followed on the desirability of a feasibility study conducted by professional counsel. It was decided that this committee would meet with potential professional counsel at its next meeting.

Board members then discussed the need for commitment on the part of all Foundation leadership prior to implementing a campaign.

It was decided that the Executive Committee would continue the planning process at its next meeting on May 15, 1979. During the next two week period, Bob Voigt and Ken Knopf would review various professional fund-raising firms to make recommendations at the next meeting. Each Executive Committee member at the meeting would meet with two prospective Board members to determine their interest in serving on the Board. Finally, Ken Knopf would meet with Firmin Alexander and Paul Freeman to discuss organizational relationships.

The meeting was adjourned at 5:45 p.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Board of Directors Meeting
April 25, 1979

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Wednesday, April 25, 1979, at 3:00 p.m. in the Board Room of the Minnesota Zoological Garden, Apple Valley, Minnesota.

Members Present: Kenneth Knopf, President; Dean McNeal, Secretary; Anthony Andersen, Treasurer; Firmin Alexander, Paul Freeman, Reuel Harmon, John McKay, Chy Morrison, Gordon Rosenmeier, Mary Ann Scroggins, Sandra Stokesbary, John Tilton.

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

Others Present: Edward Kohn, General Director, Art Young, Associate Director of Physical Facilities and Planning, and Steve Iserman, Administrative Officer, Minnesota Zoological Garden.

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

I. Minutes of Board Meeting, February 1, 1979

Tony Andersen moved that the minutes of the Board of Directors meeting, held February 1, 1979, be approved as mailed to members. The motion was seconded by Chy Morrison. Motion Carried unanimously.

II. Minutes of Board Meeting, March 22, 1979

Tony Andersen moved that the minutes of the Board of Directors meeting, held March 22, 1979, be approved as submitted to members. The motion was seconded by John Tilton. Motion Carried unanimously.

Ken Knopf then noted that the previous meeting had been a complex review of the zoo's Capital Completion Program, and that Board members not attending had been surveyed for their response to the program following the meeting. Bob Voigt indicated that 17 of 21 Board members had responded to the survey regarding the 6-point Capital Completion Program. Only two had additional comments; one to add directors immediately and the other to get the campaign started sooner.

III. Treasurer's Report

The Treasurer's Report was presented by Tony Andersen, who reviewed items presented in the written Treasurer's Report.

Referring to Schedule 5, Administrative and MZG Expenses Paid, Mr. Andersen explained that the Foundation expenses have been averaging approximately \$7,000 per month; expenses at year-end thus should be approximately \$92,000 to \$93,000, or within one to two percent of the established fiscal year budget. When the C.E.T.A. reimbursement is

considered, the net expenses will be approximately \$73,000 to \$74,000.

Mr. Andersen also explained that the fund-raising ratio, or ratio of expenses to contributions received, is lowering each month and should be well within the 30 percent ratio recommended by the Charities Review Board. Actual expenses will approximate income on investments; subsequently, almost all donor income is held for the benefit of the zoo.

Referring to Schedule 3, "Cash and Invested Assets," Mr. Andersen commented that the Foundation was successfully maintaining minimum balances in its checking account, and that almost all of its total assets of \$1,092,101 have been invested; the Foundation thus is capitalizing on the interest income.

Bob Voigt added that the certificate of deposit which had matured on April 18, 1979, had been reinvested in a repurchase agreement paying 9 percent rather than another certificate; this action had been taken following notification from the zoo that a request for funds would be forthcoming shortly.

Referring to Exhibit I, Mr. Andersen then noted that the Foundation's total receipts for the year have been \$293,599, a low figure, yet reflective of the fact that the Foundation has not been actively soliciting new donations during the year. Mr. Andersen added that six firms still have pledges outstanding for this fiscal year; these include pledges of \$75,000 from the Blandin Foundation, \$5,000 from the Deluxe Check Printers Foundation, \$25,000 from the General Mills Foundation, \$5,000 from the Minnesota Gas Company, \$20,000 from the Northwest Bancorporation, and \$20,000 from the Pillsbury Company Foundation.

Referring to Schedule 2, "Analysis of Special Events," Mr. Andersen compared total donations, expenses and the net donations available to the zoo from the 1977 and 1978 walk projects, noting that the second walk produced both a 35 percent increase in donations and a similar dollar increase in expenses. Mr. Andersen explained that the Zoo Walk '79 budget is approximately \$60,000 and that an increase in donations would result in a significant increase in funds available for the zoo.

Discussion followed on previous walk expenditures. Kathryn Rosebear noted that expenses reported by Mr. Andersen for the project included shared proceeds, or the 20 percent distribution of funds raised by qualifying, participating non-profit groups. Actual expenses for the '77 project were approximately \$30,572; actual expenses for the '78 project totalled \$67,720.

Kathryn Rosebear then noted that, although the Zoo Walk '79 project seemed to be over-budget according to the Treasurer's Report, income offsetting expenses had been received which actually has kept the project within budget. C.E.T.A. employees for the project are being paid through a reimbursable C.E.T.A. program, in which their salaries for one month are reimbursed by Dakota County during the next month. Thus, although staff expenditures seem over budget, funds offsetting these expenses will be received.

IV. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt. Mr. Voigt explained that Kathryn Rosebear was also preparing a written report which, when examined along with him, should give Foundation Board members a comprehensive picture of Foundation activity.

Mr. Voigt then reported that several previous donors have requested new financial applications from the Foundation. One previous donor, the H. B. Fuller Company, recently increased its annual donation from \$5,000 to \$7,500 this year.

Mr. Voigt reported that several previous and current Board members have been active on behalf of the Foundation. Dick Palen, former Secretary-Treasurer, has represented the Foundation with the Midway Civic Association. Buzz Kaplan remains interested in the work of the Foundation though he finds it difficult to attend meetings; Mr. Voigt has been to Owatonna to meet interested corporate leaders in that area.

Mr. Voigt also reported that Jeff Keith, a former independent contractor with the Foundation working on the 1978 walk project, filed a claim with the Minnesota Department of Economic Security for unemployment benefits. Mr. Keith left the Foundation to move to Wisconsin, where he found other employment. The Foundation has appealed his claim. Joe O'Neill, Foundation Board member and attorney, and members of his office are assisting with the appeal.

Ken Knopf inquired whether the claim for additional payment from Charles Anderson, former Walk Director, had been resolved. Bob Voigt responded that Mr. Anderson, who had requested additional payment for work on the 1977 walk project, worked as an independent contractor with the walk project. With the assistance of Joe O'Neill, Mr. Voigt responded to Mr. Anderson and outlined the contract terms and conditions for payments made. Bob Ferguson, Zoo Board member and member of the 1978 Walk Committee, also talked to Mr. Anderson. Mr. Anderson has not contacted the Foundation in reply to the letter.

Mr. Voigt noted that he had met with Fred Senn, account representative for the public relations/advertising firm of Martin-Williams to discuss the Foundation's future potential public relations and marketing needs.

Mr. Voigt then asked Kathryn Rosebear to briefly present results from the Interagency Publicity Committee meeting held on Tuesday, April 24th. Ms. Rosebear stated that this committee, working on public relations and communications interface between the zoo organizations, had discussed several issues regarding public relations and inter-agency communications which should generate proposals for future Board consideration. An inter-Board communication piece, called "Off The Record," will be edited by the Foundation and Society and sent to all zoo, Foundation and Society Board members semi-monthly. A joint annual dinner combining the Foundation and Society events has been proposed. It has also been proposed that the Foundation and Society consider using the same advertising agency in the development of their publicity and other materials; it has been suggested that Foundation and Society staff meet with Martin-Williams, the Society's agency,

to request their proposal on an advertising approach which would provide compatible identities with distinct images for each group.

Tony Andersen commented that the public relations work of the Foundation would become more important as the Foundation began the development of its capital campaign; he suggested that one public relations idea might be the development of a totally incorporated annual report combining the zoo, Foundation and Society. Several Board members commented that this was an excellent idea, and that an annual report would be a good informational vehicle particularly of use in a capital campaign.

Bob Voigt then reported that the Minneapolis Council of Campfire had held a Campfire Day at the zoo on April 21st. During a short ceremony, the Campfire leaders presented to the zoo a check for \$1,047, representing their shared proceeds earnings for the 1978 Walk. The shared proceeds have been returned to the zoo to be used for the Otter Exhibit of the Minnesota Exhibit area.

V. a. Capital Completion Program

Bob Voigt reported that he had met with Ed Kohn and several members of Intedesign, the zoo's architectural firm, to gain information on plans for future zoo construction; he added that dollar figures for the proposed Northern Trek completion have not been finalized.

Ed Kohn reported that zoo staff has continued planning for the capital completion program originally presented to Foundation Board members at their last meeting of March 22, 1979. Plans include the completion of the Northern Trek exhibit area and the addition of a Tropical Savannah exhibit to the north of the Tropics Building. A summary of proposed development has not yet been completed, although architects are working to finalize it.

Mr. Kohn also reported that the Minnesota Legislature has not yet finalized its action regarding the Minnesota Zoo, but that the zoo does have with the legislature an "interested audience." Presentations to the Legislature will be completed and submitted for review shortly.

Ken Knopf inquired whether a timetable for the completion of Phases I, II and III of the Capital Completion Program existed, and whether the timetable started with the implementation of a capital campaign in 1980. Mr. Kohn responded that the timetable actually has two phases: the short-range development program and the Capital Completion Program. An original \$600,000 in needs for short-range development have been identified; additional funds are needed for remedial work to complete short-range development not included in the Northern Trek completion.

Mr. Kohn then announced that the likelihood of a matching funds program through the State of Minnesota seemed to be lessening. He inquired whether the Board's action on a capital campaign, approved at the last Foundation meeting, required a state match for implementation. Ken Knopf responded that, without a match, the capital campaign would have to be tailored differently. Several Board members inquired whether the Foundation would be in a better position to make decisions on a capital campaign after the legislative session; Mr. Kohn responded

that the legislature has finished its meetings on the zoo, and that final decisions are now being made by committee. The issue of Zoo Ride operational financing has not been finalized; as suggested by the Governor, the legislature will not act on operational support until the Zoo Ride is operational and has a record on which to base action.

John Tilton asked whether, by the end of this legislative session, zoo staff and Foundation Board members will have a good idea of the broad intent of the legislature towards the zoo; he added that, should the zoo become a typical state department, raising funds on its behalf will be an extremely difficult job. Ed Kohn responded that two different approaches to the zoo are being taken by the legislature. The House has proposed legislation that would allocate annual appropriations for the zoo budget, with all income going back into the general fund; the Senate has proposed a review of income and expenditures. Reuel Harmon noted that, whatever the approach taken by the legislature, the Foundation will have to begin a campaign; the question at hand is how the campaign will be structured.

Bob Voigt next called to the attention of Board members the handout listing Zoo Board meetings; he noted that Foundation Board members are invited to Zoo Board meetings and would gain an understanding of legislative and other issues by attending these meetings.

V. b. Campaign Planning

Bob Voigt, referring to Mr. Harmon's comment, noted that the Foundation must continue its fund-raising process on behalf of the zoo; the fund-raising process is inherently slow, allowing time to cultivate and build the trust of prospects and donors.

Mr. Voigt reported on recent seminars on fund-raising attended by Foundation staff and several Board members. A recent seminar presented ideas on long-range planning. Mr. Voigt summarized several concepts presented at this session. Recently, the YMCA raised \$15 million in three years in its capital campaign; a goal of \$25 million had been established. To achieve \$15 million, the Y developed a staff of volunteers through its main office and nine branches; over 1,800 volunteers participated in the fund-raising process. Carleton College developed over 4,000 gifts during its recent \$29 million capital campaign; volunteers included the 40 members of its Board, 12 staff, 18 national leaders, 10 alumni leaders throughout the country, and over 1,000 volunteers soliciting gifts.

Mr. Voigt noted that the Foundation will require a similar volunteer structure to successfully complete its capital campaign goals. He added that several Board members had expressed an interest in starting the campaign earlier than June, 1980; this schedule will be possible only if the Foundation develops a campaign structure and begins to gain momentum by recruiting its leadership.

Mr. Voigt presented to the Board several handouts on the fund-raising process. He first invited all Board members to a seminar on fund-raising offered by the Minnesota Chapter of the National Society of Fund Raisers

on May 21, 1979.

Referring to the April, 1979, excerpt from the Fund-Raising Institute, Mr. Voigt called to Board members' attention the six priorities identified as success factors in a capital campaign. He explained that major contributors are needed to take the lead and make major gifts prior to a campaign announcement to the community. Institutional planning and the development of a solid case statement were also identified as priorities. A feasibility study was also required; the Maysack Report could be considered half a feasibility study in its survey of Board members' attitudes; a survey of select groups of prospective donors would also be required. Other factors in a capital campaign included prospect research, staffing and the careful selection of leaders and volunteers.

Referring to the chart from the Fund Raising School, Mr. Voigt explained that the fund-raising cycle presented identified the need for major gifts cultivation, planning and the identification of prospects.

Referring to the handout prepared by the Foundation, Mr. Voigt explained that the page had been prepared for Board member awareness and completion. Included were listings of the various phases and activities of a capital campaign; the assignment of responsibilities and schedules and deadlines had not been completed but would require Board member involvement.

Ken Knopf asked Mr. Voigt whether he had a recommendation regarding the Foundation's planning process for a capital campaign. Mr. Voigt responded by recommending a working session of the Foundation's Executive Committee and interested other members to begin planning towards a campaign.

Ken Knopf then inquired whether institutional planning and the finalization of a Capital Completion Plan from the zoo would be required prior to Foundation planning. Mr. Voigt responded that planning could be carried out concurrently.

Mr. Voigt then suggested that the Foundation hold a planning session within the next week to ten days to assign capital campaign responsibilities and to begin determining deadlines for the campaign. Ken Knopf suggested that Mr. Voigt poll the Executive Committee and schedule a meeting within ten days. Dean McNeal suggested that the planning group consider timing, but not set deadlines at its first meeting.

Ken Knopf noted that the action plan approved by the Foundation Board at its last meeting called first for the resolution of inter-organizational confusion; the appointment of new Zoo Board members and the loss of Zoo Board Chairman Uly Seal has further confused this issue. Firmin Alexander stated that, as Acting Chairman of the Zoo Board, he would continue efforts of the Organizational Task Force.

Tony Andersen congratulated Bob Voigt on his presentation of ideas for planning; he suggested that the planning group not be limited to the Foundation's Executive Committee, but that others be involved as well.

John Tilton asked whether zoo staff would be able to establish parameters for the capital campaign and determine monies needed regardless of action by the state. Ed Kohn responded that between \$9 million and \$12 million will be needed to complete the Northern Trek; funding may be approached through a single campaign or a series of campaigns to raise monies for target projects. Tony Andersen noted that the figure being considered for the campaign was \$6 million.

VI. Other Reports

A. Minnesota Zoological Society

Paul Freeman reported on the activities of the Minnesota Zoological Society. He noted that income for the Foundation and Society this year is about the same, and that the Society budget (\$317,000) as compared to the Foundation's budget (\$72,000) speaks to the difference between the Society and the Foundation. The Society is the "grassroots organization."

Mr. Freeman reported that the Society has embarked on its renewal campaign. Notices have been mailed to 7,000 members, and 1,500 positive responses have been received. One-fourth of previous donor-level members have renewed their donor status. Mr. Freeman stated that the poster concept of attracting members has proved attractive.

Mr. Freeman announced that a Society Executive Committee meeting would be held on April 30th to consider means of better compensating staff and of providing staff with better exposure to other zoos on a national level.

B. Zoo Walk '79

Sandra Stokesbary reported that the Zoo Walk, scheduled for May 5th, was meeting all pre-event deadlines. Training sessions are being conducted for volunteers, and the project has received a great deal of publicity. Food for the event will be supplied by Dairy Queen, with the beverage provided by Pepsi.

To assist Como Zoo following the tragic loss of their polar bear, the Walk will direct funds to Como Zoo for the purchase of a polar bear. Discussion followed on the decision to assist Como Zoo, with several Board members responding positively to the project. Ed Kohn stated that a press conference held by John Fletcher, Director of Como Zoo, and himself on April 26th would announce the decision to collect Walk funds on behalf of Como Zoo.

Ken Knopf asked whether the Walk Operating Committee followed expenses closely and kept in mind the 30 percent expense ratio recommended by charitable review guidelines. Mrs. Stokesbary assured Mr. Knopf that the Operating Committee was closely following its expense ratio to keep it within 30 percent of donations raised. However, ratios are dependent on good weather on walk day, good pledges and good collections.

C. Minnesota Zoo Ride, Inc.

Bob Voigt reported on a meeting of the Zoo Ride Board of Directors on April 24th. Mr. Voigt stated that the meeting spoke to the concern of some Zoo Ride Board members regarding their liability and their need for insurance. Mr. Voigt further stated that the Zoo Would would probably be operational by July.

Ed Kohn then briefly notified the Foundation Board that additional modifications and small projects have been identified as necessary components of the zoo's short-range development program. These include modifications to the zoo's winter entrance, winter housing and eating areas for school groups, permanent sanitary facilities on the Northern Trek and approximately 40 to 50 other projects. A proposal will be approved by the Zoo Board prior to a formal request being presented to the Foundation.

The meeting was adjourned at 5:00 p.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Board of Directors Meeting
March 22, 1979

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Thursday, March 22, 1979, at 3:00 p.m. in the Board Room of the Minnesota Zoological Garden, Apple Valley, Minnesota.

Members Present: Kenneth Knopf, President; Margee Kinney, Vice President; Anthony Andersen, Treasurer; Malcolm McDonald, Chy Morrison, David Onan II, Mary Ann Scroggins, U. S. Seal, Sandra Stokesbary.

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

Others Present: Edward Kohn, General Director, Brad House, Associate Director of Plant and Animal Sciences, Art Young, Associate Director of Physical Facilities and Planning, and Steve Iserman, Administrative Officer, 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. Capital Completion Program, Presentation by Ed Kohn, General Director, Minnesota Zoological Garden

Mr. Kohn welcomed Foundation Board members to the zoo and, noting that the tour preceding the meeting had been cancelled, invited each member to contact him for a personal tour of the facilities.

Mr. Kohn briefly outlined the accomplishments of the zoo during its first nine months, and added that the purpose of the meeting today was to discuss the proposed capital completion program. Mr. Kohn stated that zoo staff and Board members had spent several months determining the next steps of the zoo's capital program; during the next three to four weeks, the finishing touches on proposed development, construction costs, and operating budgets will be finalized.

Brad House outlined the proposed next phases of development, including the completion of the Northern Trek and the addition of one tropical exhibit. Mr. House emphasized that the new development would not change the direction of the zoo; proposed new exhibits will maintain the zoogeographic continuity.

Mr. House discussed the various biomes, or major habitat types, of the world (see handout, attached), detailing habitats already treated in current zoo exhibits and habitats appropriate for future treatment. Habitat types under consideration for future development along the Northern Trek include the prairie, tundra, alpine and taiga habitats. Mr. House explained that large northern hemisphere animals would be exhibited in major habitat displays along the Northern Trek, and that secondary exhibits would be designed to enhance and enrich the

larger exhibits. A monsoon forest, or tropical forest, is also proposed for construction in a location near the Tropics Building (see hand-out, attached).

Mr. House then explained that some components of the construction program are already complete; underwater service, communications, the Zoo Ride track, and some rough grading have been completed along the entire Northern Trek. The service road to future exhibit areas has also been completed.

Malcolm McDonald inquired whether these new developments would positively affect visitor traffic patterns by the end of the summer. Ed Kohn responded that the Trek would be only 20 percent complete by summer's end, and thus circulation patterns would not be greatly affected. Some enrichment of the Northern Trek, including the addition of a small pheasantry, has been planned as a part of the short-term development already authorized by the Zoo Board with funds authorized by the Foundation.

Mr. Kohn then explained to the Board that Interdesign, the zoo's architectural firm, is under contract to the zoo to finalize its plans for the completion of the Northern Trek; these plans will be submitted to the Governor on April 15th.

Mr. Kohn explained the timelines for approval of the capital completion program. Following the submission of recommendations to Governor Quie on April 15th, the proposals will be considered by the State Legislature during their short session in 1980. Mr. Kohn suggested that the Governor also receive on April 15th a short synopsis of funding strategies and timelines from the Foundation. He suggested a sequential approach to fund-raising in which the zoo would go to the legislature for a matching funds program to complete the Northern Trek in three phases, and that three capital campaigns two years apart be conducted by the Foundation to raise the necessary funds to equal a state match.

II. Board Discussion: Steps to Implement Capital Completion Program

Referring to a chart of the proposed timelines and an in-house memo prepared by Zoo Associate Director Art Young, Ken Knopf then asked for Board member input on the proposed fund-raising schedule.

Mr. Kohn explained that the chart and memo received by Foundation Board members had been intended to bring to them the question of whether the suggested approach to fund-raising was viable. As stated, the program called for a \$1.5 million fund drive every other year for six to eight years to gain funds to match the proposed legislative matching funds program. Prior to the onset of a matching funds campaign, the approach also called for the Foundation to proceed with a fund drive to raise the \$2 million needed to complete the Polar Bear/Seal/Fox Exhibit and MidTrek Stop.

Tony Andersen questioned whether the timetable called for beginning construction prior to raising the total monies needed. Mr. Kohn responded that legally the zoo could not contract for construction until all monies were available.

Tony Andersen then inquired whether the figures presented had taken into account inflationary factors in the construction industry. Mr. Kohn stated that the figures were developed with inflation in mind, and that the proposed capital completion would cost much less if constructed in 1979.

Ed Kohn then explained that figures used in the presentation were not finalized, and that, in two to three weeks, final figures would be available. Also available at that time will be a format which answers questions on additional operating costs, impact on attendance, and other relevant issues.

Ken Knopf asked about the document he had received from John Tilton which discussed the self-sufficient goal of the zoo; Mr. Kohn noted that he had received no inquiries prior to Mr. Knopf's in regard to Mr. Tilton's document.

Ken Knopf stated that, at the last Foundation Board meeting, Mr. Kohn had requested a delay of the Organizational Task Force, a group addressing the interorganizational problems as defined by the Maysack Report. With problems still apparent, Mr. Knopf felt the Foundation was a year away from any fund drive, and asked Mr. Kohn whether he was now asking the Foundation to begin a \$2 million fund drive in the near future.

Ed Kohn replied that today's proposal was the first chance he had to discuss a practical approach with the Foundation Board and that discussing the need was the purpose of his presentation at the Foundation meeting today. Mr. Kohn further explained that the Governor, in previous meetings, had been receptive to considering a matching funds program, and that the Governor's staff had further indicated that a phased approach to zoo completion would also be appropriate. Mr. Kohn then had defined the total needs of the zoo and brought these to the Foundation Board for their discussion, keeping in mind the need to bring final ideas to the Governor in a presentation on April 15th. Further, the House Appropriations Committee requested a statement on total completion needs and the zoo has a real opportunity to respond.

Tony Andersen suggested that the proposal to the Governor include the total cost of completing the zoo in today's dollars, but that the Governor set the timetables for completion. He suggested an operating statement accompany the proposal.

The problem of operating subsidies from the state, and in particular the need for operating subsidies for the monorail, discussed in the Minneapolis "Tribune" article on March 22nd, was discussed by several Board members. Ed Kohn explained that the problem with the monorail operation is the same as the problem of the zoo; with a 40 percent shortfall in attendance, the zoo has experienced a 40 percent shortfall in revenues, and thus a 40 percent shortfall in self-sufficiency. He did emphasize that the zoo has received good attendance, bringing to the zoo the equivalent of 25 percent of the state's population within one year.

Ken Knopf asked whether the zoo was still following its short-term development program; Mr. Kohn responded that the program, funded by \$600,000 from the Foundation, was underway, and that the Foundation had in commitments and donations an additional \$1 million to be applied to future construction. Mr. Knopf then asked whether, with \$1.6 million in hand, a capital completion program could be delayed for a year. Mr. Kohn agreed that this was an option, and that the zoo could proceed with planning and some parts of the proposed construction.

Ken Knopf then inquired whether the zoo was likely to get a matching funds authorization from the legislature without first conducting a successful drive. Ed Kohn responded that the legislature would probably not authorize a match without a demonstration of the zoo's and Foundation's fund-raising viability. Mr. Kohn added that the zoo should not end up "competing" with itself by dividing its programs into community projects and state projects.

Mr. Kohn asked the Board whether they felt the matching funds approach to the legislature had merit and should be included in recommendations to the Governor. The Board generally agreed that the matching funds legislation would be of benefit in fund-raising. Margee Kinney reminded Board members, however, that many cultural organizations locally had complete capital fund drives without the benefit of matching funds.

Malcom McDonald then commented on the "serious attitudinal problem of the state legislature." He noted that certain legislators first involved in creating the zoo were not involved in besmirching it. He wondered how we deal with this irrationality. He suggested meeting with Board members and former senators Joe O'Neill and Gordon Rosenmeier to determine methods of telling the legislators that the zoo is not another domed stadium, that positive statements and leadership are needed from the state, and that the state leaders should be taking the initiative to talk to the positive benefits of the zoo.

Ed Kohn responded that the proposed capital program presented at this Board meeting is realistic for this and the next decade, and that plans beyond have been stated; he added that planning too far into the future or identifying too large a dollar goal for future additions could be detrimental to the zoo, by furthering the idea that the zoo is not complete and keeping potential visitors away.

Malcolm McDonald commented that the business community has the impression that the zoo is running itself irresponsibly; he asked whether it was possible to tie together the presentation to the Governor with the zoo "image" problem to further the image of a fiscally responsible organization. Also, the media continues to impose crisis situations that need corrections. The zoo does have competent management and is not running amok.

Tony Andersen added that he believes there is a credibility problem with the legislature scrambling to get out of the problem they themselves created.

Ed Kohn responded that the zoo is countering the zoo's negative image in a variety of ways: by having a responsible management group, and by taking each opportunity to speak for the zoo to the public. Ken Knopf

added that a positive response from the community is needed; he estimated a positive community response could be built in six months to a year. Mr. Kohn related that by October 15th, six months in the future, the zoo should have the necessary public image for a capital campaign.

Board members then discussed the timing necessary to create a better public image for the zoo. Margee Kinney stated that she would be willing to begin a campaign today if the public image of the zoo were better; she added that she does not have a good understanding of the general public response to the zoo.

Mary Ann Scroggins then asked Board members to consider proceeding with a capital campaign, forgetting at this time the possibility of matching funds and the zoo's public image. She noted that a capital campaign would play a part in changing the public perception of the zoo and that, while waiting for legislative action, construction costs were rising substantially. Mrs. Scroggins stated that the Board could continue its discussions for a year, but that to delay in making a decision to begin a campaign would mire the Board even more.

Ken Knopf stated that he believed the Maysack Report had stated that fund-raising would be difficult under existing conditions, and that it would be hard to recruit the volunteer leadership necessary to implement the campaign. He also wondered about the effects of going back to the same funding sources a series of times.

Dave Onan commented that he liked the sequential approach to fund-raising which allowed the Board to raise funds in manageable pieces with matching funds available.

Mary Ann Scroggins commented that the Foundation's problem was not the public image of the zoo, but its lack of sufficient organization to relate clear-cut information to prospects and raise funds for the zoo; she felt that, with an image change, the Foundation still might not feel organized.

Margee Kinney stated she believed the biggest need beyond solving the image problem was to create an information base from which to relate specific data to prospects.

Tony Andersen added that, once the fund-raising and representational relationships of the Foundation, Society and zoo were clarified, the Foundation could begin to raise funds.

Mr. Kohn said part of the answer to organizational problems in the creation of a realistic partnership in the planning process to determine final objectives.

Mr. Andersen then proposed that the Foundation consider six steps to action at this meeting: 1) that the Foundation, Society and zoo be defined and their functions sorted out, 2) that the zoo's operational financial management be known and confidence and control reported to the public, 3) that a 5-year goal for future development be established by the Zoo Board and presented to the Governor and legislature, 4) that the Governor be asked to respond to the zoo's proposal with suggested goals and timelines and the results be the Foundation's basis

for raising funds, 5) that the Foundation expand its Board with the people necessary to raise funds for the zoo, and 6) that a starting date of June, 1980, be set for the beginning of a capital campaign.

Ed Kohn summarized the preceding discussion by stating it appeared the Foundation Board believed that late autumn of 1979 is not a good time to begin a capital campaign; Mr. Kohn added that, with the Zoo Walk '79 theme of a polar bear, the public would undoubtedly look forward to the completion of the polar bear exhibit; without a scheduled drive for its completion, Mr. Kohn will be able to respond only that future funds will be sought from the legislature.

Chy Morrison commented that Mr. Kohn seemed totally disappointed that the Foundation would not begin a campaign for the \$2 million necessary to complete the polar bear exhibit. Ed Kohn stated that delaying the decision to begin did raise questions about the viability of the Foundation and the concept of the Foundation taking a target and moving into the community for funds. He added that credibility is what the zoo is working for, and the Foundation should share that responsibility with the zoo and the Society.

Malcolm McDonald moved that the Foundation approve the six steps to action proposed by Tony Andersen. The motion was seconded by Margee Kinney.

Commenting on the Board's reluctance to begin a capital campaign in the face of the zoo's problems, Uly Seal stated that new problems will arise as the old ones disappear. He added that no one has complete control over the various factors that comprise the zoo, and that decisions are made by multiple participants; the resolution to many problems is not always predictable. The resolution of the zoo's problems has taken place when participants refuse to take passive roles. Solutions are secured a step at a time, and many problems have not been predicted. Zoo Board and staff cannot offer answers to unknown situations until they occur (i.e., today's news article on the financial problems of the monorail).

Mr. Seal suggested that the Board approach problems one at a time rather than projecting into the future. He stated that the Foundation Board seemed to take a passive approach and that, without definite steps towards action, the Board would be in the same place next year. He suggested that Board members actively participate in solving the zoo's problems by taking action and raising funds to complete a portion of the zoo in the future; an active program should be recommended to the Governor on April 15th rather than waiting an additional year.

Tony Andersen then suggested that the Foundation plan for a \$6 million campaign after the legislature approves a \$6 million matching funds program. Margee Kinney stated that this approach did seem passive, and that the motion gives the Foundation one and one-half years to organize its group, and gives final decisions to the Governor. Mary Ann Scroggins added that the date of June, 1980, doesn't make the Foundation look very energetic.

Ken Knopf asked Mary Ann Scroggins whether, on the basis of present information, she would be willing to recruit capital campaign volunteers and new Foundation Board members. Mrs. Scroggins responded that she would be very willing to participate in that activity.

Speaking to the first item of Mr. Andersen's proposal, Ed Kohn stated that he regretted halting the resolution of organizational relationships between the zoo, Foundation and Society; his intent had been only to halt the amalgamation of the Foundation and Society. He added that the integrity of separateness might have value to the organizations and the zoo, and that he would continue to work with both organizations to develop goals. Ken Knopf responded that the Foundation had been willing to consider organizational relationships because they were causing confusion in the community, confusion which could be detrimental to fund-raising. He added that the Foundation had originally allocated \$5,000 to study the possibility of a merger between the Foundation and the Society, and that this study had been halted for six months at Mr. Kohn's request. Margee Kinney suggested that the Organizational Task Force begin work on its same order of business. Ken Knopf said that the two issues facing the Task Force are the role of each organization in regard to fund-raising and the presentation of financial needs to the public, and representation on the Zoo Board by the associated organizations. The merger is no longer an issue.

Mrs. Kinney suggested that each of the six items of the motion on the floor be considered individually.

It was moved that the organizational relationships between the zoo, Foundation and Society be considered and defined.
Motion Carried Unanimously.

Tony Andersen suggested the Organizational Task Force consider approaches to resolving organizational problems between the zoo, Foundation and Society within the month. Uly Seal stated that the question on merging the two support organizations had been dropped, but the Committee should continue to work on effective communications.

It was moved that the zoo's operational financial management should be in control and reported to the public. Motion Carried Unanimously.

It was moved that the Foundation increase its Board to its full capacity with the people necessary to raise money for the zoo, this increase to take place after the organizational relationships of the zoo, Foundation and Society are resolved. Motion Carried Unanimously.

It was moved that a time goal and a dollar goal, or timelines and fund-raising goals, be set prior to the campaign by the Board of Directors of the Minnesota Zoological Garden Foundation. Motion Carried Unanimously.

It was moved to set a five-year fund-raising goal not to exceed \$12 million as stated in 1980 dollars. Motion Carried Unanimously.

It was moved that the Foundation commit to beginning a capital fund drive no later than June, 1980. Motion Carried Unanimously.

Ken Knopf then stated that a small number of the total Board had made the previous decisions, and that other members should be informed as quickly as possible. Malcolm McDonald suggested minutes be circulated quickly and written approval of absent Board members be obtained.

The meeting was adjourned at 5:40 p.m.



Minnesota Zoological Garden Foundation

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

OFFICERS AND DIRECTORS:

CONNIE DeLAND
President
Minneapolis
MARGEE KINNEY
Vice President
Wayzata
MALCOLM McDONALD
Vice President
North Oaks
STANLEY NELSON
Vice President
Minneapolis
DEAN McNEAL
Secretary
Mound
ANTHONY L. ANDERSEN
Treasurer
St. Paul

TO: Board of Directors
Minnesota Zoological Garden Foundation

FROM: Robert S. Voigt, Executive Director

DATE: June 6, 1980

SUBJECT: Executive Director's Report

I. Development

FIRMIN ALEXANDER
Apple Valley
W. ANDREW BOSS
St. Paul
WALLACE C. DAYTON
Minneapolis
LOUIS I. GELFAND
Minneapolis
RICHARD G. GRAY, SR.
Minneapolis
KATHY GRETSCH
North Oaks
REUEL HARMON
Inver Grove Heights
KENNETH M. KNÖPF
Minneapolis
JOHN C. McKAY
South St. Paul
CHY MORRISON
Wayzata
DAVID W. ONAN, II
Wayzata
JOSEPH T. O'NEILL
St. Paul
GORDON ROSENMEIER
Little Falls
MARY ANN SCROGGINS
Afton
SANDRA STOKESBARY
Minneapolis
JOHN E. TILTON
Hopkins

EX-OFFICIO MEMBERS:

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

EXECUTIVE DIRECTOR:

ROBERT S. VOIGT

1. This has been the month of interviews by representatives of the C. W. Shaver Company for the feasibility study relating to the proposed capital campaign. Andrew Currie and John Whaley of the Shaver Company have met or talked with sixty individuals, corporate executives and foundation leaders in order to gain their insights as to the feasibility of a capital campaign. The basic idea presented was that the Minnesota Zoo Board is looking at ways to complete the Zoo as originally planned. The Foundation has been asked to determine whether or not private sector support would be available. During this month and the immediate month preceding, much time has been spent on assembling information, preparing maps, updating financial information and comparative zoo data on attendance, finances, etc. The initial contact letters were prepared within the Foundation office for signing by Foundation Board members. In some instances additional letters and other contacts were also made. Numerous meetings and visits were held with Mr. Currie and Mr. Whaley in order to provide them current information on the status of many zoo-related issues, finances and successes.
2. Each of the Foundation's Board committees met during the month and reviewed their current program activities and also reviewed initially goals and activities for the next fiscal-operating year. These individual reports have been previously mailed to all Board members.
3. The Finance Committee has met and reviewed the current year's budget and initial recommendations for the 1980-81 fiscal year. Final approval of this budget is pending receipt of the Shaver Company report

and subsequent recommendations which may come from each individual committee upon review of their program in relationship to the Shaver Report. The Finance Committee will meet again during the month of June in order to take into consideration later recommendations from the committees and Foundation officers. To assist in the budgeting process, staff has obtained current comparative financial information from several outside sources, consulting firms and national organizations regarding budgets for staff and similar programs.

4. The Public Relations Committee of the Foundation met with Bill Wells, Vice President of the Braman-Doremus Company, and several of his staff associates in order to discuss the Foundation's need for assistance in communicating the goals and objectives of a capital campaign. In addition, Mr. Gray, Chairman of this committee, has also met with the Zoo's Public Relations Advisory Committee and reported several recommendations to the Foundation's Executive Committee. The primary recommendation was that Mr. Gray would voluntarily host a group of 15 to 20 key community leaders for a luncheon at the Minneapolis Club and a half-day tour of the Minnesota Zoo. The purpose of this approach would be to provide conclusive documentation as to the value of the Zoo to the community, show evidence of the strengths in comparison to other community cultural and arts programs, and encourage these people to assist in making the Zoo part of the community's total cultural picture. Representatives from the Zoo Board on the Zoo's Public Relations Advisory Committee as well as representatives from the Society's Board have approved this proposal. The Foundation's Executive Committee met on Wednesday, May 21st, and endorsed this proposal. Since that time, Foundation staff have been working with Zoo staff to secure a major matrix of comparative information of the Minnesota Zoo with other national zoos. Staff has also been securing updated financial information and attendance figures on other cultural and artistic programs in the metropolitan area. This compendium is scheduled for completion by mid-June or sooner if possible. This information, along with the Shaver Report, and the concept proposed by the Braman-Doremus Company will be receiving considerable attention in the near future in order to assist in the design and implementation of the Foundation's immediate program.
5. Several meetings have been held with Karla Williams, Executive Director of the Minnesota Zoological Society, and Beverly Rongren, Associate Director, Minnesota Zoological Garden, in order to review the various sources of information available on mailing lists for the development of an individual gifts/donor support program. In the traditional sense of fund-raising, the broad community universe has to be narrowed to those who are interested and renewals developed, large annual gifts secured through updating this support, capital donors identified, bequests secured and support for the various types of capital development programs obtained such as those which have been proposed. These various contribution programs are all very closely inter-related and dependent on each other for awareness and support.

6. Correspondence has been exchanged with the Minnesota Attorney General's office regarding the Foundation's annual reports and copies of the audit prepared by Peat, Marwick, Mitchell and Company have been submitted in response to their request.
7. The Foundation has also forwarded financial information and copies of audits to the Minnesota Senate Research Committee.
8. Current information about the Zoo and the Foundation's financial information program have been shared with David Rademacher of the Research Department of the Minnesota Department of Economic Development.
9. Lawrence Wilford of the O'Neill law firm has assisted in the preparation and approval of a sub-lease agreement for the remaining two months of the Foundation's existing office space lease in the Wentworth Office Center.
10. Several investments of the Foundation have matured this month and have required reinvesting the funds until needed according to the Zoo's request for development funds. During the past two months, interest rates have declined substantially. The investment philosophy still is to maximize rates. The investment departments of both The First National Bank of St. Paul and Northwestern National Bank of Minneapolis have provided assistance in the investment of these funds and maximizing the returns.
11. Since moving to the Foundation's new location, we have been interviewing individuals for a position to assist us as an Office Manager/Secretary/Bookkeeper. During this past month, we have hired Dorothy Bromenshenkel, former Senior Secretary of the Upper Midwest Council. Miss Bromenshenkel, through her prior association, is well acquainted with similar office and accounting systems and, more importantly, is well acquainted with many community leaders and people with whom we are working to secure our program goals.
12. Rosemary Knutson, Manager/Owner of the Direct Mail Resource Center, has met with staff on several occasions in order to review the options available to the Foundation for establishing a direct mail program. This potential assistance and other needs relating to the coordination with the Society and Zoo mailing lists is moving ahead with concurrence from both organizations. Related meetings have also been held with representatives from the Tension Envelope Company, Litho Specialties and the Braman-Doremus Company regarding concept and design of support materials.
13. Kathryn Rosebear is continuing to provide leadership in the proposed assembly of a capital campaign film and has met with representatives of KTCA-TV, filmmakers, zoo staff and Jeff Strate in order to conceive and design a communication film.
14. Several visits have occurred with Dick Abraham, Pam Borden and Angie Stehman of the Zoo regarding last year's commitment from the Thorpe Foundation for purchase of educational material and a new interest expressed by Thorpe Foundation representatives for a major contribution

in the field of education for this year.

15. Funds have been advanced on the Zoo-approved program -- Earth Connections: The Art and Life of the Native American. These funds were used to purchase Ojibwa art which will be part of a traveling program sponsored by the Minnesota Zoological Garden. Funds are also being requested by Ed Kohn from the Carolyn Foundation to underwrite the major operating expenses of this project.
16. Funds are also being advanced on the ISIS project from a grant received from William Gruenerwald. Advancement of funds are based upon requests from Nate Flesness, Project Director, and approval of funds by Ralph Waterhouse, Executive Officer of the Zoo.
17. Several visits were also held with Robert Bonawitz, President of the Minnesota Zoological Society, and Craig Halverson, an engineer with the Pillsbury Company; the two men are currently working on an MBA program at St. Thomas College and have undertaken a Zoo market study as part of their coursework. They have borrowed our newspaper clipping book in order to do some market/attendance analysis.
18. On June 2, 1980, Harry Hite, a reporter for the St. Paul Dispatch, visited with Ed Kohn and subsequently with me in order to secure information on the Foundation's feasibility study. A short article relating to this study appeared in the Dispatch on June 3rd. A copy of that article is attached to this monthly report.
19. Six of the Kodak carousel projectors which were obtained for educational purposes associated with the Zoo Walks in the past years have been delivered, on loan, to the Zoo Education Department.
20. This past month I also attended the monthly meeting of the Hennepin-Lake Improvement Association which is the neighborhood business group interested in and working towards the improved business affairs of this commercial corner. As you will note when you visit the Foundation office or drive through this commercial district, there is considerable construction going on at the moment in the form of new curbs and gutters, sidewalk improvements, and will subsequently include the addition of trees and other plantings to improve the visual aesthetics of this corner.
21. Periodic meetings are held with Steve Iserman, Finance Officer of the Minnesota Zoo, in order to obtain detailed information on the use of funds advanced to the Zoo from the Foundation. Several months ago, Mr. Iserman established, with the assistance of Dick Arndt, a monthly report in process which identifies the application of funds in the Zoo's Short-Range Development Program. The original estimate was for expenditures of \$1,255,000. This budget has grown to an inflated estimate of \$1,392,226. Some new additions have been made to the project and other items have been deleted in order to utilize funding from other sources. Because of these changes, we are updating our accounting records in order to comply with distribution according to the restricted and unrestricted funds received. Our Treasurer, Tony

Andersen, and Andy Boss have assisted in the review process.

II. Administration

1. Many of the items identified previously in the Development section could also apply to administrative responsibilities and accomplishments this past month.
2. The Inter-Board Coordinating Committee continues to meet monthly on the Tuesday prior to the Zoo Board meeting in order to discuss respective programs and activities of each of the three alliance organizations.
3. This past month has included numerous phone calls and several meetings with officers and directors of Minnesota Zoo Ride, Inc. Related discussions have also occurred with Ed Kohn and Jim Hetland of the Minnesota Zoo as well as Jack Hoeschler, attorney for Zoo Ride, Inc., and Rick Slows of the Attorney General's Office. Because I have been the volunteer Executive Secretary for Zoo Ride, many conversations regarding payments, status of legal action, directors' responsibilities, and maintenance of official records have occurred within the Foundation office. At the recommendation of Jim Hetland, Chairman of the Minnesota Zoo Board, and concurrence by Connie DeLand, President of the Minnesota Zoological Garden Foundation, I have submitted by resignation from this volunteer position.
4. On June 4, 1980, Kathryn Rosebear and I both attended a conference sponsored by the Minnesota Chapter, National Society of Fund Raising Executives, dealing with effective direct mail fund-raising techniques. The all-day conference featured Joanne Blum and Robert Blum of Blum Associates, San Anselmo, California. Mr. Blum is also currently serving as President this year of the national organization of fund raisers. Recommendations for reaching individual gifts through the direct mail process, as gained from this meeting, will be presented to the Foundation Board for consideration in the near future.
5. Numerous visits have also occurred with President DeLand and members of each of the committees regarding their activities during the year as well as the preparation of material for meetings and activities that were related.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

CALLS AND CONTACTS

4/23/80 - 6/4/80

Abbott-Northwestern Hospital Foundation	Johnson	Voigt
Apple Valley Women Jaycees		Voigt
Braman-Doremus Company	Wells, et. al.	Voigt
Bigelow Foundation	Verret	Voigt
Dayton-Hudson Foundation	Contee	Kinney
Direct Mail Resource Center	Knutson	Voigt, Rosebear
Federman, Richard		Voigt
Fifth Northwestern Bank	Hein	Voigt
Fuller, H.B., Company -- Assembly Products Division	Sarner	Rosebear
General Mills Foundation	Whitehill	Voigt
International Multifoods	Phillips	Kinney
Josten's Foundation	Bullock	Voigt
Kelm, Erwin		Gray
KTCA-TV	Coughlin	Rongren, Rosebear
McQuay-Perfex, Inc.	Quest	Voigt
Medtronic Foundation	Duclos, Peterlin	Voigt
Metro Area Program Committee	Jenkins	Voigt
Minneapolis Foundation	Beech	Voigt
Minneapolis Parks Foundation	Wright	Voigt
Minnesota State Arts Board	Lovness, et. al.	Bender, Rosebear
Minnesota State Auditor	Carlson	Voigt
Normandale Foundation	Jenkins	Voigt
Northern Natural Gas Company	Spitzenberger	Voigt
Quie, Governor, Office of	King	Voigt
Saint Paul Foundation	Harris	Voigt
San Diego Zoo	Underwood	Voigt
Snap Graphics	Rymer	Voigt
Tennessen, Robert		Voigt
Thorpe Foundation	Boos	Voigt
Tuck, Dr. and Mrs. David W.		Voigt
Valspar Corporation	Guerrera	Andersen, Voigt
Weesner, Donald		Voigt
Woodard, Daniel, Memorial		Voigt

Report scheduled this month on zoo's money possibilities

A study to see how much private money may be available for more Minnesota Zoo development is to be completed this month.

C.W. Shaver Co. Inc., a New York-based firm, is interviewing individuals, companies and foundations about financing more zoo exhibits. It will report findings this month.

Robert Voigt, director of the Minnesota Zoological Garden Foundation, said the new exhibits are planned along the northern trail. Included are a polar marine exhibit, tundra exhibits and a monorail stop with restrooms and visitor services.

Zoo operation is financed from an appropriation by the legislature and visitor fees, according to Edward Kohn, zoo director. "We're working toward a 70 percent level of self sufficiency," he said.

Kohn said it looks like the paid attendance at the zoo this year will match that for the first year.

He said the zoo is having a great season, including the birth of several animals. Recent births include three Japanese snow monkeys, the second birth of a wild Asian horse (a species now extinct in the wild), four Siberian tiger cubs, a fjord horse, a percheron horse and four beaver kits.

Hunt leads Christian drive for \$1 billion

6/2/80

First of two articles

By Tad Bartimus
Associated Press

Houston, Texas

More than 100 of America's wealthiest and most-powerful people have given or pledged to raise \$1 million each in a \$1 billion drive led by Nelson Bunker Hunt to save the world by taking the Christian gospel to every soul.

The campaign is called Here's Life World. It is one of more than two dozen ministerial offshoots of the Campus Crusade for Christ International, Inc., an evangelical movement with headquarters in Arrowhead Springs, Calif.

Organizers of Here's Life declined to provide a list of contributors. But William R. Bright, the born-again Christian who founded and heads Campus Crusade, said that Hunt "personally pledged \$10 million to Here's Life in the beginning" three years ago and has given "considerably more" since then.

Hunt, a publicity-shy Texas tycoon whose name is more associated with silver and soybeans than with saving souls, is chairman of the international executive committee of Here's Life. Others who have endorsed the effort include former President Gerald Ford, Watergate special prosecutor Leon Jaworski, astronaut James Irwin, cowboy star Roy Rogers, football quarterbacks Roger Staubach and Terry Bradshaw, businessman W. Clement Stone, Dallas Cowboys

Crusade continued on page 3A

Zoo officials report finding monorail flaw

Officials at the state zoo in Apple Valley said Monday that they believe they have found the cause of the electrical malfunction that stranded 60 people for up to half an hour Saturday in a monorail train.

The problem was a short circuit in the electric rail that powers the monorail, said zoo spokeswoman Nancy Gibson.

She said the wires probably shorted out because of rapid changes in the weather.

However, the monorail will not resume running until at least Wednesday to give zoo officials time to have an outside electrical engineering firm look at the monorail, Gibson said. "We want to know that it's safe before people begin riding it," she said.

6/2/80

Minnesota Zoo blessed with tiger cubs, colt

United Press International

The Minnesota Zoo has four new Siberian tiger cubs and a new Mongolian wild horse.

The cubs were born Sunday morning at the Apple Valley facility and the mother still had them out of public

view. The colt was born Sunday night in the open and could be seen with the mother Monday.

The Mongolian wild horse is all but extinct outside of zoos and there are few Siberian tigers outside of captivity, a zoo spokesman said.

6/2/80

ces Mgmt. Corp.
RW
Minnesota Zoological Garden Foundation

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



6th St +
7th St + Marquette
MEETING NOTICE

Executive Committee

~~Thursday~~ ^{Tuesday}, April 29, 1980
3 p.m.

Conference Room A
Northwestern Bank - Minneapolis

A G E N D A

- | | | |
|------|--|-------------|
| I. | Financial Report | T. Andersen |
| II. | Executive Director's Report | R. Voigt |
| III. | Committee Reports | |
| | A. Capital Campaign | S. Nelson |
| | B. Individual Gifts | M. McDonald |
| | C. P. R. Advisory - Communications | R. Gray |
| | D. Special Events | M. Kinney |
| | E. By-Laws | D. McNeal |
| IV. | Preliminary Discussion of 1980-1981
Goals, Program and Budget | C. DeLand |
| V. | May Board Meeting (5/27/80)
Agenda Items | |
| VI. | Other Reports | |
| | A. Minnesota Zoological Garden | |
| | B. Minnesota Zoological Society | |

OFFICERS AND DIRECTORS: CONNIE DELAND, President, Minneapolis; MARGEE KINNEY, Vice President, Wayzata; MALCOLM McDONALD, Vice President, North Oaks; STANLEY NELSON, Vice President, Minneapolis; DEAN McNEAL, Secretary, Mound; ANTHONY L. ANDERSON, Treasurer, St. Paul; FIRMIN ALEXANDER, Apple Valley; W. ANDREW BOSS, St. Paul; WALLACE C. DAYTON, Minneapolis; LOUIS I. GELFAND, Minneapolis; RICHARD G. GRAY, SR., Minneapolis; KATHY GRETSCH, North Oaks; REUEL HARMON, Inver Grove Heights; KENNETH M. KNÖPF, Minneapolis; JOHN C. MCKAY, South St. Paul; CHY MORRISON, Wayzata; DAVID W. ONAN, II, Wayzata; JOSEPH T. O'NEILL, St. Paul; GORDON ROSENMEIER, Little Falls; MARY ANN SCROGGINS, Alton; SANDRA STOKESBARY, Minneapolis; JOHN E. TILTON, Hopkins.
EX-OFFICIO MEMBERS: ROBERT L. BONAWITZ, President, Minnesota Zoological Society; JAMES L. HETLAND, Chairman, Minnesota Zoological Board; EDWARD KOHN, General Director, Minnesota Zoological Garden
EXECUTIVE DIRECTOR: ROBERT S. VOIGT

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements
March 31, 1980 - Ninth Month

	<u>Current Month</u>	<u>FY 1980 To Date</u>	<u>Annual FY 1980 Budget</u>
Receipts:			
Contributions (Schedule 1 & 1A)	41,687.00	243,808.75	241,717.00
Net Special Events (Schedule 2)	(93.68)	17,722.63	22,900.00
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Total Receipts:	59,625.32	372,292.65	336,829.00
 Expenditures:			
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MZG Expenditures Paid (Schedule 5)	1,160.00	11,219.00	3,000.00
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Cash and Invested Assets - End of Period 3/31/80	<u>1,290,868.41</u>	<u>1,290,868.41</u>	
 Outstanding Commitments (Schedule 1)			
Current Fiscal Year	32,050.00		
Future Fiscal Years	247,866.00		

Minnesota Zoological Garden Foundation

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



TO: Board of Directors
Minnesota Zoological Garden Foundation

FROM: Robert S. Voigt, Executive Director

DATE: April 23, 1980

SUBJECT: Executive Director's Report

I. Development

- 1) Continued participation with/assistance to Andrew Currie, Vice President, C. W. Shaver Company, in the assembly of information for the feasibility study -- also John Whaley, Stan Nelson, Bob Lambert, Ed Kohn.
- 2) Continued discussions/meetings with Malcolm McDonald re. suggestions for individual gifts solicitation -- on-going, annual and planned gifts -- also Phil Brain of the Minneapolis YMCA.
- 3) Meetings with representatives of Braman Doremus Company re. Alliance Report, ideas for Foundation stationery and discussions re. a communications proposal to assist the Foundation in its program to obtain more visibility and support.
- 4) Relevant meetings with Litho Specialties re. printing of Alliance Report -- and other printers being considered.
- 5) Continued informal cultivation of prospects and provision of information on current developments to present donors as requested.

II. Administration

- 1) Many activities involved in preparation for moving the Foundation's official place of business, moving and getting re-settled -- i.e., lease, telephone, mover, etc.
- 2) Meetings with President DeLand re. current programs and preparations of idea statements for discussion of proposed 1980-1981 operating year goals, programs and budget.

- 3) Various discussions with members of the Zoo Ride, Inc., Board re. status and information available on options, etc.
- 4) Entered into sub-lease for Wentworth Office space (May 1 through June 30).
- 5) Visited with L. Alexander of St. Paul Chamber of Commerce re. attendance figures and comparisons of Twin City area attractions.
- 6) Several visits with local "reps" of Polaroid Company and Marvel Comics Group re. promotions and special events at MZG (and Ladd Conrad).
- 7) Met with Charles Robbins of Northwestern Bank re. various options available to handle funds during a capital campaign or on-going development program.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Calls and Contacts
3/25/80 - 4/22/80

Apple Valley Mrs. Jaycees	Schlett	Voigt
Bayport Foundation	Stout	Voigt
Besikof, Jeff		Voigt
Bob Carter Ford	Carter	Voigt
Co-op Foundation	Ellerbe	Voigt
Doremus Company	Wells, Miller, Weber	Voigt
Employees of Northwestern Club	Townsend	Voigt
Fuller, H.B., Company - Assembly Products Division	Sarner	Rosebear
Howes, Betty (Brian Howe Memorial)		Voigt
KTCA-TV	Strate	Rosebear
Litho Specialties	Cameron	Voigt
Medtronics	Duclos	Voigt
Minnesota Council on Foundations	Reis	Voigt
Minnesota State Arts Board	Lovness	Rosebear
Pillsbury Company	Halvorsen	Voigt, Rosebear
Roberts, Wisconsin, High School		Voigt
Saint Paul Foundation	Harris	Voigt
San Francisco Zoo	Kitchener	Rosebear
Watt-Peterson	Hastert	Voigt
Winslow Printing	Towne	Voigt

SPECIAL NOTICE

1. APRIL 28th

7:30 p.m.

KTCA - Channel 2

Minnesota Issues

Ed Kohn and Jim Hetland -- The Minnesota Zoo

2. APRIL 30th

6:30 p.m.

WCCO - Channel 4

P.M. Magazine

Dr. Kent Kane -- Animal Care at the Minnesota Zoo

Honeywell announces \$3 million grant for 'U'

By Dick Youngblood
Staff Writer

Honeywell Inc. announced Thursday a \$3 million grant to the University of Minnesota's Institute of Technology and its College and Graduate School of Business Administration.

The grant, part of a new, \$5 million commitment to higher education, will be spread over the next five years, Honeywell Chairman Ed Spencer told stockholders at the company's annual meeting yesterday.

The funds will go to strengthen programs in microelectronics, computer sciences and other technologies to "assist colleges and universities in developing graduates trained in the latest management and technical skills," Spencer said. Honeywell's high-technology business involves computer and control systems.

Of the \$3 million committed to the University of Minnesota, \$2 million will go to the Institute of Technology

to develop its Center for Microelectronic and Information Sciences, which is aimed at promoting advanced research in the electronics field.

The Honeywell grant matches one provided to the center earlier by Control Data Corp., Honeywell's cross-town rival in the computer wars.

The \$1 million committed to the College and Graduate School of Business Administration includes an immediate donation of \$750,000 to endow a Honeywell chair in management information systems. The remaining \$250,000, spread over five years, will support the school's instructional and fellowship programs.

David Lilly, the business executive-cum-dean who heads the business school, called it the largest single contribution he has managed to cajole out of the business community since he took the job in mid-1978.

Lilly, former chairman of the Toro

Co. and member of the Federal Reserve Board, is a member of the Honeywell board of directors.

Disposition of the remaining \$2 million of the Honeywell commitment will be announced later.

On the subject of making money, as opposed to giving it away, Spencer sounded optimistic for the remainder of the year, despite sharply lower first-quarter earnings reported on Wednesday.

Orders in Honeywell's major businesses remain strong, Spencer said, with order backlogs in the computer business at record levels.

This, combined with demand for control systems for energy conservation, will "help soften the effect of the expected economic slowdown."

In an interview after the meeting, Spencer said that, despite the 20 percent decline in first-quarter earnings and continued erosion of profit margins because of inflation, he still ex-

pects that earnings for the year will be up "modestly." He declined to define that term. In 1979 Honeywell earned \$260.5 million on revenues of \$4.2 billion.

Spencer said the first-quarter falloff resulted, in large part, from problems with a partially owned computer affiliate in Europe that had been shipping products at a very high rate in the fourth quarter and spent the first quarter building its production volume back up. Its results are expected to improve in the current quarter and beyond, he said.

It was a relatively uneventful meeting, at least in comparison with some past gatherings at which antiwar protesters vocally — and at impressive length — attacked Honeywell's production of war materiel.

The only dissent came from a woman who identified herself as Janice Hebelson, 38, of Fridley, and spent nearly 15 minutes warning stockholders that two of their directors (Spencer and J. Robert Schaezel,

former ambassador to the European Communities) are members of the Trilateral Commission.

The commission, made up of an international group of bankers, business executives, educators and former government officials, was formed for discussion of global economic and social problems.

But to Hebelson — and many ultra-conservatives — the Trilateral Commission is an elitist conspiracy aimed at seizing control of free-world governments and creating a one-world system dominated by the commission.

The irony of the situation did not escape Spencer, who at one point had defended Hebelson's right to finish her long statement in the face of a growing rumble of protest from other stockholders.

"This has got to be the first time we've ever been attacked from the right," he said after the meeting.

State was 9th in foundation giving in 1978

4-20-80
Foundation giving is big in Minnesota. The state ranked ninth nationally in foundation giving in 1978, according to The Foundation Center, a national research group.

There were 441 foundations that donated \$79 million in the state during 1977, according to a study by the Minnesota Council on Foundations. The council study, based on tax records, was published last year and is the most recent and extensive report on state foundations.

Education got the biggest share of the state foundation grants, 29.5 percent. Second was the arts, with 19.8 percent. Other categories of recipients and their share of the donations were social services, 14.3 percent; health, 9.4 percent; community affairs, 5.4 percent; religion, 5.3 percent; humanities, 5 percent; environment, 2.9 percent; and other, 8.1 percent. (The figures do not add up to 100 percent apparently due to rounding off.)

A dozen Minnesota foundations granted more than \$1 million each in 1977. They were:

- Bush Foundation, \$10.8 million;
- Northwest Area Foundation, \$5.5 million;
- McKnight Foundation, \$5 million;
- Minnesota Mining and Manufacturing Foundation, \$4.8 million;
- Dayton Hudson Foundation, \$4.5 million;
- General Mills Foundation, \$3.9 million;
- St. Paul Foundation, \$2.2 million;
- Alliss Educational Foundation, \$2 million;
- Phillips Foundation, \$1.7 million;
- Blandin Residuary, \$1.2 million;
- Minneapolis Foundation, \$1.2 million;
- and Pillsbury Company Foundation, \$1.1 million.

St. Catherine gets 3M grant
The College of St. Catherine, St. Paul, has received a grant of \$250,000 from the 3M Foundation to create an endowed professorship in business administration.

4-18-80

4-20-80

Nation's foundations may be forced to reevaluate roles

By Kathleen Teltsch
New York Times Service

New York, N.Y.

Until recently, the country's 22,000 foundations, with their amassed wealth of \$32.4 billion and reputations for accomplishment, have enjoyed the good life, free from the competitive pressures of the marketplace and, in the words of one director, "flattered, wooed and romanced interminably by grant seekers."

Now, however, they are increasingly beleaguered — by inflation, government regulations and well-organized special-interest groups vigorously attacking the foundations' performance.

Last year, foundations gave away \$2.24 billion in grants, a 3.7 percent increase over 1978. Measured against the 13.3 percent increase in the Consumer Price Index during 1979, however, the real value of foundation charitable dollars actually declined substantially. And for the first time, corporations, led by the oil companies, edged ahead in philanthropic activity, spending \$2.3 billion.

"We're all of us slipping — the ravages of inflation are cause for considerable worry," said Alan Pifer, president of the Carnegie Corp., one of the country's oldest and wealthiest foundations. "In the future, administrators will have to be more selective about their spending."

"There is little doubt that founda-

tions — large, medium and small — have never before faced so uncertain a future," said Murray Rossant, director of the Twentieth Century Fund, a research foundation that has studied foundation practices.

He said foundations had contributed to their own financial predicament by mismanaging endowments, pursuing unimaginative investment policies and spending loosely on "frills," such as high salaries and travel.

Foundations are in worse straits than charities, churches and other nonprofit organizations because federal law requires them to pay out each year in grants all of their income or the equivalent of 5 percent of their assets, whichever is greater.

Rossant is among many who would like to see the regulations modified, arguing that, as an incentive to improve investment performance, foundations should be permitted to accumulate a share of the excess earnings to protect their future grant-making capacity.

But many foundation analysts believe that even with an upturn in their financial status, foundations will not be able to maintain their former role of influence. They contend that the impact of foundations has diminished markedly as government has extended its spending into areas where foundations traditionally made their greatest impact — education, science, welfare and the arts. According to an analysis by the Foundation Center of New York, government spending in all these areas is 100 or more times greater than foundation grants.

But Robert Bothwell, director of the

National Committee for Responsive Philanthropy, a Washington-based organization that presses the cause of grant recipients, or so-called "donee" organizations, observes that "it is not an inadequacy of funds, but of vision, that has dwarfed the foundations' role."

The committee argues that most foundations are elitist and insulated organizations that prefer to concentrate their wealth on conventional recipients of philanthropy, such as hospitals and universities, symphonies and museums, all of which have access to other funds.

According to the committee, the foundations continue to ignore or give inadequate aid to "nontraditional" recipients — groups advocating the rights of consumers, minorities, women, the elderly and others lacking economic and political power.

"The ultimate justification for foundations receiving tax exemptions is that they are meeting public needs," said Pablo Eisenberg, president of the Center for Community Change, "but foundations are no longer fulfilling such needs — they are supporting what was perceived as the public needs 30 and 40 years ago."

The development of the donee groups, said William Dietel, president of the Rockefeller Brothers Fund, is a significant phenomenon of the last decade. He regards the donee groups' growth as "healthy" and advises foundation leaders not to be "thin-skinned" about their criticisms. But he also warns that an overzealous campaign could turn off prospective donors.

Minnesota Zoological Garden Foundation

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DATE: April 23, 1980

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MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

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Bayport Foundation	Stout	Voigt
Besikof, Jeff		Voigt
Bob Carter Ford	Carter	Voigt
Co-op Foundation	Ellerbe	Voigt
Doremus Company	Wells, Miller, Weber	Voigt
Employees of Northwestern Club	Townsend	Voigt
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March 31, 1980 - Ninth Month

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Kes Mgmt. Corp.

Minnesota Zoological Garden Foundation

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Executive Committee

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① *Inflation*
Crises

② *Dome*

③ *Highway art*

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EXECUTIVE DIRECTOR: ROBERT S. VOIGT

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Board of Directors Meeting
February 26, 1980

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Tuesday, February 26, 1980, at 3:00 p.m. in Conference Room A of the Northwestern National Bank of Minneapolis.

Members Present: Connie DeLand, President; Margee Kinney, Vice President; Malcolm McDonald, Vice President; Stanley Nelson, Vice President; Anthony Andersen, Treasurer; Gordon Rosenmeier.

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

Others Present: Andrew Currie, Vice President, C.W. Shaver and Company; Jim Hetland, Chairman, Minnesota Zoological Board; Edward Kohn, General Director, Minnesota Zoological Garden; Peg Wetzell, Administrative Assistant, Minnesota Zoological Society.

The meeting was called to order at 3:05 p.m. by Connie DeLand, presiding.

I. Minutes

- A. Executive Committee - November 15, 1979
- B. Executive Committee - January 8, 1980
- C. Executive Committee - January 29, 1980

Mrs. DeLand stated that the minutes of the Executive Committee meetings held November 15, 1979, and January 8, 1980, had been approved by the Executive Committee. In recognition of actions taken by the Executive Committee, these minutes also require the approval of the Board of Directors. However, a quorum of Board members necessary for action was not present.

The minutes of the Executive Committee meeting held January 29, 1980, were approved as submitted.

II. Treasurer's Report

The Treasurer's Report was presented by Tony Andersen.

Mr. Andersen noted that interest income received on investments during the fiscal year have exceeded operational expenditures by the Foundation. Mr. Andersen reported that expenditures for Zoo Walk '79 are nearly completed. A check to the computer firm has been issued during February; shared proceeds checks to the Minnesota Zoological Society and Como Zoo will be issued shortly, completing all financial obligations of the project. Mr. Andersen also reported that funds in checking accounts are kept to a minimum amount, with the majority of Foundation funds kept in interest earning savings accounts and certificates of deposit.

Stan Nelson inquired whether contributions received this year were applicable

to the capital campaign. Mr. Andersen responded that contributions received generally were payments on previous pledges.

Bob Voigt distributed to Board members a report on "Funds Expended from Minnesota Zoological Foundation Grants Under the Short Range Development Program for the three months ending December 31, 1979." Mr. Voigt noted that funds requested by the Zoo were less than originally projected when the \$1.2 million program was approved by the Foundation Board last spring. Ed Kohn added that Zoo staff had expected to complete design and bid requests according to the original schedule. However, delays have occurred and the payment schedule is being adjusted accordingly. Tony Andersen noted that completed items on the report are within pennies of the projected budget. Ed Kohn suggested that the report submitted to the Board might include alterations with more accurately estimated expenditures on completed projects.

Tony Andersen asked whether the Zoo's accounting system would detail the use of specific gifts and grants for specific projects. Ed Kohn responded that the Zoo's accounting system did detail this information.

III. President's Report

Connie DeLand reported briefly on two meetings held during the previous month.

Mrs. DeLand stated that an inter-agency group, comprised of the Board Chairmen and executive staff of the Zoo, Foundation and Society had met on February 7, 1980. Discussion at this meeting focused on the monorail and possible legislative action on monorail funding. This group plans to meet monthly in the future.

Mrs. DeLand reported that several Foundation and Zoo Board members and staff had met with filmmaker Jeff Strate to discuss the potential uses of film in the capital campaign. Examples of Mr. Strate's work, including a short segment on the Zoo and the KTCA campaign film, were viewed; examples of work by the Zoo's audio-visual department were also shown. A short campaign film aimed at the business community is under consideration, and further budgets and proposals will be reviewed in the future.

Bob Voigt added that two visual formats -- a film and a multi-media slide show -- are under consideration although no commitments to the production of a film have been made at this time.

Malcolm McDonald suggested that the Jerome Foundation be contacted as a possible funding source for a film.

IV. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt, who referred to the written report, attached.

Mr. Voigt reported that the combined annual report is nearing completion. The Braman-Doremus Company, which has donated the editing, design and payout of the report, has finished the preliminary payout and cover. A sample cover and payout were displayed.

Bob Voigt also reported that Governor Quie's introduction for the annual report has been written and will be delivered to the Foundation later this week.

Bob Voigt noted that a \$10,000 gift towards the ISIS program was received from Mr. William Gruenerwald of Colorado Springs, Colorado; the Foundation will serve as a depository for these restricted funds.

Mr. Voigt also stated that the Twin Cities Ford Dealers Associations have expressed interest in providing two vans for zoo use; no final commitment, however, has been received.

Reference was also made to the attached list of calls and contacts, a letter from the state auditor, and news clippings.

V. Other

A. Minnesota Zoological Garden

Ed Kohn, General Director of the Minnesota Zoological Garden, reported on the status of legislative consideration of monorail funding.

Mr. Kohn reported that he had appeared before the House Appropriations Committee to request funding assistance for monorail note payments. A meeting with the Senate Finance Committee is scheduled for Monday, March 3, 1980. Mr. Kohn stated that allocations will probably be recommended by the two sub-committees, but that he is uncertain of action to be taken by the legislature.

Mr. Kohn explained to Board members that, in 1977, the Zoo purchased the monorail, using \$8.7 million assembled privately; statutory authority to pursue private funding of the monorail was given to the Zoo by the legislature. The legislature authorized the Zoo to enter into an agreement for the purchase of the monorail. Attendance projections at that time indicated a greater number of zoo visitors and a greater number of monorail riders; actual attendance at the Zoo has been approximately 1 million visitors during the first year rather than the 1.8 to 2.2 million visitors originally projected. Actual ridership of the monorail has decreased from original projections at a similar ratio. Mr. Kohn stated that the monorail may return as little as \$20,000 this fiscal year; quarterly payments of \$200,000 on the certificates, however, are due beginning April 1, 1980.

Mr. Kohn explained that various options were available to the certificate holders should the legislature not appropriate funds for payments. Investors could repossess the train and ask the Zoo Ride to operate it, the train could be repossessed and sold, or the state could be sued for any deficiency. Mr. Kohn added that the Zoo Ride certificate holders are financial institutions, most being located in Minnesota.

Mr. Kohn also explained that Rick Slows of the Attorney General's office has issued an opinion that the legislature is not technically obligated to meet payments on obligations into which the Zoo Board has entered.

Mr. Kohn expressed his concern that additional negative press on the Zoo and the monorail financial problems would be forthcoming.

Tony Andersen inquired about ownership of Zoo Ride, Inc. Jim Hetland explained that Zoo Ride, Inc., is a non-profit Minnesota corporation with no owners. Members of Zoo Ride, Inc., are the members of the Minnesota Zoological Board; the directors of Zoo Ride, Inc., are elected by the Minnesota Zoological Board. Mr. Kohn further explained that the Zoo has now taken possession of the monorail through a lease purchase agreement.

Margee Kinney asked why the financing of the monorail had been so complex. Jim Hetland explained that the legislature originally refused to fund the monorail but gave the Zoo the authority to build the monorail if it could be financed through another source. He added that, in the minds of certain legislators, the funding option chosen could have been inappropriate.

Andy Currie asked whether, in subjective terms, there might be a solution to the monorail problem. Ed Kohn answered that the best solution would be purchase of the monorail debt by the State of Minnesota; he added that this solution was not politically available at this time. Governor Quie has recommended a \$1 million appropriation to cover quarterly payments for the next year; this seems to be a reasonable alternative to purchase of the train at this time.

Discussion followed on the state's need to honor moral obligation debts. Tony Andersen noted that the institutions which would be hurt by the state's refusal to back the debts are also the Foundation's donors; he felt that these institutions had a valid claim the state should honor.

Connie DeLand inquired whether the legislature would consider appropriations for monorail payments each year. Jim Hetland explained that, if the \$1 million appropriation were received this year, the future payments could become a budget item for consideration by the legislature every two years. Ed Kohn expressed his opinion that, if the initial appropriation were received, subsequent appropriations would more easily pass the legislature.

Jim Hetland then stated that the Zoo Board has made a deliberate decision not to involve the Foundation in the monorail issue. Stan Nelson noted, however, that the monorail's financial problems will affect the fund-raising efforts of the Foundation; he added that the current problems will probably affect the responses Andy Currie received to the feasibility study.

Andy Currie asked when a resolution to the monorail's financial problems could be expected. Ed Kohn stated that the next payments are due April 1, 1980, and that an indication of state action on the monorail payments could be expected by that date.

Bob Voigt inquired whether any additional assistance from the Foundation Board, other community leaders, state business leaders or professional associations might more positively affect the legislative action taken on the monorail certificate payments.

Discussion followed on legislative opposition to appropriations for monorail payments. Gordon Rosenmeier noted that this issue might not be very high on the list of state concerns; certain legislators might be worried about any precedents established by the legislature which could obligate it to pay off other lease purchase obligations. Mr. Rosenmeier suggested that one option might be a reduction in certificate value negotiated between the state and debt holders and that monorail debt be repurchased at the negotiated reduced rate.

In response to Mr. Rosenmeier's proposal, Ed Kohn stated that a transaction involving the reduction of debt value and purchase might not receive adequate support at this time. A \$1 million appropriation towards this year's quarterly payments seems an appropriate compromise. The next time the legislature will consider state appropriations for capital expenditures will be during 1982.

Andy Currie then suggested that a bipartisan group, potentially comprised of Governor Quie, Fred Norton, Elmer Andersen, and Nick Coleman, be established to foster support for the state purchase of the monorail certificates.

Reiterating Mr. Rosenmeier's previous statements, Ed Kohn felt the monorail problems were not important enough to the state. In addition, he felt that, lacking importance to the state, the issue offered certain legislators the opportunity to demonstrate their fiduciary responsibilities by opposing appropriations for the monorail.

Andy Currie restated his position that the feasibility study interviews need to focus on future capital requirements. He added that the feasibility study interviews are really the first step in the donor cultivation process, and that interviews should lead to a clear assessment of the donor climate, leadership potential and any changes in approach which are needed to meet campaign goals.

Stan Nelson asked Board members to decide, on the basis of information presented at this meeting, whether the Foundation should proceed with the feasibility study during March or wait for a resolution to the monorail's financial problems. It was the consensus of Board members that the Foundation should not proceed with the feasibility study until the monorail issue was resolved.

B. Minnesota Zoological Society

A report on the activities of the Minnesota Zoological Society was presented by Peg Wetzel, Society Administrative Assistant.

Ms. Wetzel reported that the Society is currently developing its next membership campaign; a direct mail brochure is being prepared by Martin-Williams, the Society's advertising agency. The Society hopes in the future to balance out its membership renewals so that all renewals are not due within the same month, causing problems for the Society's small office operations.

Ms. Wetzel reported that the Society's Annual Volunteer Recognition Program, held February 25, 1980, was successful. Several volunteers received

recognition for working more than 1,000 hours in the preceding year. Ms. Wetzel also noted that a promotional recruitment brochure is being developed to attract new volunteers.

A list of members' activities was presented, including lectures and workshops for the upcoming month. Ms. Wetzel noted that those programs which are family-oriented have generally been the most successful.

VI. Committee Reports

A. By-Laws

Bob Voigt reported for Chairman Dean McNeal on suggested changes to the Foundation's by-laws. Several changes to the Foundation's by-laws have been suggested by the By-Law Committee; input on changes has been provided by Larry Wilford, attorney with O'Neill, Burke and O'Neill. The only major change proposed is a new section creating positions for honorary directors. Final recommendations for changes in the by-laws will be brought to the next Foundation Board meeting.

B. Capital Campaign

Capital Campaign Committee Chairman Stan Nelson reported that, following discussion at this meeting, the Capital Campaign Committee would not proceed with the feasibility study until the resolution of the monorail issue. He suggested a special Executive Committee meeting be called if the issue is resolved before the next regularly scheduled Executive Committee meeting on March 25, 1980.

C. Individual Gifts

The Individual Gifts Committee did not meet during the previous month; no report was given.

D. Nominating Committee

The Nominating Committee did not meet during the previous month; no report was given.

E. Public Relations Advisory Committee

Bob Voigt reported for Dick Gray, Public Relations Advisory Committee Chairman, that the committee had met during the previous month. A report on the public relations activities of the Zoo was presented by Associate Director Beverly Rongren. Ed Kohn also reported that the committee has achieved its goals as earlier identified. No current issues are under consideration.

F. Special Events Committee

Margee Kinney, Special Events Committee Chairperson, reported that the committee had not met. She asked Board members whether a special event,

similar to that held last September for Foundation prospects, should be considered for a spring date.

Tony Andersen suggested a "birthday party" be sponsored for donors and prospects. Ed Kohn noted that the Zoo plans to designate the month of May as the Zoo's "birthday month." Mr. Kohn added that a calendar of the Zoo's special events would be finalized within ten days.

Bob Voigt reported to Board members that arrangements are being made for the relocation of the Foundation office in Rainbow House, Hennepin and Lake Streets, Minneapolis. The proposed lease agreement is currently being reviewed by Attorney Larry Wilford.

The next meeting of the Foundation's Executive Committee is scheduled for March 25, 1980.

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

Exhibit 1

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements
February 29, 1980 - 8th Month

	<u>Current Month</u>	<u>FY 1980 To-Date</u>	<u>Annual FY 1980 Budget</u>
Receipts:			
Contributions (Schedule 1 & 1A)	-0-	\$202,121.75	\$189,717.00
Net Special Events (Schedule 2)	(512.03)	17,816.31	22,900.00
Interest (Schedule 3)	10,460.94	86,933.64	62,222.00
Other Income (Schedule 4)	<u>40.37</u>	<u>5,795.63</u>	<u>3,750.00</u>
Total Receipts:	\$9,989.28	\$312,667.33	\$278,589.00
Expenditures:			
Administrative Expenses (Schedule 5)	\$6,969.79	\$63,186.55	\$67,788.00
MZG Expenditures Paid (Schedule 5)	-0-	10,059.00	27,126.04
MZG Capital Project Expenditures (Sch. 5)	<u>7,752.78</u>	<u>223,743.00</u>	<u>600,000.00</u>
Total Expenses:	\$14,722.57	\$296,988.55	\$694,914.04
*Excess of Receipts Over Disbursements	(4,733.29)	15,678.78	
Cash & Invested Assets - Beginning of Period 2/1/80	\$1,244,516.13	\$1,224,104.06	
Cash & Invested Assets - End of Period 2/29/80	<u>\$1,239,782.84</u>	<u>\$1,239,782.84</u>	
Outstanding Commitments (Schedule 1)			
Current Fiscal Year	\$73,217.00		
Future Fiscal Years	\$247,866.00		



Established 1867

Charles W. Bailey Editor
Wallace Allen Associate Editor
Frank Wright Managing Editor
Leonard Inskip Editorial Editor

Donald R. Dwight Publisher

16A

Sunday, March 2, 1980

Humphrey Institute deserves support

The Minnesota Legislature has every reason to move ahead with a fully deserved and entirely fitting tribute to Hubert H. Humphrey. It should approve the University of Minnesota's \$11-million bonding request for a new building for the Humphrey Institute of Public Affairs.

The institute, already one of the country's most respected public-affairs schools and a prime source of bright young recruits to government service, occupies cramped quarters in the Social Sciences building. Although progress lagged in planning the institute after Humphrey died two years ago, the university has overcome those difficulties. The institute program is adequately defined. That program fully supports the size building being requested. The new institute director, Harlan Cleveland, possesses exactly the right training and experience to provide needed leadership. The institute is established as a separate unit within the university, a position essential to success of its inter-disciplinary program. So the request represents far more than a knee-jerk response to Humphrey's death.

True, a fund drive for a \$20-million endowment has leveled off at \$13.4 million. But campaigns in New England and Great Britain will bring in additional

money, and the university has solid plans for additional solicitation and support. Even if the \$20-million goal proves too optimistic, as seems likely, the endowment fund clearly will be large enough to support an expanded, enriched institute program — if the Legislature provides the building.

The request is unusual because it is outside the university's regular capital budget. But that is appropriate, given the special circumstances, the generous endowment and the nature of the building — for, as Muriel Humphrey told a legislative committee Thursday, the institute should be not the university's building, but the state's. That would be literally as well as figuratively true, to an extent, since about 15 percent of the space would house the Minnesota Historical Society's extensive collection of Humphrey memorabilia.

The \$11-million request represents just over 3 percent of the university's proposed six-year capital budget. That's not extravagant to house a successful public-affairs institute and a memorial to the leader who for 30 years was Minnesota's most outstanding, best-known — and probably best-loved — public man.

Another major downtown development?

Major building projects in downtown Minneapolis are almost getting to be old hat these days — but not quite. The idea of more development, more activity, more tax revenue and more assurance of a vital center city is still exciting. So it was good news last week when the YMCA told a Minneapolis City Council committee about tentative plans for a new building — and the redevelopment of much of the block bounded by Hennepin and La Salle avenues and Eighth and Ninth streets. Nonetheless, the proposal raises questions to be kept in mind as plans are refined.

If current negotiations work out, the project would replace much of the Y's present building at Ninth and La Salle, giving the association much-needed new and larger facilities. (The existing corner tower would be kept.) In addition, the project could include a hotel along Eighth Street and an office tower at Ninth and Hennepin. A private developer is interested in the project, a Y official said, but the city would have to contribute about \$13 million for such costs as land acquisition and tenant reloca-

tion. The city investment would be repaid through tax-increment financing.

That raises the first question. Can the city afford another big tax-increment investment, especially when it is already committed to the nearby City Center district? A related question is whether a market exists for yet another downtown office tower. How will the project fit in with the city's plan to maintain Hennepin Avenue as a lively entertainment center? What will happen to the Jesus People Church on Hennepin? If it moves, there could be room for the new, major hotel city planners would like to see built downtown.

YMCA officials, city planners and potential builders are aware of those questions and are trying to find answers that meet downtown development needs, minimize risks and make better use of an underutilized, but potentially valuable, block. We hope they succeed in turning the YMCA's plans into another positive contribution to the life of downtown Minneapolis.

Skyway News Goes to a Party

The Metropolitan Medical Center's Children's Heart Fund held its first fund-raising dinner/dance recently at the Registry Hotel. Three-hundred and twelve people attended and danced to the music of the 19-piece Don Bates Great Big Band, supplied free of charge by Bill Dorn, Twin Cities Magazine publisher. Over \$15,000 was raised for the Children's Heart Fund, \$4,500 of which came from a Silent Auction.



Contributions from people like Mike Lynn, CHF board member and general manager of the Minnesota Vikings, and wife Jorja helped CHF raise \$4,500 in the Silent Auction.



Hosting the evening's program were Sharon Anderson and Steve Edelman of Channel 5's "Twin Cities Today."



Merna TonThat (left), executive director for the Children's Heart Fund; Ngheim TonThat, TCI president; and former Miss USA, Barbara Peterson, Carlson Companies, enjoyed dinner at the Registry Hotel.



CHF president-elect George Wilson, Helen Wilson, and Helen Florest enjoyed the music of Don Bates Great Big Band.



Among guests at the fund raiser were (left to right) Pam Kiser; Joseph Kiser, CHF cardiovascular surgeon; Scott LeDoux, boxer; and Jo Jimmerson, wife of Wayne Jimmerson, Agricultural Services.



Phil McElroy (left), CHF board member; Wayne Jimmerson, Agricultural Services; Lou Wangberg, Lt. Gov.; John Bell Wilson, CHF Director of Development; and Jane Wangberg were among the 312 persons who attended the fund-raising dinner and dance.

House panel decides not to bail out zoo monorail

Associated Press

A House appropriations subcommittee decided Tuesday not to bail out the financially troubled monorail at the Minnesota Zoological Gardens.

Private investors, including 14 area banks and two insurance companies, put up \$8.3 million to build the 1.4-mile monorail. Interest costs over the 17-year period of the bonds push the total obligation to \$13 million.

The monorail, which opened last year, has not generated enough revenue to cover operating costs, interest payments and debt retirement.

Gov. Al Quie had recommended a \$1 million appropriation to meet the \$200,000 quarterly bond payments scheduled to begin April 1, which would avoid a default until July 1981.

The State Departments Division of the Appropriations Committee unanimously approved a rider to an appropriations bill. The rider says "the state is not and never has been responsible for the financing of the zoo ride."

"That law clearly indicates that the state of Minnesota took no responsibility to either finance the zoo ride or to rescue the private investors if the zoo ride financially fails," the House rider says.

Lawmakers have bristled at a suggestion by a spokesman for private investors that a default on the monorail bonds could cause an increase in interest rates on state general obligation bonds, which are backed by the full faith and credit of the state. Lawmakers originally turned down a request for the state to fund the monorail but authorized the Zoo Board in 1977 to permit private investors to fund the project.

St. Paul Pioneer Press
Friday, February 22, 1980

Zoo renews plea for money to aid monorail

By the Associated Press

Officials of the Minnesota Zoological Garden Thursday renewed their plea for a \$1 million state appropriation to bail out the zoo monorail.

Zoo Director Edward Kohn told the House Appropriation Committee the \$1 million is needed to meet payments on "certificates of participation" used to finance the ride.

It appears that a \$200,000 payment, due April 1, will not be met unless the state appropriates the money.

The committee took no immediate action on the request.

Gov. Al Quie has asked legislators to approve the \$1 million to prevent default on the certificates, which are similar to revenue bonds. A default could hurt the state's AAA bond rating.

However, a bipartisan group of lawmakers from throughout the state has said the state should not bail out the ride.

"The thing is not paying for its operation," said Sen. Jack Davies, DFL-Minneapolis. "It's \$8.4 million in debt."

22 F

St. Paul Pioneer Press

Wednesday, March 12, 1980

Senate panel won't deal for bankrupt monorail

By Gary Dawson
Staff Writer

State legislators were offered a "deal" Tuesday night on a slightly used Minnesota Zoo monorail by investors in the bankrupt project, but they politely refused.

Investors, through a state Finance Department official, Pat Born, offered to sell the tracks, cars and financial deficit to the state at a discount, but a Senate finance subcommittee refused to bargain — at least for the time being. In fact, the subcommittee, chaired by Sen. Hubert Humphrey III, DFL-New Hope, refused to authorize any additional funding for the zoo monorail, including the \$1 million Gov. Al Quie recommended to meet construction payments over the next 15 months.

THE SENATE ACTION gave zoo boosters a double whammy at the Capitol Tuesday. Earlier in the day a key House budget subcommittee also turned thumbs down on any more zoo funding. Plus, the subcommittee wrote a harsh section into its supplemental state budget bill denouncing the entire monorail project as an ill-advised financial project and warning investors that the Legislature feels it has no financial obligation.

After Tuesday's moves by lawmakers who are in a position to formulate purse-string policy on the zoo, all the zoo may be left with is its animals, unless those become a target of a law suit. Investors

have threatened to sue to regain their \$13 million investment in the monorail. They may seek a lien on zoo property, including whales, birds and other wildlife.

IN THE MEANTIME, it is expected the monorail will continue to operate. The 1.4-mile run is paying its own operating costs, but not paying off construction costs as predicted by its boosters. Quarterly construction installment payments of \$200,000 are due beginning April 1 under a Zoo Board contract with 16 area financial institutions. Legislators say they never authorized a bailout of the transportation system which they allowed the board to contract for under state law.

Born said investors are talking of selling the whole project to the state at, perhaps, 67 cents on the dollar. The investors then could take the money and buy a security at a higher interest rate and not lose any money. Such a deal might also save the state's credit rating, investors argue.

Sen. Frank Knoll, DFL-Minneapolis, while saying he didn't want to "derail" the investor proposal, questioned whether taxpayers should get stuck with it.

Sen. William Luther, DFL-Brooklyn Park, said if the deal was accepted the investors would "come off whole" and the state rather short and moved that no funding be authorized. The committee adopted the proposal unanimously.

Continued from Page 17

Irish take on North Dakota over
the weekend in hockey playoffs

Bush board awards \$3,397,458

Nineteen grants totaling \$3,397,458 have recently been approved by The Bush Foundation board of directors.

Seven education grants totaling \$1,925,000 went to Hamline University, Saint Paul; College of Saint Thomas, Saint Paul; University of Minnesota College of Business Administration; United Negro College Fund; Macalester College, Saint Paul; Augustana College, Sioux Falls, S.D.; and Minnesota Independent School Fund.

Six human-service grants totaling \$810,000 were made to the United Way of the Minneapolis Area; Children's Village-Family Service, Fargo, N.D.; Plymouth Christian Youth Center, Minneapolis; Working Opportunities for Women; and Shanti House, Minneapolis.

A three-year grant of \$165,300 was approved for InterStudy, a health policy research organization in Excelsior, Minn., and a grant of up to \$73,818 was approved for Minnesota Public Radio, Saint Paul. A \$39,140 grant went to the Metropolitan Economic Development Association, Minneapolis; \$31,770 was approved for the National Trust for Historic Preservation in Washington, D.C.; and \$75,000 went to support the programs of Foundation Center, New York.

The sum of \$277,430 was voted to support the 1980-81 session of the Bush Public Schools Executive Fellows Program, which is administered by the Minnesota Associa-

3-7-80

Quie appoints three to zoological board

United Press International

Gov. Al Quie named a former legislator, a former state demographer and the owner of a medical supply company to the Minnesota Zoological Board Thursday.

All three will serve four-year terms.

Harveydale Maruska, 56, of Warren, a former legislator, replaces Jerome Wagner on the board. Maruska owns Quality Motors at Warren.

Hazel Reinhardt, 38, of Edina, served as state demographer between 1974 and 1979. She is now director of research for the Minneapolis Star and Tribune Company. She replaces Sandra Stokesbury.

Herbert Goldenberg, 46, of Minnetonka, owner of Red Line Medical Supply Co., replaces Adolph Tobler on the board, which oversees the operation of the Minnesota Zoological Gardens in Apple Valley.

Augsburg completes \$4.8 million fund drive

United Press International 2/27/80

Augsburg College officials said Monday they had successfully completed a three-year capital fund drive with a \$4.8 million goal for building expansion and improvements.

President Oscar Anderson said the goal was exceeded with gifts and pledges totaling \$12.5 million including both the capital and annual fund drives during the three years.

The improvement project includes a \$2 million music classroom building with a 200-seat recital hall.

Minneapolis Tribune

Thur., Feb. 28, 1980

Cities may get \$182 million in housing aid

Copyright 1980 Minneapolis Tribune

By John Kostouros
Staff Writer

A \$182 million program aimed at easing the housing shortage for low- and moderate-income families in Minneapolis and St. Paul will be considered Friday by McKnight Foundation directors.

The plan, developed cooperatively by labor and the two cities at the suggestion of the McKnight Foundation staff, calls for development of about 3,200 moderately priced housing units over five years. The cities would split the money, with each city deciding how its share would be used.

The proposal calls for contributions and investments totaling \$15 million from the foundation and an investment of \$20 million from union pension funds. Much of that \$35 million would then be put into income-producing investments and could be used as a basis for obtaining substantially larger amounts in loans. This, coupled with the contributions by the cities, would produce housing valued at \$182 million by the end of five years, the proposal says.

The two cities would administer the program, help assemble land for projects, contribute \$1.6 million in community development block grant funds, a \$5 million federal urban development grant, if it is approved, and contribute enough money for 550 rental units given the cities under the federal rent subsidy program.

Officials hope the program will go far in easing the shortage of housing for moderate-income families, which planners feel is pushing young families out of the two cities and into the suburbs. They also hope to set a nationally recognized example of what can be done by a partnership of the public and private sectors. Such partnerships have been much ballyhooed, but seldom realized since President Carter declared three years ago that they should provide the keystone for the revitalization of America's cities.

As for the McKnight proposal, it is unclear whether the board will act on the proposal Friday. Russell Ewald, the foundation's executive vice president, said some of the McKnight board members will not

McKnight continued on page 5A



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

TO: Board of Directors
Minnesota Zoological Garden Foundation

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

DATE: March 25, 1980

SUBJECT: Executive Director's Report

I. Development

While the proposed interviews of 60 community leaders and corporate executives as part of the feasibility study for the Foundation's capital campaign has been postponed until after the outcome of the legislative sessions is known, additional information has been provided as a basis for discussing future financial and operational goals of the Zoo. At the Zoo Board meeting on March 13, 1980, General Director Ed Kohn presented a preliminary statement entitled "Director's Selected Goals for the Minnesota Zoo, 1980-83" and also a "Demonstration Exercise" containing projected attendance, revenues and operating figures through 1985. While these statements are intended to be a first draft of future projections, this information will be helpful, when finalized, as evidence of the Zoo's potential future strength and self-sufficiency. The plans now are to conduct the interviews during April and to proceed with the feasibility study as previously proposed. With the information secured, the Foundation will then have the opportunity to identify and establish program needs and schedules.

Numerous discussions have been held with Andy Currie of the C. W. Shaver and Company regarding the current status of legislative activities, Zoo programs and campaign leadership requirements. These needs and related discussions have also been shared with Stan Nelson, Chairman of the Foundation's Capital Campaign Committee, and Connie DeLand, Foundation President.

Malcolm McDonald has also taken the initiative to assemble some proposed steps to take in establishing a campaign for individual gifts. Mr. McDonald and I have also met with Tom Hayden, Peggy Townsend and Charlie Robbins of the Northwestern National Bank regarding ideas that they have to assist in the collection of pledges and processing of deposits. Mr. McDonald has proposed the creation of a process by

which the campaign for individual gifts can occur concurrently with the capital campaign which is primarily directed towards corporations and foundations. Mr. McDonald's ideas have included a statewide approach which would provide information both for current gifts, developing an annual giving sustaining gifts program, planned giving and the various varieties of trusts and annuities.

A number of visits have been held with Glenn G. C. Olson, President of Zoo Ride, Inc., Gail Onan, Secretary of Zoo Ride, Inc., and Ron Ruess, representative of Marquette Capital Corporation. These visits have all been related to the legislative status of proposed funding of the Zoo Ride obligations.

The compilation of information for the annual report has been completed. Representatives of the Braman-Doremus Company have completed their artwork and typesetting for publication. The quality of the work is superior. The friendliness and cordiality of the individuals working on this assembly have been tops. However, because it is a volunteer project, the schedule seems to drag and be worked on in between their other assignments. Unfortunately, our original schedules for completion have not been met -- however, the proposed interviews and community contacts have also been postponed because of other concerns. I believe that these two schedules will now come together within the next month. Because of the content of the publication, this report will have application for several years to come. Updated financial information can be added as it becomes available.

*Milw (50601C)
+ Rev*

The Rahr Foundation is still very interested in supporting the Minnesota Zoo. One year ago, we received a grant from the Foundation which designated the funds for the building of a snow leopard exhibit. Funds received are currently held in the restricted account for that purpose. Mr. Rahr is aware of the current development program and the deferred status of the snow leopard exhibit -- however, he is proposing an additional Rahr Foundation grant this year and is still talking about getting other foundations to participate in this facility.

The Medtronics Foundation proposal was declined based upon the presumption that some of the equipment purchased out of a Zoo operating fund account and the recent grant by the Society would cover the support needed for the immediate future. When we had first started visiting with Medtronics about this equipment need, it was our proposal that the Zoo could purchase this equipment with funds available and that the funds from Medtronics would replenish those funds and allow the Zoo to enter into other necessary projects. It is still our position that Medtronics will find a way to provide support for the Zoo's telemetry monitoring project.

II. Administration

The Foundation's proposed move to the Rainbow Building at 1422 West Lake Street in Minneapolis is nearing time for consummation of the lease. Larry Wilford, an attorney in Joe O'Neill's office, has reviewed the proposed lease and discussed the terms and conditions with the lessor and has recommended that the indenture is properly prepared. During the past month I have also inquired on rental rates of other comparable properties and, in some instances, even better properties, and have

concluded that we have a good contract and a good office location. Convenience and accessibility to downtown Minneapolis, Interstate 35W South to the Zoo, and also Interstate 94 to St. Paul will provide significant improvements in our use of time and accessibility to prospects and contacts.

As a result of this pending move, Pam Bakko has resigned as Secretary to the Foundation. She has secured other employment close to where she lives in West St. Paul.

III. NSFRE International Conference, March 11-14, 1980, San Francisco

The following information is a series of excerpts from the presentations given and the information which I gained from discussions with persons attending the meetings. I believe that it was a most worthwhile session and provided me with an opportunity to meet with representatives from other zoos as well as to gain new insights on process that has been successful in the fund-raising field. President Campbell stated that the organization has grown from 1200 members two years ago to almost 2000 members today. The potential membership approaches 60,000 individuals, the number estimated to be working in various aspects of financial development programs throughout the country. This growth is indicative of the tremendous respect being given to professionalism within the philanthropic sector. Professionalism within the development field is definitely "coming of age." With the increased growth of this third sector of our society, (one being the private profit-making sector and the second being the government, public sector) there is also a great deal of growth in the legislation and regulations being proposed to standardize and regulate this sector.

Sam Sternberg, Project Developer, Regional Young Adult Project, San Francisco, stated that financial planning is an essential element in preparing the fund-raising piece. He presented several examples but stated that each one needs to be customized to individual situations. The obvious result is to get a positive impact and this can be gained through a variety of approaches -- anecdotal, subjective, quantifiable, reports on Board activities, letters from clients, services and goals achieved, and a variety of similar appealing styles. It must include all elements of need as well as information about the benefits that have been achieved.

Calvin Douglas, Director of Planned Giving, University of San Francisco, commented on the elements of professionalism. Mr. Douglas talked to a number of subjects including leadership, organizer, motivator, innovator, policy-maker, evaluator, visionary, diplomat, public relations pro, problem-solver, etc.

Rodger Lyons, President, Lyons Associates, Aspen, Colorado, presented information on the process of getting ready -- stating the case, needs, goals. In addition to having a good cause, goals identified and evidence of benefit, the money to accomplish these goals will become available. However, competition is increasing each year so the case needs to be improved and built upon each year. People give to people so a large organization is needed to attract gifts. Key leadership is needed to contact key individuals who perhaps will be responsible for giving up

to 80 percent of the goal. Define well your volunteer needs and describe the expectations of your volunteers. Establish time schedules and stick to it. The various items which Mr. Lyons presented in his case statement example are exactly the items which we have identified as contents of our case statement. Included are cover letters, how the funds will be used, description of organizations, current successes, special programs, and uniqueness about your organization, current detailed financial information and projections, IRS letter, description of needs with backup quantifiable information, justification and ways which you are planning on evaluating the results. Additional information which is helpful includes endorsements, illustrations, graphs, detailed budgets as well as monthly reports. Advisory Boards and leadership is key. Personalities involved will have a tremendous determination as to the success of your program. An organization staff will be involved in keeping materials current, providing supporting information to campaign leadership and communication to all involved.

Eleanor Elliott, volunteer for the National Society for the Blind, was recognized as the nation's outstanding volunteer for 1979. Ms. Elliott spoke on the future for volunteers. She commented that the growth of volunteerism in America is the result of people not expecting the government to solve all problems and substituting private initiative as a volunteer to achieve many needed community goals. She stated that today there are probably more than 70 million persons in the United States that are involved in some form on volunteerism. Volunteerism is popular -- it makes people feel good -- they are helpful in many areas of the community and are really unpaid professionals in many respects. Ms. Elliott suggested including more volunteers from the professional side in community organization work -- asking and expecting help from lawyers, management consultants, public relations persons, financial experts, and all types of personal contributions of service in areas where there is organizational need.

Michael Doyle, President, Interaction Associates, San Francisco, spoke on using creative problem solving in fund-raising. Mr. Doyle stated that one of the principles of problem solving is getting people involved in the process side of any organizational activity rather than talking only to the content or the ends, objectives and steps to be identified. Emphasis and time should be spend more in the "how" side than the "what" side. Organizations should involve members to participate in the planning, means to an end, sequence and awareness of how things are done. He suggested working more in small groups, presenting information, getting discussions within the groups, reporting back, making decisions and the so-called ripple effect that results through action participation in the process side of meetings. Subsequent examples made good use of assignments, shared responsibilities, competition, encouraged participation, motivation and critiquing brainstorming processes. Mr. Doyle also suggested reinforcing creative ideas by the use of repeating comments and suggestions, use of flip charts and writing boards, and getting the committee involved in implementing the decisions which they make. He stated that the role of a leader is to see that the work gets done and not to necessarily do it yourself.

David Mercer, Regional Manager, American City Bureau - Beaver Associates, Chicago, stated that the three keys to an annual campaign are (1) a good case statement, (2) leadership -- capable of giving and getting, (3) public interest -- recognition of need and desire to help. Mr. Mercer stated that the best ways to raise large amounts of dollars for any organization are to involve community leaders in the organization so that they become committed to the goals. Large gifts, as a result of large interests. A campaign must support the objectives of the organization -- what does the organization do for people? One of the essential goals of any organization is that is be worthy of support from the people that you are asking it from. The concept of giving must be a satisfying experience for the giver. The goals that you are identifying should not be in terms of dollars but rather what you want to do for people and then what it will cost in terms of dollars. The key to a successful process is to humanize the financial development program. The process of a campaign must be of value to the persons involved in the campaign. The organization must have a "win/win" situation to work from. Mr. Mercer identified seven people values: (1) leadership development -- people involved must believe that they have gained something from their involvement -- skills acquired are transferrable and that they believe in the goals and the work to be achieved through the campaign; (2) what they are doing helps support the person's own personal values; (3) a chance to build personal relationships -- doing appreciation dinners, etc., gives people a chance to visit with many friends and people throughout the community; (4) gives a chance to formulate and verbalize a person's own values -- focuses in on exciting things for them; (5) a public speaking opportunity; (6) opportunity to be part of something bigger than themselves -- a community-wide or statewide program; (7) campaigns can give people a feeling of success -- make sure everyone within the organization makes sure they feel successful and contributed to the campaign. Mr. Mercer also stated five key criteria for a General Chairman of a campaign: (1) interest and commitment to an organization, (2) a community leader; (3) willingness to give time -- a motivator of others to do the same; (4) previous campaign experience; (5) wanted by you as the General Chairman and all members of the Board for this important leadership position. Mr. Mercer went on to give examples of responsibilities of Board solicitation and steps to be achieved before a campaign is publically announced. These statements are similar to ones which we have previously reviewed.

David Hanaman, Executive Vice President, Alta Bates Foundation, Berkeley, spoke to the idea of building the plan for the capital campaign. The four basic ingredients as identified by Mr. Hanaman are: (1) a saleable product; (2) informed constituency; (3) enthusiastic leadership; (4) a workable plan. Many of Mr. Hanaman's statements reinforced the concepts and processes which we have already reviewed as essential to our program. Emphasis was given, however, to demonstrating need, informing potential donors, separate campaign committees from other on-going annual fund-raising events, establishing a firm timeframe for completion of campaign, identifying budgets and expectations as explicitly as possible, bringing in outside expertise where needed, add staff where needed to expedite campaign, all of this gives new authority to present program and future efforts. Projected costs of most campaigns run close to 15 percent of goal. A major initial effort is locating and securing

the pacesetting gifts in advance of the actual campaign. In presenting several examples of his ideas, Mr. Hanaman stated that in a \$19 million college campaign recently that 85 percent of the goal was obtained from 45 prospects. Another major college campaign of \$60 million, 615 gifts raised 85 percent of the total (Princeton University). Another example was Harvard where an \$82 million goal was achieved with 84 percent of the total money coming from only 712 gifts. The first example given of a \$19 million goal was Carleton College. Mr. Hanaman also stated that probably 10 gifts may provide up to 35 or 40 percent of any campaign goal. He also stated that to get one gift in the top gifts categories that an organization should have 5 prospects for each identified need area. At the lower end of the prospect level, you can use 1 1/2 prospects for each donor.

Brian O'Connell, Acting President, The Independent Sector (John Gardner is Chairman), spoke on the tradition of giving and the not-for-profit sector. This sector of our society has resulted from people wanting to have some control over their own destiny -- a care for options, alternatives, individual freedom. Mr. O'Connell spoke about the decline in private sector giving as a percentage of our nation's gross national income. He also spoke of the growth of government and some of the proposed changes in tax policies which will "worsen" the tax deductibility of gifts. There are ideas around that suggest that government should control where and how gifts are directed if they are going to allow tax deductibility clauses in a person's annual return. There is also a greater dependence by many organizations on government grants. This is a change from previously independent or self-sufficient organizations now relying on government funds. Mr. O'Connell stressed the need to make the philanthropic section of our society more visible. He stated that one of the major challenges is to make sure that inadvertent changes affecting the direction of the volunteer/philanthropic sector is not introduced and produces a harmful effect on individual freedoms.

Patrick O'Reilly and Cliff Underwood were at the conference representing the San Diego Zoo. Mr. O'Reilly has been heading up the informal development program at the San Diego Zoo for 11 years and Mr. Underwood has just joined the San Diego Zoo within the last month. Formerly, Mr. Underwood was in the development program at the University of California at Berkeley. The San Diego Zoo is in very preliminary stages of looking at a need for about \$20 million to rebuild Balboa Park. Mr. Underwood has just joined the San Diego Zoo staff to establish a department and provide guidance and suggestions for this future effort. Up until this time, Mr. O'Reilly has stated that the funds which have come in annually in the form of gifts have basically been unsolicited. Also, the funds received have for the last couple years approached the \$1.5 million figure. The only material which the San Diego Zoo has is a statement "Call for the Wild" which is a two-fold, one-page enclosure item that is sent to members asking for their help. The San Diego Zoo has approximately 90,000 members who pay an average of \$30 per membership for a collective total of approximately \$2.7 million each year. Mr. Underwood told me that, while at Berkeley (he was one of a 17-member staff), the development office had three campaigns going concurrently for a variety of needs. Each one was on a three-year cycle or similarly involved in start-up, in process and wrap-up. He suggested using the term "Margin of Excellence" as the basis for justifying the private

sector's additional support for a program that is already funded to a large extent by the public sector. This is the term that the University of California uses for asking for private sector help over and above what the state does.

Christine C. Ketchum, Director of Development for the Indianapolis Zoo, has recently taken on this new assignment from a prior position in public relations. She stated that the Indianapolis Zoo is considering a \$15 million to \$20 million capital campaign to relocate the zoo -- in effect, to build a new one and start over. Because of no previous development program, other than a membership activity program and some donations which have come in through that source, the Indianapolis Zoo is commencing on an entirely new program.

Markoe Ravinus is associated with the Philadelphia Zoo. Mr. Ravinus stated that approximately six years ago the Philadelphia Zoo undertook a capital campaign of \$1.5 million that has been practically accomplished. There is nothing in process at the present time -- however, they are considering their needs and attempting to identify some new ways to raise capital support for the zoo. Mr. Ravinus stated that the zoo has had some direct mail to areas within the city that are identified as high income areas and they have at the best broken even on this approach. The Philadelphia Zoo is underpriced in admission and the operating costs are very high. The volunteers do play a great role in providing services for the Philadelphia Zoo. As a comment, Mr. Ravinus stated that the volunteer program at the Pittsburgh Zoo was "wiped out" when the union moved into representing zoo employees.

Ruth Keesling, a member of the Board of the Denver Zoological Foundation, shared information with me about the operations of the Denver Zoo. Principally the zoo is operated by a foundation and the foundation's board. The foundation hires the staff of the zoo. They have not been involved in major capital campaigns but are considering this as a way to improve and expand their program. Most of their capital fund-raising has been done by members of the Board actively seeking and working together to raise community support.

Saul Kitchener, General Director of the San Francisco Zoo, and Annette LaMont, Development Director, shared information with me about the San Francisco Zoo for the better part of one afternoon. The San Francisco Zoo is currently going through many agonizing problems relating primarily to a declining visitor record (over 1,000,000 annually four years ago to around 600,000 this last year) and a serious financial problem that is being brought about by Proposition 13. The San Francisco Zoo is a division of the City Parks Department and, as a result, has received serious budget cuts in the last year. Currently the operating budget is approximately \$2.4 million of which \$1.4 million is received from the city budget. The balance has come through memberships and funds raised by the San Francisco Zoological Society. All funds raised by the Society go to the operations of the San Francisco Zoo. Of the \$1.4 million received from the city, approximately 55 percent is returned by admissions and 45 percent is actually a subsidy obtained through tax support and the city budget. The zoo has 30 persons on staff. Because of these current financial problems, a proposal is presently being considered that would remove the zoo from the city parks department ownership and convert it to a private sector entity.

A definite plan for this proposal has not been worked out. Mr. Kitchener also stated that the zoo is considering a program of expansion and addition which will be considered concurrently with their operating problem.

In addition to these people that I visited with, they suggested that information on capital programs or major donor development efforts might be obtained from individuals at the Bronx Zoo, Buffalo Zoo, Brookfield Zoo (much of their successful outreach has been a result of a well known radio announcer promoting the zoo), Calgary Zoo and perhaps the Salt Lake City Zoo. Mr. Ravinus also suggested that I contact his associate, Scott Schultz, at the Philadelphia Zoo. The person handling the development program at the Buffalo Zoo is on leave from the Mayor's Office to set up a development program for the Buffalo Zoo.

There is much more information which I gained from this session which I will attempt to share with you on a programatic basis.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

CALLS AND CONTACTS

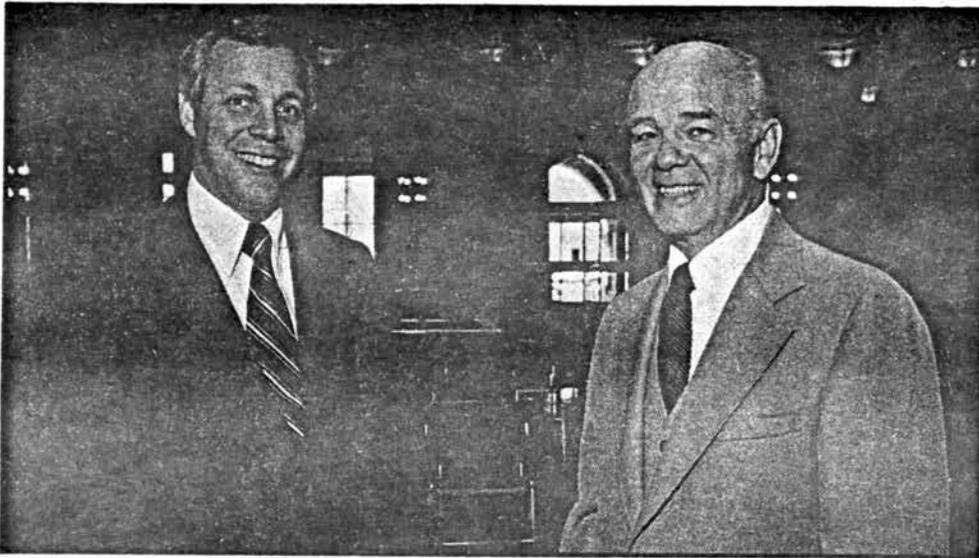
2/20/80 - 3/24/80

Amco Steel Fence Company	Lappi	Rosebear
Breck School	Leighton	Voigt
Camelot Communications	Dinanni	Rosebear
Caravan Dance Company	Youso	Rosebear, Bender
Carter, Bob, Ford	Carter	Voigt
Deluxe Check Printers Foundation	Steinkraus	Voigt
Denver Zoological Foundation	Keesling	Voigt
Doremus Company	Braman, Pedersen	Voigt, Rosebear
Filmakers, The	Kronick, Schwartz	Rosebear
Fletcher, Ron		Voigt
Fuller, H.B., Company - Assembly Products Division	Sarner	Rosebear
Holdahl Printing	Holdahl	Rosebear
Honeywell Fund	Mitchell	Voigt
I.D.S.	Goetz	Voigt
Indianapolis Zoo	Ketchum	Voigt
Jostens Foundation	Bullock	Rosebear
KTCA	Strate	Rosebear
Leicester, Andrew		Rosebear
Litho Specialties	Pogue, Cameron	Voigt
Marquette Capital Corporation	Reuss	Voigt
Medtronics	Duclos	Voigt
Midland National Bank	Peterson	Voigt
Minneapolis Campfire	Knutson	Voigt
Minnesota Horticultural Society	Waldoland	Voigt
Minnesota Mutual Life Insurance	Hildebrandt	Rosebear
Northwest Bancorporation	Spokes	Voigt
Northwestern National Bank	Hayden, Townsend	Voigt, McDonald
Philadelphia Zoo	Ravinus	Voigt
Quie, Office of Governor	King	Voigt
Rahr Foundation	Rahr	Voigt
Rainbow Properties	McCormack, Wilford	Voigt
San Diego Zoo	O'Reilly, Underwood	Voigt
San Francisco Zoo	Kitchener	Voigt
Shaver Company	Currie	Voigt
Univac	Cognetta	Voigt
Walker Art Center	Redden	Rosebear
Walker Research - Indianapolis	Doyle	Voigt
Warner Cable	Thornberg	Rosebear
Winslow Printing	Winslow, Towne	Voigt
Zoo- Arts Reception	50 people representing arts and funding agencies	Rosebear, Bender

3-20-80

DOWNTOWNER

1980 United Arts Fund Drive



George Benz (left) Volunteer Vice Chairman United Arts Fund Fundrive, Vice President & Director of Economic Development American National Bank and Carlos W. Luis, Volunteer Chairman United Arts Fund Fundrive, Vice President of Public Affairs, 3M Company.

refreshments will be served throughout the evening. Special activities are planned for children.

Gretchen Quie, Mayor Latimer, along with Carlos W. Luis will give brief presentations on the arts. The evening will offer an exciting look at what the Twin Cities have to offer in the arts and what the United Arts Fund is doing to ensure their success.

The Saint Paul-Ramsey Arts and Science Council has announced its leaders for the 1980 United Arts Fund Drive.

Carlos W. Luis, Vice President for Public Affairs for 3M Company, will act as fund drive Chairman while George Benz, Vice President for Economic Development at American National Bank, will serve as fund drive Vice Chairman. Major division leaders include: Chairman of Major Gifts, Richard Moore, Senior partner, Moore, Costello and Hart; Co-Chairman of Major Gifts, William West, Donaldson Company; Chairman of General Business, Andrew Boss, President, St. Anthony Park State Bank; Chairman of Professional, John Diehl, Attorney and Vice President Chimera Theater Board; Chairwoman of Affiliate Boards, Jean West, President, C.J. West Publishing Company; and Chairman of Ramsey County Division, Frank D. Marzittelli, President, St. Paul - Ramsey Arts and Science Council.

Chairman Luis and his team will lead an expanded fund raising effort this year for the United Arts Fund. A growing community interest in arts funding has encouraged the Fund to contact more individuals, businesses and organizations than in the past. The United Arts Fund began its fund drive on March 17, at Northwestern National Bank of St. Paul, with a telephone campaign to individual donors.

The start of the fund drive will be officially celebrated on March 25, at Landmark Center, 75 West Fifth Street. A gala event featuring music, theater and dance will be offered to the public from 6:30 PM to 9:30 PM. Most of the 23 Twin Cities arts groups funded by the United Arts Fund will perform selections from current works. The Saint Paul Chamber Orchestra, COMPAS, Minnesota Museum of Art, the Schubert Club and Chimera Theater, among others, will be present. Cocktails and

Business

3-20-80

TCA Gears Up For Action Auction



Victor Reim, President of the Commercial State Bank and Chairman of the KTCA Action Auction's St. Paul Major Gifts Committee, met recently with KTCA's President and General Manager, William Kobin. St. Paul businesses are being asked to donate special or unique goods or service to the 1980 Auction which will benefit Twin Cities Public Television. The Auction will be seen on Channel 2, May 2-10.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting

January 29, 1980

Minutes

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Tuesday, January 29, 1980, at 3:00 p.m., in Conference Room A of the Northwestern National Bank of Minneapolis.

Members Present: Connie DeLand, President; Margee Kinney, Vice President; Stanley Nelson, Vice President; Firmin Alexander, Anthony Andersen, Treasurer.

Board Members Present: John Tilton.

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

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

I. Minutes

Stan Nelson moved that the minutes of the Executive Committee meeting, held on January 8, 1980, be approved as mailed to members. The motion was seconded by Firmin Alexander. Motion carried unanimously.

II. Status Reports

A. Emergency Fund

The Emergency Fund was discussed later during the meeting.

B. Newsletter

Kathryn Rosebear reported on the status of the Foundation newsletter, a publication outlining Foundation efforts and news from 1979. Ms. Rosebear displayed a suggested masthead prepared by Zoo Graphics Designer, Adele Smith. The various articles written for the newsletter were described. Galleys of copy have been received, and final changes in the newsletter format are underway. Ms. Rosebear stated that the newsletter might be ready for mailing in two weeks. The Society is providing mailing labels of their membership list.

C. Annual Report

Bob Voigt reported on the status of the combined Annual Report, a Foundation publication including financial summaries and brief descriptions of the Zoo, Foundation and Society.

Final approval for all copy has been received. A meeting to review photographs for use in the publication has been set for later this week. Artists at Braman Doremus are also working on a proposed layout of the materials. Mr. Voigt stated that some changes are still being made, but the report is nearing readiness for printing.

Committee members discussed photographs to be included with the report and agreed that animal photos would be more appropriate than photographs of people at the Zoo or Zoo facilities.

D. Case Statement

Bob Voigt reported that descriptive materials on the proposed Northern Trail expansion are being refined by Ed Kohn and Zoo staff for use as a case statement in the Foundation's Campaign. Included are financial materials on projected expenditures and budgets being prepared by Steve Iserman, Administrative Officer for the Zoo. The full case statement, in process since last summer, will not be completed for the Shaver feasibility study interviews. Preliminary materials are expected by February 8th.

III. Nominating Committee

Connie DeLand stated there is a need to expand the Foundation Board in anticipation of the forthcoming Campaign. She noted that Andy Currie might identify potential new members through the feasibility study. Mrs. DeLand asked Executive Committee members for additional recommendations of individuals who might be contacted prior to the Foundation's February Board meeting.

Margee Kinney expressed her reservations about asking new people to join the Board at this time, noting that questions regarding the Capital Campaign will exist until the feasibility study is presented to the Board. Stan Nelson added that the Capital Campaign Committee members suggested that the Foundation wait for the feasibility study report and confirmation of the Campaign prior to increasing the Board.

Connie DeLand stated her willingness to wait until March 15, 1980, when the feasibility study will be completed, before adding members to the Board. She questioned whether the Foundation wanted to recruit new members before or after receiving the study. Margee Kinney stated that new members could be recruited at either time if the Foundation's plans were stated honestly. Firmin Alexander noted that Andy Currie's input on potential members would be important following the feasibility study interviews. Discussion followed on various individuals who might consider a Board position.

It was suggested that the Foundation consider establishing honorary director positions or a separate honorary Board. Discussion of the merits of this approach followed.

Tony Andersen suggested that each Executive Committee member forward his or her suggestions for potential Board members to Connie DeLand directly. He asked that Board members keep in mind the Foundation's need for a Capital Campaign Chairman. Margee Kinney suggested that, from suggestions received, a list of the top ten candidates be prepared.

IV. Committee Reports

A. Capital Campaign

Stan Nelson reported on the meeting of the Capital Campaign Committee, held January 28, 1980. The Capital Campaign Committee had discussed the action their Committee should take, and also discussed the possible schedule for the Campaign. The Capital Campaign Committee plans to meet with Andy Currie as soon as the feasibility study has been completed prior to presentation of the report to the full Board on March 25th.

Tony Andersen noted that the minutes of the Capital Campaign Committee reported that the Shaver Company is currently involved in \$80 million in several campaigns in the Metropolitan area. A recent report by the Minneapolis Foundation indicated over \$300 million now in process. Stan Nelson noted that Mr. Currie has also stated at the meeting that the Twin City community has been capable of providing significant amounts of donated monies, even during the recession of 1973-74.

Tony Andersen inquired whether the Campaign would be formally announced prior to solicitation. Stan Nelson stated that it is customary to have gained a major percentage of commitments prior to announcing the Campaign. Tony Andersen suggested discussing and coordinating all formal announcements and events with the help of Andy Currie, as well as Bill Wells and Mary Weber of the Braman-Doremus Company.

Tony Andersen then asked when materials needed for the feasibility study and Campaign would be ready. Bob Voigt stated that materials for the feasibility study are expected shortly and the materials for the Campaign are somewhere between "hold" and "in process".

II A. Emergency Fund

An accounting of Emergency Fund expenditures to date, as requested at the last Foundation Board meeting, was circulated to and reviewed by members. Tony Andersen explained various expenditures and income to the Emergency Fund. Bob Voigt noted the Emergency Fund monies were provided from undesignated gifts to the Foundation.

Firmin Alexander questioned whether each expenditure from the Emergency Fund was approved by the Foundation Board. Bob Voigt stated that expenditure under \$5,000 required only the request of the Zoo's General Director (within guidelines proposed by the Zoo Board and approved by the Foundation Board), expenditures of more than \$5,000 require the approval of both the Zoo Board and Foundation Board.

Tony Andersen suggested that an up-date of Emergency Fund expenditures be included in the quarterly Financial Report submitted to Board members.

B. Individual Gifts

Connie Deland reported for Malcolm McDonald, Chairman, Individual Gifts Committee, that the Committee has not yet met. A meeting with Mike Clifford of Charitable Alternatives has been scheduled for Thursday, January 31, 1980.

C. Special Events

Margee Kinney, Chairperson of the Special Events Committee, reported that the Committee has not yet met. She asked Board members for comments or suggestions on special events, and mentioned that she would like to again hold a spring event at the Zoo similar to that held on September 10, 1979.

Stan Nelson suggested that a cross-country ski event be considered. Firmin Alexander suggested that a major event kicking off the campaign be planned. Tony Andersen suggested that, after the formal announcement of the Campaign, employees of all major corporate contributors be invited to a special day at the Zoo.

It was suggested that the Special Events Committee brainstorm ideas in particular for the "kick-off" of the Capital Campaign.

D. By-Laws

Bob Voigt reported for Dean McNeal, Chairman of the By-Laws Committee on recent meetings of the By-Law Committee. Mr. Voigt has met with Mr. McNeal on several occasions to discuss possible changes in the Foundation's By-Laws; copies of proposed changes have been sent to Committee member Joe O'Neill, who has asked Larry Wilford, an attorney in the law firm of O'Neill, Burke, and O'Neill, to respond to the proposed changes. Mr. Wilford is currently reviewing proposed changes.

Tony Andersen moved that the provisions for honorary directors be included in the By-Laws Committee's examination and proposals for change to the Foundation's By-Laws. The motion was seconded by Firmin Alexander. Motion carried unanimously.

Firmin Alexander stated that, if By-Laws include the option of adding honorary directors, these directors can be added at any time in the future. He suggested Bob Voigt discuss the benefits of honorary directors with Andy Currie.

E. Public Relations Advisory Committee

Bob Voigt reported for Dick Gray, Chairman, Public Relations Advisory Committee, that the next meeting of the Committee has been set for February 11, 1980. Dick Gray has suggested that any suggestions or recommendations from the Foundation be submitted to the Committee at that time. Bob Voigt suggested that Margee Kinney's suggestion for another cultivation event at the Zoo be brought to the Committee.

V. Other

A. Fund Raising

Connie DeLand reported that she is meeting on a regular basis with the Chairmen of the Minnesota Zoological Board and the Society's Board of Directors to discuss inter-group programs and problems. In this regard, Mrs. DeLand stated that discussion has continued on the question of fund-raising responsibilities of the Foundation and Society; she asked members for their opinions as to the role of each organization in raising funds for the Zoo.

Firmin Alexander felt that only the Foundation should raise money for the Zoo; the Society should be concerned with nourishing an active membership of people who want to participate in Zoo or Zoo-related programs. Mr. Alexander noted that through their various programs, the Society was likely to raise small amounts of money, and that these small amounts should be applied for the good of the membership. He suggested close coordination between both organizations to insure the effectiveness of each organization.

Connie DeLand then noted that the Society intends to implement an "Animal Sponsorship Program" and asked members whether they felt this program would conflict with Foundation fund-raising efforts. Bob Voigt explained that the program would be similar to another zoo's "Adopt an Animal Program". (see attached letter dated January 9, 1980 from Ed Kohn to R. L. Bonawitz, President of the Minnesota Zoological Society) Margee Kinney felt that the Foundation should not get involved in this kind of program with its emphasis on small gifts, which are more appropriately sought by the Society. Mrs. Kinney suggested arranging an exchange of lists with the Society so that the Foundation would receive names of \$500 donors who might be upgraded. The names of small donors to the Foundation could be forwarded to the Society for membership solicitation. Possibly, an arrangement might be worked out for donors of a certain size to the Foundation to receive a Society membership. A list of Zoo needs for donors who want to designate funds to a specific purpose was also discussed.

Tony Andersen stated that problems between the Foundation and Society seem to have eased with time and good sense. He added that minutes of the Capital Campaign Committee called for a 100 percent commitment from all members of the Foundation, Zoo and Society Boards and suggested setting a timeline for achieving 100 percent commitment to the Campaign from all Board members. It was suggested that Connie DeLand discuss Board member participation with Jim Hetland and Bob Bonawitz at their regular meetings.

B. Film Proposal

Bob Voigt reported on a suggestion made by Board member Ken Knopf to consider a film on the Zoo to be used in small group presentations during the Capital Campaign. During the Christmas holidays, Mr. Knopf and his family toured the Zoo with Associate Director, Brad House, who explained future plans for new animal exhibits and facilities. Mr. Knopf also met Jeff Strate, a filmmaker from KTCA, who has worked in the past on short films about the Minnesota Zoo for KTCA. Mr. Knopf has suggested holding a brainstorming session to consider a film by Mr. Strate which would describe future Zoo plans; Mr. Knopf suggested Brad House might make an excellent narrator. A meeting to consider Mr. Knopf's suggestion has been set for February 7, 1980.

Tony Andersen asked for a status report on the combined annual Report discussed earlier in the meeting. Bob Voigt briefly reported that all copy has been approved and that the layout and photographs are under consideration. He noted that Andy Currie will use the draft of this report in the feasibility study interviews.

Tony Andersen suggested that a rough draft of the report be forwarded to Arne Carlson for his comments.

Bob Voigt also reported that Malcolm McDonald had discussed the report with Jean King of the Governor's Office. It has been suggested that the Governor write a short introduction to the report; Mrs. King is currently discussing this report with Governor Quie.

Tony Andersen noted that this report is the first cooperative publication between state and private agencies. He suggested that Governor Quie's introduction to the report use the greeting "To the Citizens of the State of Minnesota - The Shareholders of the Minnesota Zoo".

C. Office Location

Bob Voigt stated that, for several months, he has been investigating various options to relocating the Foundation office. Primary concerns were for office space which would be nearer to downtown metropolitan areas yet accessible to Interstate 94 and Highway 35 going out to the Zoo. Various rental spaces have been reviewed and rental prices considered.

Mr. Voigt reported that office space is available in the Rainbow Building, located at the intersection of Hennepin Avenue and Lake Street in Minneapolis, for the annual rate of \$5.50 per square foot. Mr. Voigt felt that this building would provide most of the advantages of additional space, proximity to downtown locations and freeway systems needed by the Foundation and recommended relocation of the Foundation to space available within the building.

Tony Andersen moved to approve negotiation of a lease agreement for office space within the Rainbow Building. The motion was seconded by Margee Kinney. Motion carried unanimously.

Bob Voigt then reported that the national conference of the National Society of Fund Raising Executives, of which he is a member, will be held in San Francisco March 11 through 14, 1980. He asked for Board approval to cover expenses to this conference.

Tony Andersen moved to increase the Foundation budget by not more than \$1,000 to cover the expenses of conference attendance for the remainder of the fiscal year. The motion was seconded by Margee Kinney. Motion carried unanimously.

It was suggested that the budgeted increase be allocated to the reimbursable expenses category during the month of March.

The meeting was adjourned at 5:00 p.m.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements
January 31, 1980 - 7th Month

	<u>Current Month</u>	<u>FY 1980 To-Date</u>	<u>Annual FY 1980 Budget</u>
Receipts:			
Contributions (Schedule 1 & 1A)	\$30,085.00	\$202,121.75	\$189,717.00
Net Special Events (Schedule 2)	(49.00)	18,328.34	22,900.00
Interest (Schedule 3)	9,622.12	76,472.70	55,982.00
Other Income (Schedule 4)	<u>18.00</u>	<u>5,755.26</u>	<u>3,750.00</u>
Total Receipts:	\$39,676.12	\$302,678.05	\$272,339.00
 Expenditures:			
Administrative Expenses (Schedule 5)	\$ 6,797.75	\$ 56,216.76	\$ 61,247.00
MZG Expenditures Paid (Schedule 5)	5,000.00	10,059.00	3,000.00
MZG Capital Project Expenditures (S.5)	<u>-0-</u>	<u>215,990.22</u>	<u>600,000.00</u>
Total Expenses:	\$11,797.75	\$282,265.98	\$664,247.00
*Excess of Receipts Over Disbursements	\$27,878.37	\$ 20,412.07	
Cash & Invested Assets - Beginning of Period 1/1/80	\$1,216,637.76	\$1,224,104.06	
Cash & Invested Assets - End of Period 1/31/80	<u>\$1,244,516.13</u>	<u>\$1,244,516.13</u>	
 Outstanding Commitments (Schedule 1)			
Current Fiscal Year	\$73,217.00		
Future Fiscal Years	\$247,866.00		



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

TO: Board of Directors
Minnesota Zoological Garden Foundation

FROM: Robert Voigt, Executive Director
Minnesota Zoological Garden Foundation

DATE: February 26, 1980

SUBJECT: Executive Director's Report

I. Development Program

We are all aware of the many divergent and important activities that are in various stages of completion that must fit together in order to establish the structure, material and perceptions for a successful Capital Campaign. During the past two months, many critical elements have received attention. One of the most basic and most crucial issues has been the financing requirements of the monorail. Until this issue is resolved in the current legislative session, it has been almost impossible to go ahead with other activities. Some of the supporting documentation for the proposed development of the Northern Trail has fallen into the category of "spurious exactitudes". Proposed interviews have been "on hold" until legislative issues are resolved and the interview time can be spent more constructively on discussion of capital development proposals. Many discussions regarding the strategy and structure of the Foundation's Development Program have occurred. Decisions and program activities have been postponed until a firm, consistent, justifiable position has been established.

Numerous meetings have been held with representatives of the C. W. Shaver Company in order to obtain experienced counsels' judgment on methods and approaches which will best serve the Foundation's and the Zoo's development objectives. It has not been the Foundation's position to proceed with partial documentation or to seek results prematurely that could be invalidated by crucial circumstances that currently are being resolved.

However, in attempting to be prepared for the proposed pre-Campaign interviews as part of the feasibility study, scheduling of preparation of materials for the Campaign and establishing a basis for this proposed support, the Foundation staff and Board leaders have met and talked on numerous occasions about the work in process and scheduling needs to meet the previously established goals and deadlines. It now appears that a revised schedule will be necessary.

Andy Currie of the Shaver has been very perceptive in recognizing the process occurring. Mr. Currie has also been helpful in providing alternatives for consideration. Because of so many variables now in flux, the probable starting date for beginning interviews may be postponed until the first of April, but could be sooner if legislative decisions are known and supporting documentation for the interviews is completed.

The Braman-Doremus Company has completed preparing the art work and typeset for the combined organizational report. Copies of this document should be available for review at the Board meeting on February 26th. Communication with Arne Carlson, State of Minnesota Auditor, has indicated strong support and approval for this report.

Several meetings have been held under the direction of Stan Nelson, Board member and Chairman of the Foundation's Capital Campaign Committee to discuss structure, schedules and community leaders to invite to participate in the Campaign.

Malcolm McDonald, Chairman of the Foundation's Individual Gifts Committee, has initiated the process to identify successful processes used by other fund-seeking organizations that have been most successful in developing major gifts from individuals. Mike Clifford, President of a group called the Charitable Alternative, has provided ideas on the use of insurance trusts in the deferred gifts area. Mr. Clifford and his associates would be available for contractual services to explain tax-savings approaches to individuals who express an interest in major gifts to the Zoo Foundation. Details and arrangements on a contractual basis have only been talked about and no commitments have been made.

The Foundation recently received a \$10,000 grant from William Gruenerwald of Colorado Springs, Colorado, who made this grant on behalf of the ISIS Program. The original contact was made by Nate Flesness, Project Manager of the ISIS Program at the Minnesota Zoo.

Many discussions have occurred as a result of an inquiry which Ed Kohn directed to me several months regarding the Zoo's need for two window vans for on-site and community-related passenger service. This need has been presented to Mr. Ed Rhodes, Vice President of Marketing of National Car Rental. I thought perhaps Mr. Rhodes and his company would be interested in providing two vans out of their regular lease fleet. Unfortunately, they were unable to do so at the present time. Subsequent visits with Bob Carter of Bob Carter Ford of Inver Grove Heights, has led to the possibility that the Twin City Ford Dealers Association may be able to provide two vans for Zoo use. These would be provided out of a pool situation and would rotate out when certain mileage had been attained. A formal commitment has not yet been received. Information about the use of these two vehicles had been provided by Ladd Conrad and Beverly Rongren of the Zoo.

Further discussions have continued with David Duclos and Shirley Peterlin of the Medtronics Foundation regarding the possibility of their providing financial support for the development of health care and monitoring systems at the Zoo. A meeting was recently held with Brad House and Dr. Kent Kane in order to discuss need and application of related monitoring equipment and computers. Initial responses expected this spring with good potential for more future development.

Ken Knopf and his family recently had the opportunity to meet with Brad House who described the development plan for the next phase of completion of the Northern Trail. Both the material and the presentation provoked the idea with Ken that a major film and visual presentation should be made and used in the Foundation's Development Program. Subsequently, Ken Knopf arranged a meeting with Jeff Strate, a professional filmmaker who has made a number of films for KTCA (including a film on the Tropics for the electronical program), and Jim Hetland, Ed Kohn, Dave Bender, Connie DeLand, Kathryn Rosebear and myself. The group discussed the type of presentation material needed to document the development proposal and the services and facilities available from the Zoo staff in the production of such a film. It was the consensus of the group that such a presentation would be extremely helpful and that we should proceed to develop a formal statement on how the film would be used, where, how much it would cost, numbers reached, etc. The production would be a Foundation contribution. The content would probably include a brief history of the Zoo, some films taken from the construction stages, examples of the facilities today and a description of the future projected development. The strength of the Zoo could be emphasized by the cameo appearances of several Board members and principal staff but would be narrated by a professional, well-known personality. Several off-shoots of this filming would include a major slide presentation for luncheon clubs and PSA's for distribution throughout the television network. The principal application would be presentations to corporate and foundation contribution committees and a description of the Zoo's great benefits as well as needs.

II. Administration

The By-Laws Committee under the direction of Dean McNeal have reviewed the Foundation's present By-Laws and determined several sections for up-date and revision. These recommendations are included in this month's packet of material to each Board members and will be reviewed at the Board meeting on February 26th. Several meetings and visits were held with Board members including Dean McNeal, Joe O'Neill, Firmin Alexander, and Larry Wilford, and attorney who works with Joe O'Neill.

The Public Relations Advisory Committee met on February 11th and received a progress report from Beverly Rongren, Associate Director of the Zoo's Visitor Programs on the status of prior recommendations made by the Committee for the Zoo's consideration. At that meeting, I presented the Committee with information about the Foundation's Capital Campaign and requested their assistance in the development of materials and processes essential to the successful communication about the Foundation's development campaign.

Several meetings have been held with Bob Bonawitz, President of the Zoo Society, and Karla Williams, Acting Executive Director of the Society, regarding areas of mutual interest. These concerns include sharing membership lists and donor lists, sharing information developed on the animal sponsorship program, potential relocation of the organizational offices to a new location or to a location where the two organizations are in proximity to each other, sharing of information for articles in the Society newsletter and other areas of mutual interest.

Zoo Walk '79 is still continuing to generate a few last payments of pledges. However, settlement was finally reached with Mailhouse on the final billing from them for services provided by them in the collection program. The announced gift to Como Zoo has not been distributed yet as there is still discussions in process about how and when these funds will be subsequently used.

On February 7th, an inter-Board coordinating meeting was held in Jim Hetland's office to discuss the organizational relationships of the Zoo, Foundation and the Society. Most of the discussion centered around the impact that the monorail financing question would have on the Foundation's Capital Campaign and the Society's Membership Drive. Representatives at this meeting included the Presidents of each of the three organizations and the Executive Director of each organization. It is the intent to get together on the first Thursday of each month to talk directly to areas of mutual interest and concern.

Kathryn Rosebear is continuing to assist Zoo staff in their grant application process for funding from the National Endowment for the Arts and the State Arts Board. Kathryn will also be continuing to work with Jeff Strate and members of the Zoo staff in the planning and production stages of the proposed Foundation film on the Zoo for the development campaign.

We have entered into formal discussion about leasing office space in the Rainbow Office Building at 1422 West Lake Street, Minneapolis. Our present lease expires in June, 1980. The notified cost upon renewal would be \$8.45 per square foot for our 398 square foot office. The proposed relocation to the Rainbow Building would be for a lease cost of \$5.50 per square foot for 720 square feet. The new location would be much more accessible to downtown Minneapolis, Interstate 94 to St. Paul and Interstate 35 to the Minnesota Zoo. The proposed lease is now being reviewed by Larry Wilford, an attorney in Joe O'Neill's office. Discussions now in process might be finalized so that a move could occur in April, 1980.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Calls and Contacts

1/1/80 - 2/19/80

Charitable Alternative (The) (2)	Clifford	McDonald, Voigt
Cosgriff Company	Zachary	Voigt
Courage Center	Schoenbohm, Berglin	Voigt
Dayton-Hudson Foundation	Wurtele	Rosebear
Dept. of Natural Resources	Severson	Rosebear
Duluth Industrial Bureau	France	Voigt
Ford, Bob Carter, Inc. (3)	Carter	Voigt
Franklin Life Insurance Company	Last	Rosebear
Governor Quie's Office	King	Voigt
Gruenerwald, William		Flesness, Voigt
Holdahl Printing	Holdahl	Rosebear
Jerome Foundation	Gehrig	Bender, Rosebear
King, William		Engels, Voigt
KTCA	Coughlin	Rosebear
Lampert Yards	Fesler	Voigt
Leicester, Andrew		Rosebear
Lutheran Brotherhood	Lentz	Rosebear
Medtronic, Inc.	Peterlin, Testerman	House, Kane, Voigt
Mpls. College of Art & Design	Hausman	Rosebear
Minneapolis Foundation	Moe	Voigt
Minnesota State Arts Board	Humleker	Rosebear
National Car Rental	Rhodes, Ogg	Conrad, Voigt
National Endowment for the Arts	Fuller	Rosebear
Northern Natural Gas Company	Strauss	Voigt
Northwest Area Foundation	Taylor	Rosebear
Northwest Bancorporation	Spokes	Voigt
Northwestern National Bank - Trust	Heegaard	Voigt
Northwestern National Bank - Mpls.	Hayden, Townsend	Voigt
Otloff, Brian and Tony		Voigt
Patrick, J., Company	McCormick, Archerberg	Voigt
Rauenhorst Foundation	Glarner	Voigt
St. Paul Companies	Snitkey, McDonell	Voigt
St. Paul Foundation	Seesal	Voigt
State Auditor	Carlson	Voigt
Strate, Jeff		Knopf, Rosebear
Toro Company	McLaughlin	Voigt
Walker Art Center	Ridden	Rosebear

PROPOSED CHANGES IN THE BY-LAWS OF THE
MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

AS IS:

2.03 Annual Meetings. The first annual meeting of the members shall be held in November, 1975, on a day designated by the directors. Each subsequent meeting shall be held on the same date of the same month, or if that date shall fall upon a legal holiday, on the next succeeding business day.

2.07 Quorum. At each meeting of the members, one-half (1/2) of the total number of voting members present in person or by proxy shall constitute a quorum for the transaction of business, except where a greater percentage may be required by statute.

3.02 Number, Qualifications, and Term of Office. The first Board of Directors of this corporation shall consist of the fifteen (15) persons named in the Articles of Incorporation. Following incorporation but in no event later than November 1, 1975, the members of the first Board of Directors shall, by written action or at a meeting called for the purpose: (a) expand the Board of Directors from fifteen (15) in number to twenty-six (26) in number with eleven (11) of the directors being referred to as "Elected Directors"; and (b) elect the twenty-six (26) individuals to fill these directorship positions, which twenty-six (26) individuals may include some or all of the members of the first Board of Directors. Each of the eleven (11) Appointed Directors shall serve until his or her successors are appointed in the following manner: In July of each year, commencing in 1976, the then Chairman of the Minnesota Zoological Board created under Chapter 85 A of the Minnesota Statutes shall appoint the successors to these eleven (11) Appointed Director positions and such successor Appointed Directors shall serve for a period of one (1) year, to be succeeded by eleven (11) successive Appointed Directors appointed in the same manner by the then Chairman of

PROPOSED CHANGE:

2.03 Annual Meetings. The first annual meeting of the members shall be held in November, 1975, on a day designated by the directors. Each subsequent annual meeting shall be held on the first Thursday of November, or if that date shall fall upon a legal holiday, on the next succeeding business day.

2.07 Quorum. At each meeting of the members, one-half (1/2) of the total number of voting members, present in person or by proxy, shall constitute a quorum for the transaction of business except where a greater percentage may be required by statute.

3.02 Number, Qualifications, and Term of Office. The Board of Directors of this corporation shall consist of thirty-five (35) persons, with twenty-four (24) directors being referred to as "Elected Directors"; and eleven (11) directors being referred to as "Appointed Directors". The twenty-four (24) directors referred to as "Elected Directors" elected by the Board of Directors shall be divided into three (3) groups regarding the length of their terms, with eight (8) of such elected directors serving in each of the three (3) groups serving terms that commence and expire in consecutive years. At each annual meeting of the members, successors to the elected directors whose terms expire in the year of such annual meeting shall be elected to three (3) year terms and each successor shall hold office until his or her term expires and until his or her successor shall have been elected and have qualified, or until his or her death, or until he or she resigns. No Elected Director may serve for more than two (2) consecutive full three (3) year terms, but after an absence of one (1) year from the Board, a person shall again be eligible to be an elected dir-

AS IS:

3.02 (con't)

the Minnesota Zoological Board for succeeding one-year terms. Appointed Directors may serve as many one-year terms as they are appointed to by the Minnesota Zoological Board Chairman. The remaining fifteen (15) directors referred to as "Elected Directors" elected by the first Board of Directors shall be divided into three (3) groups regarding the length of their terms, with five (5) of such Elected Directors to serve from the date of their election until the annual meeting of the members occurring in November of 1976, five (5) of such Elected Directors to serve from the date of their election until the annual meeting of the members in November 1977, and five (5) of such Elected Directors to serve from the date of their election until the annual meeting of the members in November 1978. At each annual meeting of the members, commencing with the first annual meeting held in November of 1976, successors to the Elected Directors whose terms expire in the year of such annual meeting shall be elected for three (3) year terms and each successor shall hold office until his or her term expires and until his or her successor shall have been elected and have qualified, or until his or her death, or until he or she resigns. No Elected Directors may serve for more than two (2) consecutive full three (3) year terms, but after an absence of one (1) year from the Board, a person shall again become eligible to be an Elected Director. At such time as the first Board of Directors expands the Board of Directors of this corporation to twenty-six (26) in number and names the eleven (11) Appointed Directors and the fifteen (15) Elected Directors, the first Board of Directors shall instruct the secretary of the corporation to complete Exhibit A attached to these Bylaws and made a part hereof, thereby designating which directors are Appointed Directors and which directors are Elected Directors, as well as the term of office of each director.

PROPOSED CHANGE:

3.02 (con't)

tor. Each of the eleven (11) Appointed Directors shall serve until his or her successors are appointed in the following manner: In July of each year, the then Chairman of the Minnesota Zoological Board created under Chapter 85 A of the Minnesota Statutes shall appoint the successor to these eleven (11) appointed director positions and such successor appointed directors shall serve for a period one (1) year, to be succeeded by eleven (11) successive Appointed Directors appointed in the same manner by the then Chairman of the Minnesota Zoological Board for succeeding one (1) year terms. Appointed Directors may serve as many one (1) years terms as they are appointed to by the Minnesota Zoological Board Chairman.

AS IS:

3.10 Quorum and Manner of Acting. Except as otherwise provided by statute or by these By-Laws, one-third (1/3) of the total number of directors (but not less than two (2)) shall be required to constitute a quorum for the transaction of business at any meeting, and the act of a majority of the directors present at any meeting at which a quorum is present shall be the act of the Board of directors. In the absence of a quorum, a majority of the directors present may adjourn any meeting from time to time until a quorum be had. Notice of any adjourned meeting need not be given.

3.12 Minnesota Zoological Garden Director. The Director of the Minnesota Zoological Garden created under Chapter 85 A of the Minnesota Statutes shall at all times be an ex-officio member, without voting rights, of the Board of Directors of this corporation. Said Director shall be entitled to attend all meetings of the Board of Directors of this corporation and receive notice thereof. At such time as the Director of the Minnesota Zoological Garden shall change, the outgoing Director shall cease to be a member of the Board of Directors of this corporation and the new Director shall immediately become a non-voting ex-officio member of the Board of Directors of this corporation.

8.02 Nominating Committee. The persons who are, on the first day of November of each year, commencing in 1975, members of the Executive Committee, together with such two (2) non-officer members of the Board of Directors as the President shall appoint, shall constitute the Nominating Committee of the corporation, provided that at least one (1) member of the Nominating Committee shall at all times be an Appointed Director, as that term is used in the Bylaws. The Nominating Committee shall, at each annual meeting of the members of the corporation, commencing in 1975, nominate one (1) candidate as a successor to each Elected Director whose term expires in the year of such meeting, and also shall have and perform such duties as may from time to time be prescribed by the Board of Directors.

PROPOSED CHANGE:

3.10 Quorum and Manner of Acting. Except as otherwise provided by the statutes or by these By-Laws, one-third (1/3) of the total number of directors (but not less than five (5)) shall be required to constitute a quorum for the transaction of business at any meeting, and the act of a majority of the directors present at any meeting at which a quorum is present shall be the act of the Board of Directors. In the absence of a quorum, a majority of the directors present may reschedule any meeting from time to time until a quorum be had. Notice of any rescheduled meeting will be given.

3.12 Ex-Officio Non-Voting Members of the Board of Directors. The Chairman of the Minnesota Zoological Board and the General Director of the Minnesota Zoological Garden created under Chapter 85 A of the Minnesota Statutes, and the President of the Minnesota Zoological Society shall at all times be an Ex-Officio member, without voting rights, of the Board of Directors of this corporation. Said Ex-Officio members shall be entitled to attend all meetings of the Board of Directors of this corporation and receive notice thereof.

8.02 Nominating Committee. The persons who are, on the first day of September of each year, members of the Executive Committee, together with such two (2) non-officer members of the Board of Directors as the President shall appoint, shall constitute the Nominating Committee of the corporation provided that at least one (1) member of the Nominating Committee shall at all times by an Appointed Director and as that term is used in the Bylaws. The Nominating Committee shall, at each annual meeting of the corporation, nominate one (1) candidate as a successor to each Elected Director whose term expires in the year of such meeting, and also shall have and perform such other related duties as may from time to time be prescribed by the Board of Directors.

AS IS:

.04

PROPOSED CHANGE:

8.04 Honorary Directors. From time to time, outstanding individuals with a national, state or community identification, who have shown a strong interest in the Minnesota Zoological Garden Foundation and its goals, may be recommended to serve as a Honorary Director of the Foundation. The Board of Directors may elect these Honorary Directors to this non-voting position. The Nominating Committee, acting in its formal responsibility, may also identify and recommend individuals to this Honorary, non-voting position. Honorary Directors may serve as many one (1) year terms as they are elected by the members at the annual meeting. The term will be concurrent with the period of time between the annual meeting of the corporation.



STATE OF MINNESOTA

OFFICE OF THE STATE AUDITOR

SAINT PAUL 55155

ARNE H. CARLSON
STATE AUDITOR

February 14, 1980

296-2551

Minnesota Zoological Garden Foundation
33 Wentworth Avenue East; Suite 218
West Saint Paul, Minnesota 55118

ATTENTION: Mr. Robert S. Voigt, Executive Director

Dear Mr. Voigt:

Thank you so much for a copy of your annual report. I think it sounds excellent. I also think it a wise idea in your financial statement to invite inquiries so that the public feels their questions will be dealt with candidly.

It is an excellent report and I wish you the best of luck.

Warmest regards,


Arne H. Carlson
State Auditor

AHC:mjt

2/19/80
/21



PRESIDENT'S MEMO



Reports and information for Metropolitan Minneapolis YMCA board and committee members

February 1980

From JOHN W. KESSLER, President

The General Board, at its January meeting, approved priorities for the upcoming capital campaign. As you recall, the priorities were established for the "A Covenant With Tomorrow (ACT)" capital campaign in 1977. The campaign has been in recess pending a decision on the Downtown Branch. In preparation for resumption of the campaign, the Association Capital Campaign Leadership asked to have the priority list reviewed and possibly updated in view of new developments that have occurred since the 1977 priority list was established. After careful review by the Branch Management Council, Planning & Facility Committee, General Office and Branch Executive Staffs, the General Board's Executive Committee, based on updated information from all branch operations, recommended the following priority list for the campaign which the General Board approved:

Photo by Kent Kobersteen

Cargill, Gamble foundations give \$400,000 to new West Suburban YMCA

Construction of a \$3-million West Suburban YMCA building at Ridgedale Shopping Center, Minnetonka, was completed along by \$400,000 in gifts last week. Those donations were \$350,000 from the Cargill Foundation and \$50,000 from the B.C. Gamble Foundation. Cargill's gift is in addition to an earlier \$500,000 gift to the building

fund of the YMCA of Metropolitan Minneapolis. The new building will include a running track, gym, a swimming pool, handball and racquetball courts, other recreational and fitness facilities, a nursery, community meeting rooms and offices. Of its 67,000 square feet, 8,200 will be occupied by Junior Achievement, which will contribute

\$416,000 as its share of the cost. The building is scheduled to open in September. It was designed by architects Green, Nelson, Watten, Weaver & Winsor, Minneapolis. The general contractor is Gunnar I. Johnson & Sons, Inc., Bloomington.

2/3/80

St. Catherine begins \$8 million fund drive

The College of St. Catherine, St. Paul, has begun an \$8 million, four-year capital fund drive.

Half of the \$8 million will go to renovate and re-equip college facilities. Another \$3 million will increase the endowment for financial aid, library purchases and endowed professorships, and \$1 million will go for academic program needs.

Slightly more than \$2 million in advance gifts and pledges has already been received.

Minneapolis Tribune
Sun., Feb. 3, 1980

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Executive Committee Meeting

January 8, 1980

Minutes

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Tuesday, January 8, 1980, at 3:00 p.m. in Conference Room A of the Northwestern National Bank of Minneapolis.

Members Present: Connie DeLand, President; Stanley Nelson, Vice President; Dean McNeal, Secretary; Anthony Andersen, Treasurer; Firmin Alexander, Chy Morrison.

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

The meeting was called to order at 3:07 p.m. by Connie DeLand, presiding.

I. Treasurer's Report - December 31, 1979

The Treasurer's Report was presented by Tony Andersen. Referring to the Financial Report dated December 31, 1979, Mr. Andersen noted that \$116,479 in contributions were received during the month, for a fiscal year total of \$172,036. Mr. Andersen explained that several donors had made their annual payment of pledges during the last month of the year.

Mr. Andersen also stated that expenses through the first six months of the year were within the established budget, and added that interest income had been high.

Referring to Schedule 2, Analysis of Special Events, Mr. Andersen stated that the schedule listed all but the very final details of the Zoo Walk '79. He explained that expenses seem to be significantly over budget, but that more than \$22,000 had been received to offset expenses not originally included within the budget. Mr. Andersen further stated that the project net of \$62,695 showed an approximate \$6,000 decrease from the net income of the project in 1978.

Bob Voigt stated that the banker's acceptance note which had matured on January 4 had been reinvested, with \$75,000 in additional funds, at 13.45% maturing on April 2.

Referring to Schedule 5, Administrative and MZG Expenses Paid, Mr. Andersen noted that year-to-date expenses are nearly \$5,000 under budget. He called attention to the ratio of net expenses to contributions, explaining that this rate would fluctuate over the year.

A. Report of Funds Expended by MZG

Bob Voigt distributed to members a copy of a form prepared by Zoo Board member and C.P.A., Dick Arndt. The form has been designed for Zoo use to show how the Zoo has expended funds provided by the Foundation. Bob Voigt stated that changes have been made in the original \$1.2 million program approved by the Foundation and that the proposed form would be necessary for showing changes made by the Zoo. These forms would provide the basis for review and modification of the grant where necessary.

Mr. Voigt stated that a meeting of the Zoo Board's Finance Committee was scheduled for the following day. If the proposed form met with Executive Committee approval, he suggested it be brought to the Finance Committee for their approval. It was the consensus of the Executive Committee that the form be adopted.

Firmin Alexander asked for a monthly accounting of Emergency Fund expenditures, including expenditures made during previous fiscal years. Bob Voigt noted that the original \$30,000 approved for the fund had been expended, and that portions of the second \$30,000 have recently been expended; balance is \$22,167.04.

Stan Nelson asked Bob Voigt to explain expenditures for capital campaign fees. Bob Voigt stated that \$6,000 had been paid to C. W. Shaver and Company toward their financial analysis and feasibility study, and that the contract with Shaver called for an additional \$6,000 payment upon completion of the study. Currently, \$3,000 in the annual capital campaign budget remains uncommitted. Stan Nelson then asked whether these fees might increase during a campaign. Bob Voigt stated that a full-time capital campaign consulting firm might cost \$6,000 to \$7,000 a month, but that this type of assistance would probably not be necessary. The Foundation staff has prepared much of the material generally provided by a consulting firm. In many other cases, the organization hiring full-time professional counsel lacks a full-time, fund-raising staff. Mr. Voigt noted that the Shaver Company had offered to assist with the campaign at any level and would be very beneficial on a joint venture basis.

II. Executive Director's Report

A. Summary - Calls and Contacts

The Executive Director's Report was presented by Bob Voigt, who referred to the written document, attached. In discussing the report, Mr. Voigt explained that the Foundation has continued extensive preparatory work for the campaign.

Mr. Voigt reported that he had contacted Bob Carter with a proposal to the Twin Cities Ford Dealers to provide shuttle vans for the Zoo; this contact was made at the request of Ed Kohn. Mr. Carter's initial reaction to the proposal was positive.

Mr. Voigt also reported that he had met with Mike Clifford, an individual who has formed the company, the Charitable Alternative. Mr. Clifford is a consultant who offers services which include advice on charitable giving alternatives to paying out large sums in taxes.

Mr. Voigt noted that contacts have continued with Dave Duclos of Medtronics. The company's interest in telemetry and health care systems include its potential uses at the Minnesota Zoo. Meetings have been set with Zoo staff to discuss the potential uses of Medtronic's telemetry concepts and possible future donations toward health care programs at the Zoo.

Bob Voigt stated that the Thorpe Foundation had contributed \$2,000 to a Library Fund for the Minnesota Zoological Garden following contact with Sam and Frank Thorpe late in 1979.

Bob Voigt shared with members a newspaper clipping on the Zoo's arts series, scheduled during December, 1979, January and February, 1980. Mr. Voigt explained that the program was funded through grants from the Minnesota Arts Board and the Dayton Hudson Foundation which were solicited with Foundation staff assistance.

B. Shaver Company Contract

Bob Voigt reported that Andy Currie of the C. W. Shaver and Company had presented to the Foundation and Zoo a list indentifying his needs for information prior to beginning feasibility study interviews. Mr. Voigt also presented to members the prospective interview list prepared by Mr. Currie. He asked Board members to review the list and make suggestions for additions and deletions in the near future. It is hoped that interviews will be scheduled during the month of February.

Connie DeLand inquired whether Foundation Board members were included on the interview list. Mr. Voigt responded that several Foundation Board members, several Zoo Board members, and three public officials were also included.

Tony Andersen inquired whether a suitable case statement had been developed. Bob Voigt responded that the case statement was under development with the assistance of Connie DeLand, Ed Kohn and the Zoo staff; this case statement is the "facts-package" requested in Mr. Currie's list of needs.

Dean McNeal suggested several more top executive officers of major metropolitan corporations to be included in the interview list.

Bob Voigt then distributed to members a copy of a prospective letter to be sent to all interviewees. Andy Currie has proposed that this letter be sent to the prospects by the most appropriate Board member. Mr. Voigt stated that each Board member would receive a copy of the list and could choose those individuals to whom they would like to direct the letter.

C. Publication

Bob Voigt reported that a Foundation newsletter is being written and assembled by Kathryn Rosebear. The purpose is to inform donors and prospects of the Foundation's program and funding development at the Minnesota Zoo. Distribution will also be to the list of present and former members of the Minnesota Zoological Society, legislators and State officers. The Annual Report is nearing completion with the report to be available for the Capital Campaign and concurrent with the case statement on the Zoo's Development Program being prepared by the Zoo.

Bob Voigt reported that he has continued to investigate various office locations suitable for the Foundation office. An office building on the edge of downtown Minneapolis is preferred. Discussions have also been held with Karla Williams and Bob Bonawitz of the Zoo Society to determine the benefits of relocating both organizations in adjacent or shared space.

III. President's Report

A. Communications

Connie DeLand reported that meetings have been held with Jim Hetland, Chairman of the Zoo Board, and Bob Bonawitz, President of the Zoo Society, to continue discussions of Zoo and Zoo organization issues. An additional meeting is scheduled for later this month. Ms. DeLand reported that the group seems to be working toward a good understanding of each of the organizations.

Mrs. DeLand also reported that the Minnesota Zoological Board would be meeting on January 9 from 6:30 to 9:30 p.m. and again all day on January 10 to review Zoo activity plans. All Foundation Board members are invited.

B. Nonimating Committee

Mrs. DeLand noted that the Foundation needs to recruit additional Board members and suggested that, at the Foundation Executive Meeting on January 29th, a list of potential recruits be defined.

Firmin Alexander asked whether Jim Hetland had completed Zoo Board appointments to the Foundation Board. Connie DeLand answered that Mr. Hetland was waiting for recommendations for the appointed positions from the Foundation. Bob Voigt added that the Shaver interviews could uncover several individuals interested in serving on the Foundation Board.

Discussion followed on the three positions opening on the Minnesota Zoological Board. Bob Voigt had talked to staff at the Appointments Office where only 4 applications have been received to date. Board members discussed the type of individual needed for the Zoo Board, and made several suggestions for recommendations to the Governor's Office.

IV. Committee Reports - Proposed Structure

A draft of the proposed Foundation Committee structure was distributed to members.

In reviewing the draft, Mrs. DeLand noted that each committee description mentioned public relations functions of the committee. She questioned how public relations would be handled and whether the Public Relations Advisory Committee would be involved. Bob Voigt responded that the Zoo hired Nancy Gibson as a Public Relations Officer; she now has the responsibility of submitting Zoo press releases to the media. Dick Gray has suggested to Bob Voigt that the Foundation's public relations needs to be defined and taken to Mr. Gray, who would then present this written document to the Public Relations Advisory Committee.

Connie DeLand suggested that a meeting between herself, Dick Gray, Lou Gelfand and Bob Voigt be set to discuss the Foundation's public relations needs and procedures. (subsequently set for February 11, 1980)

A. Capital Campaign

2. Prospective Campaign Committee

Tony Andersen questioned whether the proposed Capital Campaign Committee would serve as a Steering Committee for the Campaign. Bob Voigt stated that the Capital Campaign Committee should serve as an Operating Committee, fully involved in the implementation of the campaign.

3. Schedule

Bob Voigt reported that the Minnesota Zoological Board had finalized their target for the next phase of Zoo development at their Devember meeting. Andy Currie is currently waiting for supporting documentation to begin the feasibility study, the first step in the Capital Campaign. Should the feasibility study indicate that the Zoo Board's target is reasonable, initial prospect contacts could occur in June.

Tony Andersen noted that the Foundation had once discussed completing the major portion of the drive before announcing the Campaign to the public. Bob Voigt suggested beginning with major prospects and, during October, November and December, 1980, announcing progress reports to the public.

Tony Andersen inquired whether Andy Currie would determine the availability of potential gifts through his interviews. Bob Voigt stated that the interview format proposed includes questions regarding the potential gifts of other donors in the community, rather than a direct question regarding the potential of the company or foundation which the interviewee represents. Mr. Currie has stated that these questions can lead to a fairly accurate approximation of campaign gift potential.

Tony Andersen suggested that, prior to beginning the Campaign solicitation, 100 percent of Board members, Zoo Board and Society Board members make their commitments to the Campaign.

Stan Nelson notified members that the Capital Campaign Committee plan to meet prior to the end of the month. (subsequently set for January 28, 1980)

D. By-Law Report

Dean McNeal, Chairman of the By-Law Committee, reported that the Committee had met to consider changes in the Foundation's By-Laws. He suggested that all members read the Foundation's By-Laws and to provide input into any suggested changes.

Executive Committee Meeting Minutes

January 8, 1980

Page 6

Mr. McNeal noted that in the Foundation's By-Laws, there is no distinction between corporate members and Board members. He stated that this was the only instance of this dual membership that he was aware of. He suggested that Board members read the By-Laws and asked for their input and suggestions for change.

The meeting was adjourned at 4:48 p.m.



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

TO: Members of the Executive Committee

FROM: Connie DeLand

DATE: January 23, 1980

SUBJECT: Board of Directors

Attached is information that will be addressed at the Executive Committee Meeting, Tuesday, January 29, 1980.

Please review the general statement of criteria to consider for a Board member - and the list that has been assembled from various discussions during the past several months. Also, consider the list of prospective interviewees recommended by the Shaver Company. (previously mailed)

Please bring your recommendations on prime candidates, either from this list or from knowledge you have of other good prospects.

See the attached list for positions open.

We will be making decisions.

CD:pb

Attachment

Possible Categories to Consider for Board Members:

- . Public Relation Firm Executive - promotion, awareness
- . Newspaper (Twin Cities Area) - press, media relations
- . Bank Trust Department Executive - wills, estates, trusts
- . Insurance - annuities, trusts, tax benefits
- . Investments - contacts with individuals in high income brackets
oil exploration, private companies, stock broker
- . Corporate Executives - major firms; several needed
- . Business writers - corporate report, business column, know the
economic climate, contact with corporate community
- . Visionary - idealist, philosopher, planning, futurist
- . Developer - promoter, sales oriented, marketing
- . Public Leader - well known, admired, successful
- . Other Capital Campaigns - experience, fund raising, volunteer
- . Foundation Trustee - knowledgeable of grants and donor responses

Basic Needs: (Time - Talent - Treasure)

Well Known - Has Contacts - Willing To Help - Has Time

Likes The Zoo - Experienced - Knows How To Fund Raise -

(worked on other fund-raising projects)

Other Considerations:

State-Wide Representation - Other Significant Family Members



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

TO: Members of the Board of Directors
FROM: Kenneth Knopf, Chairman, Nominating Committee
RE: Nominating Committee Meeting, October 17, 1979

The following proposal is the recommendation of the Nominating Committee for the Foundation Board and officers for the operating year 1979-1980.

Board Members Elected:

Term Ending November, 1980

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

Term Ending November, 1981

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

Term Ending November, 1982

1. Boss, W. Andrew
2. DeLand, Connie
3. Gelfand, Louis I.
4. Gretsck, Kathy
5. Knopf, Kenneth
6. Rosenmeier, Gordon
- 7.
- 8.

Board Members Appointed:

1. Alexander, Firmin
2. Scroggins, Mary Ann
3. Stokesbary, Sandra
4. Tilton, John E.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.

Officers

President	- Connie DeLand
Vice President	- Margee Kinney
Vice President	- Malcolm McDonald
Vice President	- Stanley J. Nelson
Secretary	- Dean McNeal
Treasurer	- Anthony Andersen



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

EXECUTIVE COMMITTEE MEETING

November 15, 1979

NORTHWESTERN NATIONAL BANK OF MINNEAPOLIS
Conference Room A
Minneapolis, Minnesota

Minutes

A meeting of the Executive Committee of the Minnesota Zoological Garden Foundation was held on Thursday, November 15, 1979, at 2:00 p.m. in Conference Room A of the Northwestern National Bank of Minneapolis.

Members Present: Connie DeLand, President; Malcolm McDonald, Vice President; Stanley Nelson, Vice President; Dean McNeal, Secretary; Anthony Andersen, Treasurer.

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

The meeting was called to order at 2:05 p.m. by Connie DeLand, presiding.

I. Organizational Discussion

A. Purpose

Mrs. DeLand read from the Foundation's Articles of Incorporation the section describing the Foundation purpose, as follows:

"This corporation is organized and shall be operated exclusively for charitable, educational and scientific purposes and, in limitation of the foregoing, this corporation is organized and shall be operated exclusively for the benefit of the Minnesota Zoological Garden in the accomplishment of its purposes through the rendering of financial assistance, performing of services, and such other acts and benefits as are appropriate and helpful to further the authorized objectives of the Minnesota Zoological Garden and to assist the Minnesota Zoological Board which has been

created to supervise and control the Minnesota Zoological Garden."

Mrs. DeLand suggested that all new Board members and officers receive copies of the Foundation's Articles of Incorporation and By-Laws.

It was the consensus of the Executive Committee that the purpose of the Foundation, as stated in Article II of the Articles of Incorporation, remained as stated.

Stan Nelson then asked whether the Articles of Incorporation stated correctly the relationship of the Foundation to the Zoo Board. Mr. Voigt answered that the Foundation was established to respond to the Zoo Board rather than to initiate action, and that the Foundation Board has generally felt it should follow the lead provided by the expertise on the Zoo Board and Zoo staff. Zoo Board members serving on the Foundation Board provide a liaison for ideas experience and recommendations on fund-raising processes.

Dean McNeal commented that, during the preceding year, some questions have been raised regarding the relationships of the Society and Foundation to the Zoo; questions have been raised concerning the effectiveness of the system in getting Foundation input to the Zoo Board. Mr. McNeal felt that some progress in better communications had been made, but that many questions still needed to be answered. Stan Nelson added that there has been some confusion in the community regarding the function of each of the zoo organizations, but upon examination, the different function of each organization is more clear. Mrs. DeLand noted that the need to inform the community of the role of each organization is being considered by the Public Relations Advisory Committee. Mr. Voigt added that the combined report being prepared should also assist in further informing the community of the distinct purpose of each as well as the interrelationships of the organizations.

II. Direction

Connie DeLand stated that the future direction of the Foundation will be determined to a great extent by the facts outlined in the Feasibility Study to be prepared by the C.W. Shaver and Company. She asked Bob Voigt to give a status report on the Feasibility Study effort.

Bob Voigt distributed to Executive Committee members a copy of a letter from Andy Currie, Vice President of the C. W. Shaver and Company, which stated that, in order to complete financial projections of Zoo operating expenses, additional time by his firm would be required; Mr. Currie asked for consideration of reimbursement for an additional five days for a cost of \$2,000.

Mr. Voigt then displayed several copies of similar feasibility studies prepared by the C. W. Shaver and Company for other fund-raising efforts. He stated that the Foundation, to compete as a priority agency in this community, would need more than two or three pages of financial documents to fully state the case for support. Mr. Voigt noted that, if Mr. Currie's request for additional payment were approved, a preliminary financial study would be completed and available for Zoo Board use by their meeting on December 13, 1979.

Stan Nelson commented that there was disagreement between Foundation Board members and Zoo Board members regarding the need for information at the Foundation's last Board meeting on November 1, 1979. Dean McNeal further stated that the question of whether the Zoo Board should authorize a financial and feasibility study had been discussed at several Board meetings; Mr. McNeal felt that the Zoo Board should authorize the study and request payment from the Foundation.

Discussion followed on the need for financial information from the Zoo. Connie DeLand stated that financial projections and budgets must come from the Zoo; Mr. Currie will take the figures offered by the Zoo and organize them into a financial analysis report. Bob Voigt reported that Mr. Currie has been discussing needs with Ed Kohn. Problems at this point include Zoo Board members who do not fully understand the Foundation's need for complete projection information for fund-raising and have suggested that the Zoo's operating income does not have to be included/examined as these funds will be provided by the State of Minnesota. It was noted by several Executive Committee members that legislative commitments could change with each election and thus might be subject to future change; a complete financial analysis considering options is thus still required. Dean McNeal stated that potential donors can be quite critical about financial management, and reaffirmed the Foundation's need for this information.

Connie DeLand then informed Executive Committee members that, at the last Zoo Board meeting on November 8, the Zoo Board took no action on the proposed Capital Development Program; the Zoo Board did determine that action should be taken on December 13, 1979. It has been suggested that Zoo Board members and interested Foundation Board members attend a tour and presentation at the Zoo along the proposed development areas of the Northern Trek for their further understanding.

Dean McNeal asked whether a meeting of the Zoo Board, Foundation Board and State government could be set to discuss future plans. Bob Voigt explained to members that the Zoo budget for 1980 would be covered up to the budget approved; income earned by the Zoo will return to the State's general funds. No commitments toward Zoo operations have been made past these two years.

Tony Andersen suggested that a meeting of the Foundation's Executive Committee and the Zoo Board Executive Committee be set shortly to discuss the Foundation's needs for operational financial information. He stated that a small, informal discussion might work best to fully consider the problems facing the Foundation and Zoo in regard to implementing a campaign. Mr. Andersen also raised a question of, whether a meeting with Jean King in the Governor's office would help to start an informational discussion about the Zoo's future with representatives of state government. It was the consensus of Executive Committee members that both meetings are needed and would be helpful.

Connie DeLand stated that she would attempt to set up a joint Executive Committee meeting prior to the Zoo Board meeting on December 13th.

Executive Committee members then discussed Andy Currie's request for an authorization of up to five additional working days to complete preliminary financial information on the Zoo's operations. Bob Voigt stated that Mr. Currie would be available during the week of November 19th to work with Ed Kohn on financial projections and operating statements. However, most of December is committed to other contracts for service. Discussion followed on whether these

services should be contracted by the Zoo or the Foundation, as the information would be used in presentations at the December 13th Zoo Board meeting.

Executive Committee members also discussed the increased expenses of the proposed capital expansion. Board members speculated whether the State would cover these expenses, and whether an increase in patronage would completely cover operational costs of the expansion. Stan Nelson noted that a point of saturation exists beyond which it may not be realistic to assume an increased Zoo attendance. Bob Voigt read to the Committee a series of preliminary projections from Zoo Director Ed Kohn's written presentation to the Zoo Board; these projections indicated that with capital expansion, both capacity and attendance would increase, and the projected increased income would sufficiently cover increased operational expenses.

Dean McNeal stated that, to avoid future negative publicity, the Zoo would need to develop full financial projections on all aspects of Zoo operations, including the monorail, and organize to inform the public. It was noted that a joint meeting between the Zoo's and Foundation's Executive Committees would start this process.

Connie DeLand stated again that a joint meeting would be set at the earliest convenient date. In the interim, no action would be taken on Andy Currie's request. Executive Committee members suggested that Mrs. DeLand explain to Mr. Currie the actions recommended at this meeting. Dean McNeal suggested that Mr. Currie further be informed that the Foundation has an interest different from the Zoo Board's in obtaining financial projections -- the Zoo Board needs projections for its meeting on December 13th, while the Foundation has specific long-term capital goals.

III. Other

Mrs. DeLand stated that a monthly Executive Committee meeting would be held in downtown Minneapolis, and that the full Board would meet on a quarterly basis. Schedules of upcoming meetings will be distributed to all Board members shortly.

Mrs. DeLand also stated that a monthly meeting of Zoo organization Presidents and executive staff would be held to increase communication between the organization.

A. Committees

Mrs. DeLand stated that a committee structure had been recommended at the Annual Meeting. To further involve Foundation Board members in the Foundation's purpose, Mrs. DeLand asked several Executive Committee members to head specific committees and recommended additional Board member assignments, as follows:

Capital Campaign Committee

Stanley Nelson, Chairman
Reuel Harmon
Chy Morrison
David W. Onan II
Sandra Stokesbary

Finance Committee

Tony Andersen, Chairman
Andrew Boss

Special Events Committee

Margee Kinney, Chairperson
Kathy Gretsch
Kenneth Knopf

Individual Gifts Committee

Malcolm McDonald, Chairman
Wallace Dayton
John McKay
Gordon Rosenmeier
Mary Ann Scroggins
John Tilton

By-Laws Committee

Dean McNeal, Chairman
Firmin Alexander
Joseph O'Neill

Public Relations Advisory Committee

Richard Gray, Chairman
Louis Gelfand

Mrs. DeLand asked that all committees meet on a regular basis, reporting on activities at the quarterly Board meeting. Malcolm McDonald suggested that each Committee appoint a Vice-Chairperson as well.

Mrs. DeLand then asked Executive Committee members whether they would have any opposition to relocating the Foundation office. Bob Voigt suggested that the Foundation relocate on the fringes of the Minneapolis downtown area, where rents and lease agreements are more favorable and parking is available. The Executive Committee agreed that they would support the relocation of the Foundation office to a more desirable, convenient location.

Mrs. DeLand reported on the Minnesota Zoological Society's meeting held Saturday, November 17th, which she attended. She circulated to members a copy of relational charts prepared by the Society and discussed at their meeting, noting that these items would be beneficial in continuing discussion of the roles of each organization.

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

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MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

ANNUAL MEETING

November 1, 1979
9:30 a.m.

Minutes

The Annual Meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Thursday, November 1, 1979, at 9:30 a.m., in the Conference Room of the Pako Corporation, Minneapolis.

Members Present: Kenneth Knopf, President; Dean McNeal, Secretary; Firmin Alexander, Connie DeLand, Richard Gray, John McKay, Chy Morrison, Stanley Nelson, Gordon Rosenmeier, Mary Ann Scroggins, John Tilton.

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

Others Present: Robert Bonawitz, President, Minnesota Zoological Society; Andrew Currie, Vice President, C. W. Shaver and Company; Patricia Davies, Vice Chairperson, Minnesota Zoological Board; James Hetland, Chairman, Minnesota Zoological Board; Edward Kohn, General Director, Minnesota Zoological Garden.

The meeting was called to order at 9:35 a.m. by Kenneth Knopf, presiding.

I. Minutes of Annual Meeting, November 8, 1978

It was noted that minutes to the Annual Meeting, held November 8, 1978, were distributed to members shortly following the meeting a year preceding. President Knopf summarized the contents of the minutes.

Dick Gray moved that the minutes of the Annual Meeting be approved as distributed to members. The motion was seconded by Stanley Nelson. Motion Carried Unanimously.

II. Treasurer's Report - Audit, year ending June 30, 1979

A presentation of the Annual Audit prepared by Peat, Marwick, Mitchell and Company was made by Robert Voigt. Mr. Voigt noted that the report included a comparison of receipts and disbursements for both fiscal year 1978 and fiscal year 1979.

Referring to Page 1 of the Audit, Statements of Cash Receipts and Disbursements and Cash Balances, Mr. Voigt stated that this page summarized financial activity for the Foundation during fiscal year 1979. He noted that special events, or Zoo Walk, operated on a different project year beginning December 1

and ending on November 30th. Mr. Voigt further explained that the "other income" category included various funds received to offset expenses, such as income for emergency fund purchases, zoo group sales tickets, and annual meeting receipts.

Mr. Voigt reported that the ratio of income to expenses for fiscal year 1979 was 16.1 percent, as compared to 10.1 percent the preceding year. Dick Gray noted that interest income earned during the year exceeded expenses, and that none of the funds raised for the zoo were used to cover Foundation expenses.

Mr. Voigt detailed cash balances at the end of the year, noting that the high balances in the checking accounts were due to investment income credited to checking prior to being reinvested in income-producing accounts.

Referring to Schedule 1, "Receipts and Direct Costs and Expenses of Special Events", Mr. Voigt explained that this schedule presented the activity of the Walk projects as of the Foundation's June 30th fiscal year end rather than at the completion of the project. He explained that Zoo Walk '79 had received total pledges of \$141,000, and that \$113,000 had been collected by June 30th. Other income detailed in the schedule included donations used to underwrite the costs of promotion, and income from the sale of buttons and tee shirts, and therefore reduced the expenditures reported by a like amount.

Mr. Voigt reported that Schedule 3 of the audit detailed administrative expenses during the year, which were within the established budget. Professional fees expended during the year included payments to Donald Maysack for preparation of a feasibility study, legal fees, and payments to the Foundation's auditors. "Other" expenditures included payments for reimbursable expenses, the purchase of Beluga books sent to Foundation donors, resource materials, and annual meeting expenses. Mr. Voigt also commented on detailed disbursements to or on behalf of the Zoo.

Mr. Voigt reported that Schedule 4 provided a breakdown of administrative versus development costs for the Foundation. Dean McNeal inquired whether this breakdown was required by law. Bob Voigt responded that this breakdown of costs is required for the Internal Revenue form 990 as a portion of the Annual Report.

John McKay moved to accept the Annual Audit prepared by Peat, Marwick, Mitchell, and Company as presented. The motion was seconded by Mary Ann Scroggins. Motion Carried Unanimously.

Bob Voigt then presented the Foundation's quarterly financial report for the month ending September 30, 1979. He noted that receipts for the three months totalled \$72,777, and that expenditures, including fund transfers to the zoo, totalled \$145,076. Foundation expenses for the three-month period totalled \$28,416; interest in the amount of \$28,211 received during the period exceeded the Foundation expenses.

Mr. Voigt noted that the Foundation has made income projections of \$358,000 during the current fiscal year, based on current pledges and projected interest on investments. This excluded any new grants or gifts.

Mr. Voigt then explained the schedules detailing specific Foundation financial activity. Referring to Schedule 2, the Analysis of Special Events, Mr. Voigt explained that "other income" had been used to offset expenses, and thus the Walk project was actually not over budget. Mr. Voigt detailed investments made recently by the Foundation, and noted that interest rates on investments had most recently climbed to 13 7/8 percent.

Dick Gray requested that a year-to-date budget be included in the Financial Report.

John McKay moved acceptance of the Financial Report; the motion was seconded by Dick Gray. Motion Carried Unanimously.

III. President's Report

President Ken Knopf briefly reported on the accomplishments of the previous year. He detailed five major objectives which he felt were major accomplishments of the year. First, communications between all zoo-related organizations, their Boards and staff, had been improved. Secondly, as a result of suggestions made at a Foundation Board meeting, a Zoo Public Relations Advisory Board had been established to work on the immediate and long-range public relations needs of the zoo. Thirdly, efforts had been made to broaden and strengthen community representation on the Foundation Board. Fourth, fiscal reporting had been improved, due primarily to the concern and attention given by Treasurer Tony Andersen. Finally, the Foundation had begun to plan a major capital campaign, identify needs and discuss leadership and structure.

IV. Executive Director's Report

The Executive Director's report was presented by Bob Voigt, who referred to the summary of activities outlined in the written statement included with materials of this meeting.

Mr. Voigt explained that his report was an evaluation of the accomplishments of the previous year. He stated that this past year had been a period of planning and organizing in preparation for the upcoming capital campaign. Discussions have been held with consultants and others in the development field, Foundation leadership has been expanded, and cultivation of prospects has continued and intensified through various events and luncheons. Mr. Voigt stated that the Foundation has now identified more than 150 foundations, 1,500 Minnesota corporations and 1,700 individuals who are primary prospects for the capital campaign.

Mr. Voigt recommended establishing several committees in the upcoming year to strengthen the Foundation's development program. A Capital Campaign Committee and Individual Gifts Committees were suggested. Mr. Voigt also suggested continuing special events work through a Special Events Committee, such as the Walk Operating Committee which planned the Zoo Walk projects. Mr. Voigt reported that a committee of Board Chairmen and executive staff of all zoo-related organizations would also begin meeting during the year.

Stan Nelson asked Mr. Voigt for a likely timeline for the capital campaign. Mr. Voigt responded that no final timetable had been set, but the Board had committed to beginning the drive no later than June, 1980.

V. Nominating Committee Report

Ken Knopf reported on the recommendations of the Foundation's Nominating Committee, comprised of the Executive Committee and Dick Gray and Malcolm McDonald.

Persons recommended by the Nominating Committee to serve as officers include Connie DeLand, President; Margee Kinney, Vice President; Malcolm McDonald, Vice President; Stanley Nelson, Vice President; Dean McNeal, Secretary, and Anthony Andersen, Treasurer.

Persons recommended to serve as Elected Directors of the Foundation for the three-year term ending November, 1982, were Andrew Boss, Connie DeLand, Louis Gelfand, Kathy Gretsche, Kenneth Knopf, and Gordon Rosenmeier.

John McKay moved that the Foundation Board accept the slate of officers and elected directors as recommended by the Nominating Committee. The motion was seconded by Chy Morrison. Motion Carried Unanimously.

Bob Voigt then briefly described to Foundation Board members the qualifications and backgrounds of the Foundation's two newest members, Kathy Gretsche and Andrew Boss.

Ken Knopf commented that the Foundation was fortunate to have Mrs. DeLand accept the Presidency; he noted that she had previously served on the Zoo Board and had chaired the Search Committee which had selected the new Zoo Director.

On behalf of the Foundation, Mr. Voigt then presented Kenneth Knopf with a book in recognition of his efforts as Foundation President during the preceding year.

VI. Other Business

A. Minnesota Zoological Garden Report

Referring to a map of the Northern Trail, including both existing and proposed exhibits and facilities, Ed Kohn presented to the Board recent ideas regarding future development.

Mr. Kohn preceded his comments stressing the successes of the zoo, including its solid attendance record and national reputation.

Mr. Kohn described the Short-Range Development Program funded to a level of \$1.2 million through the Foundation. Included will be the addition of a pheasantry, combined bison/wapiti exhibit, & a pronghorn antelope exhibit within the current musk oxen exhibit. Funds will also be used for the refinement of exhibit areas and the relocation of musk oxen to a new exhibit along the Northern Trail.

Mr. Kohn commented that zoo staff have been studying innovative approaches to the exhibit of polar bears and have conceptualized an exhibit with both surface and underwater viewing capabilities.

Referring to the Zoo Board resolution of October 11, 1979, requesting the Foundation to begin a \$10 million campaign, Mr. Kohn stated that the Zoo Board is turning exclusively to the Foundation and the private sector for its next phase of capital funding, rather than seeking state/private collaboration. Secondly, the Board has made a commitment to seek substantial progress within the Northern Trail exhibit area before considering options for development of other zoo areas.

Mr. Kohn described the Zoo Board approach as the establishment of a "priority" system in which primary needs will be presented for funding in stages followed by consideration of future needs. Mr. Kohn stated that the first stage development goal of \$5.6 million presented at the Board meeting today is still under discussion, and has not yet been presented to the Zoo Board or its various committees for further discussion and investigation.

Mr. Kohn then described the next stage of major development along the Northern Trail as currently proposed -- the addition of exhibit areas for polar bears, arctic fox, wolves, caribou, grizzly and red fox. The "priority" as currently defined is the completion of grassland and steppe exhibits. Ed Kohn explained that, with the completion of these exhibits, 70 to 80 percent of the Northern Trail area reserve would be developed.

Mary Ann Scroggins asked Mr. Kohn for a timetable for the capital campaign. Mr. Kohn responded that Interdesign would complete refinement of the design concepts by late January or early February. The zoo would have full design capability and be ready to let contracts on the construction by the end of 1980. The construction period was estimated to take between 18 and 20 months. Mr. Kohn also commented that the zoo will need funds for design completion.

Mary Ann Scroggins then asked how soon the Foundation would receive firm estimates on the cost of the project. Mr. Kohn responded that the Foundation had received estimates at a previous Board meeting, and that any further refinement of those figures would not be possible at this stage.

Mary Ann Scroggins then commented that the Foundation will need to wait for Zoo Board approvals of the revised development plan, and then will need to wait until January or February for final financial figures. Jim Hetland commented that he thought the Foundation had in hand the figures necessary to proceed with the interviews & that further refinement of the figures was not possible at this time.

B. Public Relations Advisory Committee

Dick Gray, Chairman of the Public Relations Advisory Committee, reported on recent meetings of the committee.

Mr. Gray explained that the committee was comprised of two representatives each from the Foundation, Zoo Board and Society. This committee has met several times since its formation both with zoo staff and without to discuss public relations needs of the zoo. At their last meeting, members agreed to report committee activities to their specific Boards.

Mr. Gray reported that the Committee had defined seven areas of concern involving the general public image of the zoo and four procedures for working on these concerns. He stated that the Minnesota Zoo needs to understand why people visit the zoo and why others do not; a survey of the public will be necessary to determine attitudes. The Committee has suggested that the zoo needs to become more popularized, offering more interaction and participatory experiences for the visiting public.

Dick Gray stated that the Committee has again raised the question of whether the zoo needs three separate organizations; this will be discussed at future meetings.

Dean McNeal stated that the zoo would probably continue to receive negative comments from the media until a positive financial story can be related to the public. He suggested that Board members receive information from the zoo so they might be prepared when negative publicity was received. Dick Gray suggested that all Board members be notified of the appropriateness of a release within 24 hours of its publication. Dean McNeal stated that Board members would always be answering questions late and poorly until the total zoo financial picture is prepared and distributed to Board members.

C. C. W. Shaver and Company

Andy Currie, Vice President of the C. W. Shaver and Company, reported on progress by his firm in completing the feasibility study authorized by the Foundation's Board.

Mr. Currie reported that he and others from his staff had met with zoo staff six weeks ago; at this meeting, discussions on cash flow requirements and project options were held. Mr. Currie stated that the figures developed were complete for purposes of estimate and evaluation.

Mr. Currie then commented on decisions made in response to the timetable for the capital campaign. He noted that, before interviewing community leaders, financial statements and materials developed must both establish confidence in the zoo staff and Board and establish a sense of urgency which will take the zoo's needs and make them a community priority.

Mr. Currie stated that his firm will need financial operating projections prior to interviewing community leaders. He suggested that projections could show that the suggested capital expansion could have a positive impact on operating projections. Mr. Currie further stated that the key to capital campaign success is building a case of need through an organization's operating budget, and that the community currently has no sense of the zoo's needs and the positive impacts of possible expansion.

Mr. Currie suggested that the Foundation Board may want to test a \$10 million goal in the feasibility study. He stated that, to complete the study, his firm would need a set of facts on the operations of the zoo to determine response to the proposed campaign.

Ken Knopf asked that Mr. Currie define his needs for information in writing and submit this to the Foundation and zoo so that no misunderstanding is created.

Annual Meeting
November 1, 1979

Mr. Currie further explained that the lack of capital support from the Minnesota Legislature would not be sufficient justification for a capital campaign in the private sector; to successfully raise funds, the Foundation should show how capital expansion will help the zoo to solve its financial problems. Jim Hetland commented that the figures developed as a justification will have to show that patronage will be increased by expansion. He reaffirmed that the zoo deserves to be completed to offer a top quality zoo experience to visitors, and that funds for this completion will have to come from the private sector. Andy Currie responded that the purpose of the study is to determine whether funds will be available from the private sector and that, at this point, the Foundation does not know whether the funds are available.

Ed Kohn stated that financial projections would be reviewed and operating budgets examined. He stated that zoo staff would develop projections based on the consequences of expansion, including increased capacity, income, and operating costs.

Ken Knopf then commented that the Foundation's timetable for beginning the campaign is now in serious jeopardy, and that the Foundation cannot begin its campaign until it has obtained the facts offered by the feasibility study. Jim Hetland suggested that Andy Currie and Connie DeLand work to obtain financial projections; he stated that the Zoo Board would consider the newest capital proposals at their next meeting on November 8, 1979.

Discussion then followed on the purpose of the Shaver Feasibility Study.

Jim Hetland suggested that the capital capacity of the community was being tested. Andy Currie explained that \$10 million may not necessarily be the amount needed; the Zoo Board should develop a plan which defines their needs clearly. He stated that the Shaver Company and the Foundation would not be able to proceed until the Zoo Board comes to a conclusion as to what will be needed and justification for those needs. He suggested that the real needs, as defined, be tested, and that a goal not be prejudged.

John Tilton suggested that two sets of needs are apparent--immediate needs which will assist the zoo in obtaining financial "health" and long-term needs. Ed Kohn stated that, if the zoo were to receive \$15 million at this point, it would only have the capacity to spend approximately one-third of that amount.

Andy Currie then asked whether funds in the range of \$5 million to \$10 million would influence the attendance and public image of the zoo. Ed Kohn stated that capital development in the \$5 million to \$10 million range would definitely have a positive influence on those factors. He suggested that capacity would increase by 20 to 25 percent, and that this capacity would affect positively the quality of the zoo experience; he also felt that increased capacity would positively affect repeat visits. Andy Currie then suggested that Mr. Kohn define this positive impact for use in the feasibility study, and that a clear set of assumptions and propositions be constructed.

Connie DeLand encouraged all Board members to attend the Zoo Board Meeting on November 8, 1979, at 2:30 p.m. in the Zoo's Conference Room; proposed capital development will be discussed at this meeting.

It was again suggested that Mr. Currie define his needs for financial projections in a letter so that his needs could be met by Zoo staff.

D. Minnesota Zoological Society

Bob Bonawitz, President of the Minnesota Zoological Society, reported briefly on the activities of the Society. He stated that planning and organizing are currently major efforts of the Society Board. Committee structures are being examined, and long-range goals being developed.

E. Bank Resolutions

Bob Voigt stated that the Foundation would need a new resolution authorizing signatures on its checking and savings accounts at the First National Bank of St. Paul and Northwestern National Bank of Minneapolis. He suggested that, as in previous years, any two people, officers and the Executive Director be authorized to sign checks for the Foundation.

John Tilton moved that the Corporate Authorization Resolutions for the checking and savings accounts at the First National Bank of St. Paul and Northwestern National Bank of Minneapolis be approved with officers and the Executive Director authorized to sign checks for the Foundation. The motion was seconded by Stan Nelson. Motion Carried Unanimously.

Connie DeLand stated that she had asked Dean McNeal to review the Foundation's By-Laws and suggest appropriate changes.

The meeting was adjourned at 11:45 a.m.



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218
West Saint Paul, Minnesota 55118 Phone (612) 457-2579

OCT 29 1979

*Routed to
Mgmt
Group*

ANNUAL MEETING NOTICE

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

NOVEMBER 1, 1979

9:30 a.m.

PRESIDENT KNOPF'S OFFICE

Pako Corporation
6300 Olson Memorial Highway
Golden Valley, Minnesota

Agenda:

- I. Minutes of Annual Meeting, November 8, 1978
- II. Treasurer's Report - Audit, year ending June 30, 1979
- III. President's Report
- IV. Executive Director's Report
- V. Nominating Committee Report
- VI. Other Business
- VII. Adjournment



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

OCT 25 1979

TO: Foundation Board Members
FROM: Bob Voigt
DATE: October 25, 1979
RE: Northern Trail Development Program

I have been advised by Ed Kohn, General Director of the Minnesota Zoological Garden, that a modification of the proposed expansion program of the Northern Trail is in process.

On Tuesday, October 23rd, Ed and his management staff, as part of their continuing exercise and study - and as part of a cumulative process to define priorities - brought to focus a need to complete the tundra and taiga biomes in order to achieve a contiguous visitor experience and defer the alpine exhibits to a future time.

As a result, the management group will present to the zoo's Executive Committee next week, and the Zoo Board the following week, a proposal to identify present needs at about \$5.5 million concentrated on the Mid-Trek, polar bear, seal, grizzly, caribou and wolf.

The result will be to reduce the development needs to a more attainable size capital campaign and concentrate on the most needed developments now.

Much of the support material has been prepared. A new assembly of budgets and needs statement is in process. We will have a progress report from Ed Kohn at the Annual Meeting, November 1st.

RSV:pb

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Analysis of Special Events
September 30, 1979 - 3rd Month

<u>Zoo Walk '79</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1980 To-Date</u>	<u>Project Budget 12/1/78 - 9/30/79</u>	<u>Project Inception To-Date</u>
<u>Income:</u>					\$117,690.71
<u>Donations</u>	\$2,771.65		\$31,980.16		
<u>Income Offsetting Expenses</u>					8,118.18
Donations to Project	211.18		1,318.18		1,587.25
Tee Shirt Sales	115.50		115.50		196.05
Walk Day Concessions	-0-		-0-		<u>10,637.22</u>
CETA Reimbursement	<u>1,669.65</u>		<u>5,145.95</u>		\$20,538.70
	\$1,996.33		\$6,579.63		
<u>Income Offsetting Shared Proceeds</u>					1,148.90
Donations for Busses	-0-		-0-		<u>575.60</u>
Button Sales	<u>-0-</u>		<u>-0-</u>		\$1,724.50
<u>Total Income Received</u>	\$4,767.98		\$38,559.79		\$139,953.91
<u>Expenses:</u>					\$12,000.00
Director's Salary	-0-	-0-	\$750.00	\$12,750.00	4,899.96
Assistant's Salary	-0-	-0-	-0-	4,900.00	6,523.33
Office Mgr.'s Salary	833.00	-0-	2,499.00	3,600.00	5,905.69
Other Salaries	696.00	-0-	2,088.00	2,460.00	580.91
Retirement Contributions	-0-	-0-	232.37	-0-	548.23
Employee Benefits	29.99	-0-	250.54	-0-	2,480.28
Reimbursable Expenses	44.39	200.00	295.14	2,675.00	1,210.94
Office Supplies	-0-	50.00	65.79	925.00	3,492.36
Postage	-0-	100.00	717.00	3,650.00	1,588.79
Telephone	55.39	100.00	240.05	1,720.00	315.00
Insurance	-0-	-0-	-0-	400.00	9,237.89
Promotion	7.50	-0-	1,205.77	3,500.00	1,653.12
Tee Shirts	-0-	-0-	-0-	1,750.00	6,103.51
Printing/Xerox	74.36	100.00	1,281.60	2,750.00	3,451.33
Envelopes	-0-	25.00	2,430.33	2,975.00	9.24
Equip. Purchase/Office	-0-	-0-	-0-	400.00	-0-
Equip. Rental/Office	-0-	-0-	-0-	480.00	2,570.46
Equip. Rental/Walk	-0-	-0-	202.46	1,800.00	2,682.48
Buttons	20.30	-0-	20.30	1,500.00	6,065.65
Data Processing	1,992.53	-0-	5,985.73	10,000.00	3,699.00
Space Rental	350.00	350.00	1,050.00	2,956.00	<u>226.60</u>
Legal Fees	<u>-0-</u>	<u>-0-</u>	<u>226.60</u>	<u>-0-</u>	
<u>Sub-Total Expenses</u>	\$4,103.46	\$925.00	\$19,540.68	\$61,191.00	\$75,244.77

<u>Zoo Walk '79</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1980 To-Date</u>	<u>Project Budget 12/1/79 - 9/30/79</u>	<u>Project Inception To-Date</u>
Federal & State Withholding	<u>-0-</u>		<u>127.00</u>		<u>(266.60)</u>
	\$4,103.46		\$19,667.68		\$74,978.17
Employee Retirement Accts.	<u>-0-</u>		<u>132.72</u>		<u>33.18</u>
	\$4,103.46		\$19,800.40		\$75,011.35
Total Direct Expenses	\$4,103.46		\$19,800.40		\$75,011.35
<u>Shared Proceeds:</u>					
Bussing	-0-		\$65.00		\$1,929.90
20% Group Shared Proceeds	-0-		-0-		-0-
15% Society Shared Proceeds	-0-		-0-		-0-
Como Zoo Donation	<u>5,000.00</u>		<u>5,000.00</u>		<u>5,000.00</u>
Total Shared Proceeds	\$5,000.00		\$5,065.00		\$6,929.90
Total Direct Expenses and Shared Proceeds	\$9,103.46		\$24,865.40		\$81,941.25
*Excess of Receipts Over Expenses	(4,335.48)		\$13,694.39		\$58,012.66
Allocated Fixed Expenses	<u>-0-</u>		<u>-0-</u>		<u>-0-</u>
<u>Net Zoo Walk '79 Revenue</u>	<u>(4,335.48)</u>		<u>\$13,694.39</u>		<u>\$58,012.66</u>
Total Special Events Revenue (Net)	<u>(4,335.48)</u>		<u>\$13,694.39</u>		<u>\$58,012.66</u>

(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Cash and Invested Assets
September 30, 1979 - 3rd Month

	<u>Current Balance</u>
<u>Checking Accounts:</u>	
First St. Paul - MZGF	\$ 728.33
First St. Paul - Walk	1,085.92
Northwestern Minneapolis	<u>195.77</u>
Total Checking:	\$2,010.02
<u>Savings Accounts:</u>	
First St. Paul (5%)	\$24,309.01
Northwestern Minneapolis (5%)	<u>486.22</u>
Total Savings:	\$24,795.23
<u>Certificates of Deposit:</u>	
First St. Paul (10.8%, maturing 10/1/79)	<u>\$375,000.00</u>
Total Certificates of Deposit:	\$375,000.00
<u>Letter of Credit:</u>	
First St. Paul (11.8%, maturing 10/18/79)	<u>\$250,000.00</u>
Total Letter of Credit:	\$250,000.00
<u>Commerical Paper:</u>	
Northwestern Minneapolis (11.75%, maturing 12/26/79)	<u>\$500,000.00</u>
Total Commercial Paper:	\$500,000.00
Total Invested:	<u>\$1,149,795.23</u>
Total Cash & Invested Assets:	<u>\$1,151,805.25</u>
	(To Exhibit 1)
<u>Interest Income:</u>	
Month	15,202.54
Year-To-Date	38,211.19
	(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Other Income
September 30, 1979 - 3rd Month

	<u>Month</u>	<u>Year-To-Date</u>
<u>Receipts:</u>		
<u>Donations to MZGF</u>		
Onan Family Foundation	-0-	\$1,250.00
Margee Kinney	1,200.00	1,200.00
<u>Walk Reimbursement</u>	-0-	416.76
<u>Annual Meeting</u>	-0-	-0-
<u>Insurance</u>	200.00	200.00
<u>Other</u>	<u>-0-</u>	<u>28.50</u>
Sub-Total Other Income:	\$1,400.00	\$3,095.26
<u>Group Sales Tickets</u>	100.00	124.00
<u>MZG Emergency Account</u>	<u>-0-</u>	<u>-0-</u>
 TOTAL OTHER INCOME:	 <u>\$1,500.00</u>	 <u>\$3,219.26</u>

(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Administrative and MZG Expenses Paid
September 30, 1979 - 3rd 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 (12 mos.)</u>
Administrative Expenses:				\$14,062.98		\$57,400.00
Salaries		\$4,687.66		1,856.79		7,900.00
Retirement Contributions		618.93		950.34		3,000.00
Employee Benefits		175.58		483.26		1,800.00
Reimbursable Expenses		184.51		720.00		3,000.00
Occupancy		240.00		38.82		800.00
Office Supplies		14.15		207.50		1,500.00
Postage		28.00		179.44		1,000.00
Telephone		110.95		2,179.33		2,000.00
Promotion		2,059.84		693.92		3,000.00
Printing/Xerox		204.72		-0-		500.00
Furniture & equipment		-0-		6,000.00		15,000.00
Capital Campaign Fees		-0-				
Miscellaneous				1,000.00		1,000.00
Audit		-0-		-0-		600.00
Insurance		-0-		-0-		500.00
Donor Recognition Items		-0-		25.00		500.00
Resource Materials		-0-		136.00		250.00
Memberships		107.50		40.00		500.00
Legal Fees		-0-				
Total Miscellaneous Expenses		\$107.50		\$1,201.00		\$3,350.00
Sub-Total Administrative Expenses		\$8,431.84		\$28,573.38		
Federal and State Withholding		-0-		(156.56)		
		\$8,431.84		\$28,416.82		
Employee Retirement Accounts		-0-		-0-		
Total Administrative Expenses:		\$8,431.84		\$28,416.82		\$100,250.00

(To Exhibit 1)

	<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 (12 mos.)</u>
Ratio of Net Administrative Expenses To Contribution Received (Net of Wash Accounts)		187%		152%		
MZG Expenditures:						
Group Sales Tickets		-0-		50.00		
MZG Emergency Account		\$9,672.49		\$16,609.58		
Capital Completion Program		<u>-0-</u>		<u>100,000.00</u>		
Total MZG Expenditures:		\$9,672.49		\$116,659.58		
 Total Administrative & MZG Expenditures:		<u>\$18,104.33</u>		<u>\$145,076.40</u>		

(To Exhibit 1)



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

OCT 19 1979

TO: Members of the Board of Directors
FROM: Kenneth Knopf, Chairman, Nominating Committee
RE: Nominating Committee Meeting, October 17, 1979

The following proposal is the recommendation of the Nominating Committee for the Foundation Board and officers for the operating year 1979-1980.

Board Members Elected:

Board Members Appointed:

Term Ending November, 1980

1. Andersen, Anthony
2. Kinney, Margee
3. McDonald, Malcolm
4. McNeal, Joseph
5. O'Neill, Joseph T.
- 6.
- 7.
- 8.

1. Alexander, Firmin
2. Scroggins, Mary Ann
3. Tilton, John E.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.

Term Ending November, 1981

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

Officers

President	- Connie DeLand
Vice President	- Margee Kinney
Vice President	- Malcolm McDonald
Vice President	- Stanley J. Nelson
Secretary	- Dean McNeal
Treasurer	- Anthony Andersen

Term Ending November, 1982

1. Boss, W. Andrew
2. DeLand, Connie
3. Gelfand, Louis I.
4. Gretsck, Kathy
5. Knopf, Kenneth
6. Rosenmeier, Gordon
- 7.
- 8.

OCT 29 1979

MINNESOTA ZOOLOGICAL GARDEN FOUNDATIONSummary of Receipts and Disbursements
September 30, 1979 - 3rd Month

	<u>Current Month</u>	<u>FY 1980 To-Date</u>	<u>Annual FY 1980 Budget</u>
Receipts:			
Contributions (Schedule 1 and 1A)	\$3,857.25	\$17,652.75	
Net Special Events (Schedule 2)	(4,335.48)	13,694.39	
Interest (Schedule 3)	15,202.54	38,211.19	
Other Income (Schedule 4)	<u>1,500.00</u>	<u>3,219.26</u>	
Total Receipts:	\$16,224.31	\$72,777.59	
Expenditures:			
Administrative Expenses (Sch. 5)	\$8,431.84	\$28,416.82	
MZG Expenditures Paid (Sch. 5)	9,672.49	16,659.58	
MZG Capital Project Expenditures	<u>-0-</u>	<u>100,000.00</u>	
Total Expenses:	\$18,104.33	\$145,076.40	
*Excess of Receipts Over Disbursements	(1,880.02)	(72,298.81)	
Cash & Invested Assets - Beginning of Period 9/1/79	\$1,153,685.27	\$1,224,104.06	
Cash & Invested Assets - End of Period 9/30/79	<u>\$1,151,805.25</u>	<u>\$1,151,805.25</u>	
Outstanding Commitments			
Current Fiscal Year	\$236,717.00		
Future Fiscal Years	\$245,366.00		

September 30, 1979 CONTRIBUTOR	Prior To Current Fiscal Year	Current Fiscal Year	Total Pledged Contri- butions	Prior Fiscal Years	Current Month	Fiscal Year To Date	Current Fiscal Year '80	To Be Pai In Later Fiscal Years
en, M/M John M.	\$1,000.00	-0-	\$1,000.00	\$1,000.00	-0-	-0-	-0-	-0-
erican Linen Supply Fd.	1,000.00	-0-	1,000.00	1,000.00	-0-	-0-	-0-	-0-
port Foundation	6,000.00	-0-	6,000.00	6,000.00	-0-	-0-	-0-	-0-
ll Foundation	15,000.00	-0-	15,000.00	15,000.00	-0-	-0-	-0-	-0-
yellow Foundation	36,673.50	-0-	36,673.50	36,673.50	-0-	-0-	-0-	-0-
andin Foundation,	300,000.00	-0-	300,000.00	225,000.00	-0-	-0-	75,000.00	-0-
ED Committee e Cross/Blue Shield	200.00	-0-	200.00	200.00	-0-	-0-	-0-	-0-
emer Foundation	40,000.00	-0-	40,000.00	-0-	-0-	-0-	-0-	40,000.00
ntrol Exchange Fdn.	12,500.00	-0-	12,500.00	7,500.00	-0-	-0-	2,500.00	2,500.00
in, Kalman, Quail, Inc. undation	500.00	-0-	500.00	500.00	-0-	-0-	-0-	-0-
ta 100	2,000.00	-0-	2,000.00	500.00	-0-	-0-	1,000.00	500.00
vis Foundation	25,000.00	-0-	25,000.00	25,000.00	-0-	-0-	-0-	-0-
gree of Honor rotective Association	1,500.00	-0-	1,500.00	1,500.00	-0-	-0-	-0-	-0-
llwood Foundation	15,000.00	-0-	15,000.00	12,000.00	-0-	-0-	-0-	3,000.00
eluxe Check Printers Fdn	30,000.00	-0-	30,000.00	10,000.00	-0-	5,000.00	5,000.00	10,000.00
onaldson Foundation	5,000.00	-0-	5,000.00	5,000.00	-0-	-0-	-0-	-0-
lina Federated Junior omen's Club	1,500.00	-0-	1,500.00	1,500.00	-0-	-0-	-0-	-0-
armers and Mechanics avings Bank	15,000.00	-0-	15,000.00	15,000.00	-0-	-0-	-0-	-0-
ederated Garden Clubs f Minnesota	500.00	-0-	500.00	500.00	-0-	-0-	-0-	-0-
irst Bank System, Inc.	100,000.00	-0-	100,000.00	50,000.00	-0-	-0-	25,000.00	25,000.00

September 30, 1979 CONTRIBUTOR	Prior To Current Fiscal Year	Current Fiscal Year	Total Pledged Contri- butions	Prior Fiscal Years	Current Month	Fiscal Year To Date	Current Fiscal Year '80	To Be Pa In Later Fiscal Years
Lower Power Garden Club	100.00	-0-	100.00	100.00	-0-	-0-	-0-	-0-
ord Motor Company	8,000.00	-0-	8,000.00	8,000.00	-0-	-0-	-0-	-0-
iller, H.B., Company	17,500.00	250.00	17,750.00	17,500.00	250.00	250.00	-0-	-0-
und, The	200.00	-0-	200.00	200.00	-0-	-0-	-0-	-0-
eneral Mills Foundation	150,000.00	-0-	150,000.00	150,000.00	-0-	-0-	-0-	-0-
raco Foundation	5,000.00	-0-	5,000.00	5,000.00	-0-	-0-	-0-	-0-
artzell Foundation	1,000.00	-0-	1,000.00	1,000.00	-0-	-0-	-0-	-0-
oberner-Waldorf	10,000.00	-0-	10,000.00	10,000.00	-0-	-0-	-0-	-0-
oneywell Fund	100,000.00	-0-	100,000.00	50,000.00	-0-	-0-	25,000.00	25,000.00
nternational Multifoods	21,000.00	-0-	21,000.00	21,000.00	-0-	-0-	-0-	-0-
nvestors Diversified ervices	5,000.00	-0-	5,000.00	2,500.00	-0-	2,500.00	-0-	-0-
osten's, Inc.	5,000.00	-0-	5,000.00	5,000.00	-0-	-0-	-0-	-0-
Knopf, M/M Kenneth M.	4,000.00	-0-	4,000.00	4,000.00	-0-	-0-	-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	17,500.00	-0-	-0-	12,500.00	10,000.00
McQuay-Perfex, Inc.	1,000.00	-0-	1,000.00	1,000.00	-0-	-0-	-0-	-0-
Miller Publishing Company	2,000.00	-0-	2,000.00	800.00	-0-	-0-	800.00	400.00
Minneapolis Council of Camp Fire	1,047.11	-0-	1,047.11	1,047.11	-0-	-0-	-0-	-0-
Minnesota Gas Company	15,000.00	-0-	15,000.00	10,000.00	-0-	-0-	5,000.00	-0-
Sub Total	Page 2 386,647.11	250.00	386,897.11	305,447.11	250.00	2,750.00	43,300.00	35,400.00

September 30, 1979 CONTRIBUTOR	Prior To Current Fiscal Year	Current Fiscal Year	Total Pledged Contri- butions	Prior Fiscal Years	Current Month	Fiscal Year To Date	Current Fiscal Year '80	To Be Pa- In Later Fiscal Years
Minnesota Rubber Company	4,000.00	-0-	4,000.00	4,000.00	-0-	-0-	-0-	-0-
Society: American Institute of Architects	200.00	-0-	200.00	200.00	-0-	-0-	-0-	-0-
Minnesota Mutual Life Insurance Company	5,000.00	-0-	5,000.00	1,667.00	-0-	-0-	1,667.00	1,666.00
Washingwear, Inc.	2,000.00	-0-	2,000.00	1,000.00	-0-	-0-	1,000.00	-0-
Warenberg, Alvin	1,000.00	-0-	1,000.00	1,000.00	-0-	-0-	-0-	-0-
Western 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-	40,000.00	40,000.00
Northwestern Bell Telephone Company	35,000.00	-0-	35,000.00	21,000.00	-0-	-0-	7,000.00	7,000.00
Northwestern National Life Insurance Company	7,500.00	-0-	7,500.00	2,500.00	2,500.00	2,500.00	-0-	2,500.00
Pacific Foundation	200.00	-0-	200.00	200.00	-0-	-0-	-0-	-0-
Poko Corporation	2,000.00	-0-	2,000.00	2,000.00	-0-	-0-	-0-	-0-
Robertson, Marwick, Mitchell & Company	2,300.00	-0-	2,300.00	2,300.00	-0-	-0-	-0-	-0-
Seavey Company	30,000.00	-0-	30,000.00	30,000.00	-0-	-0-	-0-	-0-
St. Ann Jr. High School Student Council	1,900.00	-0-	1,900.00	1,900.00	-0-	-0-	-0-	-0-
Stillsbury Co. Foundation	60,000.00	-0-	60,000.00	60,000.00	-0-	-0-	-0-	-0-
St. Louis Lum Company	2,500.00	-0-	2,500.00	2,500.00	-0-	-0-	-0-	-0-
St. Louis Mohr Malting Company	20,000.00	-0-	20,000.00	10,000.00	-0-	-0-	10,000.00	-0-
St. Paul Council of Lamp Fire	1,100.00	-0-	1,100.00	1,100.00	-0-	-0-	-0-	-0-
St. Paul Companies	75,000.00	-0-	75,000.00	25,000.00	-0-	-0-	25,000.00	25,000.00
St. Paul Foundation	200,000.00	-0-	200,000.00	200,000.00	-0-	-0-	-0-	-0-

84,667.00 74,166.00

Schedule 1A
Program funds

PLEGGED CONTRIBUTIONS

RECEIPTS

OUTSTANDING PLEDGES

CONTRIBUTOR
September 30, 1979

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 Pa
In Later
Fiscal
Years

Wyton Hudson Foundation -
its programs

-0-

5,000.00

5,000.00

-0-

-0-

5,000.00

-0-

-0-

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

OUTSTANDING PLEDGES

<u>DONOR</u>	<u>DESIGNATION OF FUNDS</u>	<u>FY1980</u>	<u>FUTURE FY</u>
Blandin Foundation	Northern Trek	75,000	-0-
Bremer Foundation	Zoo Study Center	-0-	40,000
Central Exchange Foundation	Unrestricted	2,500	2,500
Data 100	Northern Trek	1,000	500
Dellwood Foundation	Unrestricted	-0-	3,000
Deluxe Check	Northern Trek	10,000	10,000
First Bank System	Northern Trek	25,000	25,000
Honeywell Fund	Northern Trek	25,000	25,000
IDS	Unrestricted	2,500	-0-
Mardag Foundation	Unrestricted	12,500	10,000
Miller Publishing	Unrestricted	800	400
Minnesota Gas	Unrestricted	5,000	-0-
MN Mutual Life	Northern Trek	1,667	1,666
Munsingwear	Northern Trek	1,000	-0-
NW Banco	Northern Trek	40,000	40,000
NW Bell Telephone	Northern Trek	7,000	7,000
NW Nat'l Life	Northern Trek	2,500	2,500
Rahr Malting	Snow Leopard	10,000	-0-
St. Paul Cos.	Northern Trek	25,000	25,000
Unitrust	Unrestricted	-0-	52,800
Valspar Corporation	Unrestricted	250	-0-
		<hr/>	<hr/>
		\$246,717	245,366



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

SEP 18 1979

*Copy routed
to Mgmt.
Group - B*

SPECIAL NOTICE

Board of Directors Meeting

Thursday, September 20, 1979

3:00 p.m.

Conference Room
Administration Building
Minnesota Zoological Garden
Apple Valley, Minnesota

Note: New Date

Note: New Place

*Cancelled
non-30 Sept
1 Hrs for
rehearsal.
SX*

Agenda

- I. Minutes of Meeting, August 21, 1979
- II. Treasurer's Report
 - A. Audit - June 30, 1979
 - B. Interim - August 31, 1979
- III. Executive Director's Report
- IV. Committee Reports
 - A. Orchestra Event
 - B. Capital Campaign
 1. MZG Capital Improvement Plan
 2. Shaver Company - Financial
 3. Braman-Doremus & Company - PR
 - C. Nominating
 - D. Publicity
- V. Other Reports
 - A. Minnesota Zoological Garden
 - B. Minnesota Zoological Society
- VI. Adjournment

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements
August 31, 1979 - 2nd Month

	<u>Current Month</u>	<u>FY 1980 To-Date</u>	<u>Annual FY 1980 Budget</u>
Receipts:			
Contributions (Schedule 1 & 1A)	\$5,420.50	\$13,795.50	
Net Special Events (Schedule 2)	6,958.53	18,029.87	
Interest (Schedule 3)	5,197.92	23,008.65	
Other Income (Schedule 4)	<u>28.50</u>	<u>1,719.26</u>	
Total Receipts:	\$17,605.45	\$56,553.28	
 Expenditures:			
Administrative Expenses (Sch. 5)	\$7,701.56	\$19,984.98	
MZG Expenditures Paid (Sch. 5)	-0-	6,987.09	
MZG Capital Project Expenditures	<u>-0-</u>	<u>100,000.00</u>	
Total Expenses:	\$7,701.56	\$126,972.07	
*Excess of Receipts Over Disbursements	\$9,903.89	(70,418.79)	
Cash & Invested Assets - Beginning of Period 8/1/79	\$1,143,781.38	\$1,224,104.06	
Cash & Invested Assets - End of Period 8/31/79	<u>\$1,153,685.27</u>	<u>\$1,153,685.27</u>	
 Outstanding Commitments			
Current Fiscal Year	\$239,217.00		
Future Fiscal Years	\$245,366.00		



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

September 20, 1979

TO: Board of Directors
Minnesota Zoological Garden Foundation

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

SUBJECT: Executive Director's Report

In retrospect, this past month's activities are very similar to previous months; although, I will attempt to report on them in a slightly different manner. The past couple months have consisted of considerable planning and organizing in order to reach the present state of the art. We are now on the final lap of collecting the combined financial and organizational information statement on the various related organizations; we have entered the final countdown for the zoo's Capital Improvement Program report; the Foundation was host to a most successful cultivation event on Monday, September 10th, where approximately 140 community leaders attended an open-house, tour and monorail ride at the zoo; interviews are being arranged for meetings with our area's chief executives in order to secure their impressions of the proposed development program and possible funding options; and many more intermediate related steps are being taken in order to contact, inform and involve key individuals in the Foundation's development program.

Attached is a brief summary of major steps accomplished during the current calendar year that relate to the preparation of the Capital Campaign. Also included with this material is a summary statement of needs which the Foundation must direct its attention during the next several months. Many of the basic needs for a Capital Campaign have been or are seemed to be completed. The design for a campaign has been proposed. Our collective responsibility is to secure community leaders who will participate in this process and dedicate time and effort in order to help us achieve these financial goals.

The Foundation's Annual Meeting will be during the first week of November. While the format as well as the date has not been officially set, I propose that during these few weeks ahead that we all become better acquainted with the development needs and the program which will help us to achieve these funding requirements.

Also, we individually and collectively need to identify, seek and secure the best people possible to work on the completion plans for our Campaign and to help us with our effort in the years ahead. Please phone either

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 *Eagan*; 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 *Alton*; 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

Ken Knopf as Chairman of this year's Nominating Committee or me at any time with your recommendations. I would be pleased to accompany each one of you on any visit you propose with a person that has the potential for helping us on our Foundation's program or person that may be a potential donor in the months ahead. Our basic purpose is to share information about need and also to stress benefits that will be derived from the results of zoo's visitor program as well as the additional results that will occur from the future additions and improvements.

I invite each Board member to review the various strategies and proposed schedules for implementation of capital campaigns which have been discussed during the past couple years at various Board meetings. These schedules will show you what the needs for participation are and the need for involvement of many people in order to communicate these needs. We all have a big challenge ahead of us. We can use the collective help of many volunteers. We only need to look at the thousands of people who have participated in the annual United Way campaigns in order to realize that we are yet a small ripple on the large pond of financial potential within our community that is constantly being asked to support many worthwhile projects. Again, let me call to your attention the list of current capital and endowment drives in Minnesota. This list was distributed to each Board member in May of 1979. There are 69 major current capital drives now in process which total a goal of \$529,930,902. Our competition is out there. However, our purpose and the extent of measurable benefits cannot be surpassed.

Your continued participation is truly appreciated. Thank you.



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218
West Saint Paul, Minnesota 55118 Phone (612) 457-2579

September 17, 1979

CAPITAL DEVELOPMENT PROGRAM

1979 REVIEW AND RECOMMENDATIONS

January/February New financial reporting procedures - Peat, Marwick,
Mitchell & Company

Ed Kohn - New General Director - MZG

Legislative programs
Operating Budget
Short-range construction proposal

Organizational Task Force - issues deferred

Zoo Walk '79 getting into gear (PR)

Meetings with prospects - information

March

Zoo's administrative program strengthened

Capital Completion Program introduced

Community & legislative image confronted

Maysack Report reviewed

Six-step action program adopted

Alternative development concepts reviewed

Corporate and foundation contacts continue

Campaign materials assembled

April

Capital Campaign design strategy and committee materials
introduced

Legislative reports completed

New Zoo Board members appointed

Cultivation continues with prospects

April Zoo's birthday ideas considered (PR)
 Zoo Walk in final stages

May Executive Committee reviews Capital Campaign needs
 Public Relation Advisory Committee proposed
 Consultants (Capital Campaign) interviewed
 Prospect cultivation continues - luncheons, etc.
 Zoo Walk '79 - many related administrative relationships

June Annual Report idea recommended
 Case Statement needs reviewed
 Shaver Company consultant contract adopted
 Zoo's Short-Range Development Program increased
 Foundation budget and disbursement schedule proposed
 Restricted/unrestricted commitments reviewed
 Orchestra prospect party planning starts

July/August Inter-organizational review of proposed combined report
 Zoo's Short-Range Development Program funding reviewed and
 funding approved
 Zoo's Long-Range Capital Improvement Plan in final stages of
 completion
 Capital Campaign preliminary schedule proposed - assembly of
 material - financial feasibility - proposed construction -
 budgets
 Consultant's time-table presented (Shaver Company)
 Annual Report content presented (Braman-Doremus Company)

September

- Complete Capital Improvement Plan - exhibits - budgets - needs statement - graphics - etc. (Case Statement)
- Complete "alliance report" - summary statements on purpose and relationship of zoo organizations
- Community leaders for interviews identified and accepted
- Strategies for interviews established
- Related materials assembled - (the appeal)
- Schedules and appointments made
- Nominating Committee convenes

October

- Shaver Company representatives survey top community leaders for impressions and reactions to proposed campaign
- Nominating Committee seek Board members and officers for next operating year
- Determine leadership needs and resources, initiate planning on budgets, PR requirements, etc.
- Identify potential giving sources

November

- Annual Meeting
- Shaver Company Report
- Campaign direction determined - strategies established - leaders recruited - committees established (see: The Capital Campaign plan and timetable distributed to Board members at meeting of April 20, 1979)

December

- Continuation and expansion of Capital Development Program
- Support services implemented - and support materials assembled
- Expand volunteer corps - schedule training
- Organize data on prospects
- Continue pre-campaign cultivation
- Establish schedule for contacts - and beginning of solicitation

BULLETIN

ON PUBLIC RELATIONS AND DEVELOPMENT FOR COLLEGES AND UNIVERSITIES

September, 1979

Cultivation and Obtaining of Major Gifts Are the Keys to Success in Major Campaigns Today*

Cultivation and capture of major gifts is the name of successful fund-raising today. Here's why:

Traditionally in major campaigns 80 per cent of the money has come from 20 per cent of the prospects. Today, it is more like 90 per cent of the money coming from 5 per cent of the prospects.

As an example, take the major gift results of Georgetown's latest capital campaign. It had a goal of \$51.3 million and surpassed it by \$4 million. Now let's look at the handful of major gifts that did the job.

GIFT RANGE	<u>Required</u>	<u>Received</u>	<u>Required</u>	<u>Received</u>	
\$1,000,000 +	10	12	\$14,000,000	\$19,200,000	35%
500,000 +	12	14	7,000,000	9,000,000	16%
100,000 +	80	82	10,500,000	15,100,000	28%
50,000 +	75	64	5,000,000	4,100,000	7%
			<hr/>	<hr/>	
			\$36,500,000	\$47,400,000	86%

86 per cent of the funds came from fewer than 3 per cent of the prospects.

*This issue of the Bulletin is devoted to excerpts from a presentation, "Capturing Major Gifts", made by Malcolm C. McCormack at our firm's Workshop on "Organizing and Conducting Successful Major Campaigns" in Chicago in July. Mr. McCormack, now Executive Director, Harry S. Truman Scholarship Foundation, was Vice President, University Relations at Georgetown University during the organization and successful completion of Mandate 81, at \$51.3 million campaign which exceeded its goal by \$4 million.

Because of figures such as these, we need to make a major commitment of time and resources to the successful solicitation of major gifts. Then we need to keep that commitment throughout the campaign, refusing to be deflected from it by complaints or distractions along the way!

HOW DO YOU GET MAJOR GIFTS? The answer is and must always be: "BY ASKING FOR IT." Yes--asking, clearly, concisely, openly, with as little "fat, fuzz and frills" as possible. Asking your BEST prospects with your BEST possible solicitors armed with the MOST productive presentation your institution can mobilize.

If you are the chief development officer, you can delegate other programs, which are important too--annual giving, community support, the parents fund, the athletic boosters club, the grateful patients program. But, you cannot, must not, dare not delegate major gifts.

Far too many capital campaigns fall victim to "goals displacement." We have all been victims or victimized by that bureaucratic virus. We start out with clear goals. But as time passes, the goals get fuzzed up or out of focus or obscured as we get caught up in a myriad of time-consuming details. Don't let this happen to you and your campaign. Keep your eye on the MAJOR GIFTS ball!

Prospect Research:

Essential First Step To Obtaining Major Gifts

Everyone knows that prospect research is important--but have you really calculated the number and the size of the gifts that you need to raise \$3 million--\$5 million--\$50 million?

Who are these prospects? How many are alumni--friends--foundations--corporation--parents--patients? Where are they located? 22 of the top 25 foundations are within 50 miles of New York City! What is their major interest in your institution? Who is/are the best person/people to cultivate or solicit the prospects?

What is your prospect-approach strategy? Has it been carefully reviewed with others and is it in writing?

Does the prospect have a burning interest in your institution, or does the interest need to be identified or kindled?

What priority of your campaign is most likely to appeal to the prospect's interest?

Who is the best possible person to uncover or nourish that interest on the first call--the second call--the third call?

Formulate and Manage
Your List of Major Gift Prospects

Major gifts DESERVE a simple and effective procedure for cultivation. Map it out with your colleagues and then stick to it.

This includes, as stated earlier, an intelligent and manageable list of major gift prospects--an assignment to that list of appropriate gift potentials for each prospect--\$1 million up -- \$500,000 to \$1 million -- \$100,000 to \$500,000, etc.

Then rank the prospects and their potential in the following way --- first 10, next 10, 20 to 30, 30 to 40, etc.

Start with your top TEN prospects, estimate the cultivation requirements and steps for each, plot every move carefully. When you finish, the top TEN should have an average of eight to ten major cultivation moves by you, your president and your best volunteer or two over the next year.

While you are working with the top ten, you and your staff should be plotting the early moves on the next 20 simultaneously, putting down those moves on paper in each prospect file as you progress!

The Proposal, The Interview,
Continued Contacts

It is development's job to work up a special presentation for the prospect covering concisely that department or activity the prospect is most likely interested in--with a dollar figure in the request for the gift--spelling out the ways that the gift can be funded.

Now that your presentation is complete--deliver it personally with a brief verbal recap. Resist the temptation to mail it to the prospect. Take it to the prospect. On this visit, the principal solicitor, or an alternate may uncover more information or have an opportunity to review positively the written presentation. You may get lucky and get the gift then and there.

Furthermore, the prospect will be flattered that you returned to elicit further information and advice. Consequently, the prospect's interest in the proposal and the institution will sharpen, not diminish.

This second contact may be vital. It has too many synergistic elements in it to be short-circuited by simply mailing the proposal. If the meeting doesn't produce a gift then and there, it will at least develop more prospect information and interest and can set the stage for producing the "expert witness" which may close the case for you. By this I mean the president/faculty member/doctor/lawyer or cleric who can speak more articulately in support

of the written presentation--the physician who performs the operation--the chemist who does the research, or the coach who works with the juveniles.

If this does not produce a commitment, there are still several moves left, but you are approaching that moment of truth--the final meeting where a real push is made to secure the signed commitment, an actual gift, a letter of intent, or something concrete to show that this donor signifies a firm commitment to give to this cause now or soon.

Finally...

A lot of work? You bet! But, you are concentrating on relatively few prospects and they deserve your undivided and careful attention every step of the way.

Remember, your campaign will be won or lost not in the top third--the top quarter--the top tenth, but the top two or three per cent of your prospects.



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218
West Saint Paul, Minnesota 55118 Phone (612) 457-2579

MEETING NOTICE
Board of Directors

Tuesday, August 21, 1979

2:00 p.m.
Conference Room

Webb Company
1999 Shepard Road
St. Paul, Minnesota

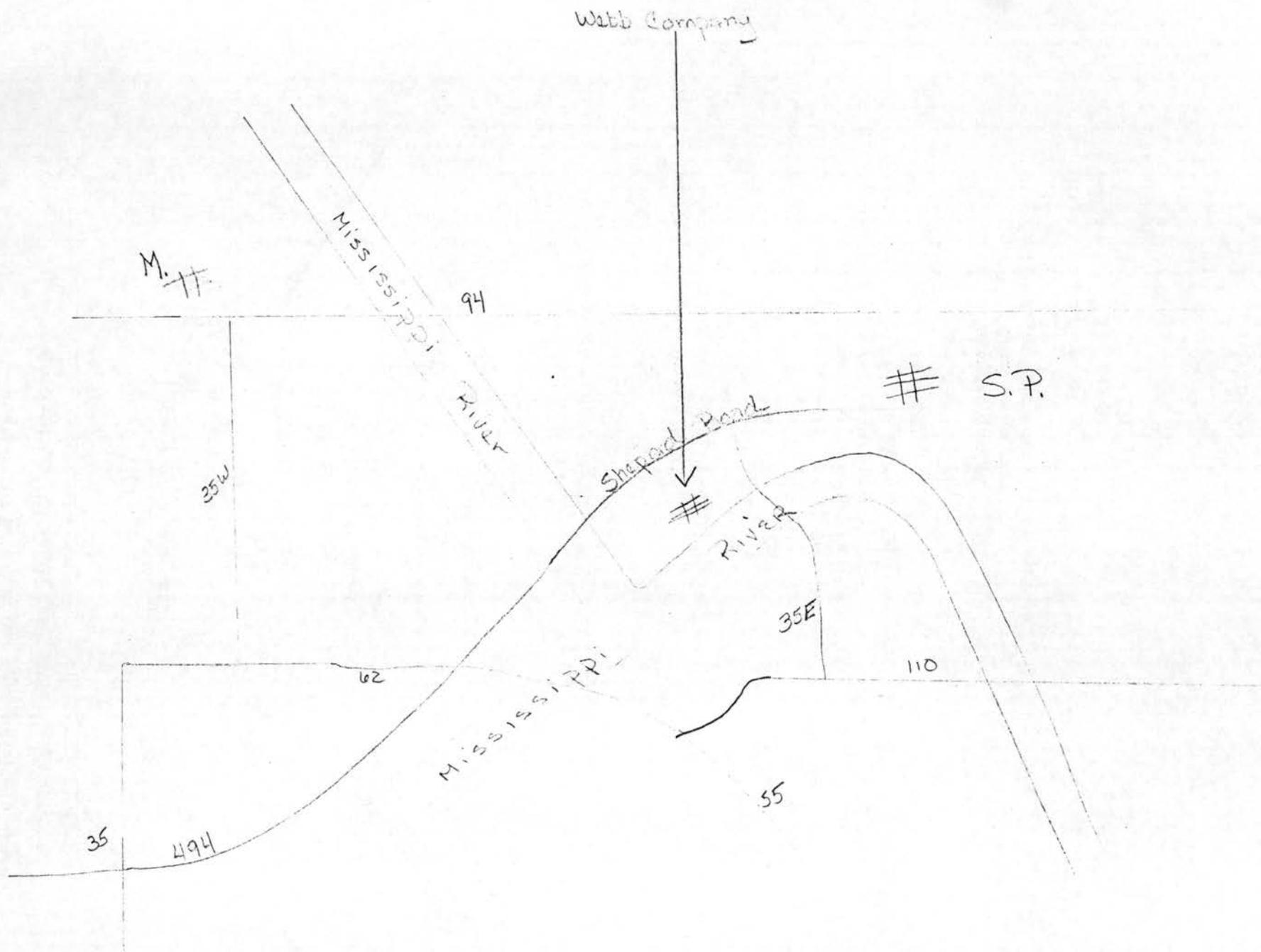
(see map - reverse side)

Host: Reuel Harmon

Note Date Change

Agenda

- I. Minutes of Board Meeting, June 27, 1979
- II. Financial Reports
 - A. Audit - Fiscal Year 6/30/79
 - B. Treasurer's Report - First Month 7/31/79
- III. Executive Director's Report
 - A. Campaign Plans
 1. Shaver Company - Financial Feasibility
 2. Doremus Company - Consolidated Report
 - B. CEO/Orchestra Event - 9/10/79
 - C. Annual Meeting Plans - Nominating Committee
- IV. Other Reports
 - A. Minnesota Zoological Garden
 1. Capital Improvement Plan
 2. Public Relations Advisory Committee
 3. Other
 - B. Minnesota Zoological Society
 - C. Zoo Walk '79
- V. Adjournment





MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

IMPORTANT NOTICE TO ALL FOUNDATION BOARD MEMBERS

Please mark this date on your calendars (in ink!) and plan to attend the
Community Leader/Orchestra event on:

Monday, September 10th

5:30 p.m. to 8:30 p.m.

at the

Minnesota Zoological Garden

Busses leave from and return to:
Minneapolis Club - Minneapolis
Minnesota Club - St. Paul.

We'd like to achieve 100 percent Board attendance - - this is an important
prospect and donor cultivation event.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements
June 30, 1979 - 12th Month

	<u>Current Month</u>	<u>FY 1979 To-Date</u>	<u>Annual FY 1979 Budget</u>
Receipts:			
Contributions (Schedule 1)	\$12,035.00	\$346,859.11	
Net Special Events (Schedule 2)	54,971.23	39,962.92	
Interest (Schedule 3)	29,534.22	94,313.68	
Other Income (Schedule 4)	<u>2,033.28</u>	<u>40,942.42</u>	
Total Receipts:	\$98,573.73	\$522,078.13	
Expenditures:			
Administrative Expenses (Sch. 5)	\$6,443.01	\$92,671.16	
MZG Expenditures Paid (Sch. 5)	-0-	58,373.96	
MZG Capital Project Expenditures	<u>-0-</u>	<u>100,000.00</u>	
Total Expenses:	\$6,443.01	\$251,045.12	
*Excess of Receipts Over Disbursements	\$92,130.72	\$271,033.01	
Cash & Invested Assets - Beginning of Period 6/1/79	\$1,131,973.34	\$953,071.05	
Cash & Invested Assets - End of Period 6/30/79	<u>\$1,224,104.06</u>	<u>\$1,224,104.06</u>	
Outstanding Commitments			
Current Fiscal Year	\$31,150.00		
Future Fiscal Years	\$460,933.00		

June 30, 1979 CONTRIBUTOR Page 1	PLEDGED 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
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	5,000.00	15,000.00	10,000.00	-0-	5,000.00	-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-	75,000.00	-0-	75,000.00
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	9,000.00	17,000.00	-0-	-0-
Association Degree of Honor Protective	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	6,000.00	-0-	3,000.00
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 & 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, Inc.	100,000.00	-0-	100,000.00	25,000.00	-0-	25,000.00	-0-	50,000.00
Sub-Total Page 1	603,373.50		608,373.50			85,500.00		189,000.00

June 30, 9									
CONTRIBUTOR	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 2									
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	7,500.00	17,500.00	10,000.00	-0-	7,500.00	-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-	50,000.00	-0-	-0-	
Graco Foundation	2,500.00	2,500.00	5,000.00	2,500.00	-0-	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-	25,000.00	-0-	50,000.00	
International Multifoods	21,000.00	-0-	21,000.00	21,000.00	-0-	-0-	-0-	-0-	
Investors' Diversified Svcs.	-0-	5,000.00	5,000.00	-0-	-0-	2,500.00	-0-	2,500.00	
Josten's	5,000.00	-0-	5,000.00	2,500.00	-0-	2,500.00	-0-	-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	-0-	12,500.00	-0-	22,500.00	
McQuay-Perfex, Inc.	500.00	500.00	1,000.00	500.00	-0-	500.00	-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-	
Sub-Total	Page 2	361,000.00	\$28,600.00	389,600.00	192,300.00	-0-	116,100.00	\$5,400.00	75,800.00

June 30, 9 CONTRIBUTOR Page 3	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 Pai In Later Fiscal Years
MN Society: American Institute of Architects	200.00	-0-	200.00	200.00	-0-	-0-	-0-	-0-
Minnesota Mutual Life Insurance Company	5,000.00	-0-	5,000.00	-0-	-0-	1,667.00	-0-	3,333.00
Munsingwear, Inc.	-0-	2,000.00	2,000.00	-0-	-0-	1,000.00	-0-	1,000.00
Nohrenberg, Alvin	-0-	1,000.00	1,000.00	-0-	-0-	1,000.00	-0-	-0-
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-	7,000.00	-0-	14,000.00
Northwestern National Life Insurance Company	7,500.00	-0-	7,500.00	-0-	-0-	2,500.00	-0-	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-	20,000.00	-0-	-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-	-0-	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	500.00	1,500.00	1,000.00	-0-	500.00	-0-	-0-
Sub-Total Page 3	468,500.00	98,700.00	567,200.00	325,000.00	-0-	78,867.00	20,000.00	143,333.00

June 30, 79 CONTRIBUTOR Page 4	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
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-
Sperry Univac	-0-	500.00	500.00	-0-	-0-	500.00	-0-	-0-
Target Stores	-0-	2,200.00	2,200.00	-0-	-0-	2,200.00	-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 Federat 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	2,645.00	9,147.49	6,502.49	35.00	2,645.00	-0-	-0-
ZooNews: Individual Gifts	710.00	-0-	710.00	710.00	-0-	-0-	-0-	-0-
Mpls. Council of Camp Fire	-0-	1,047.11	1,047.11	-0-	-0-	1,047.11	-0-	-0-
Sub-Total Page 4	38,330.06	59,192.11	97,522.17	38,080.06	35.00	6,392.11	250.00	52,800.00
TOTAL:	1,471,203.56	191,492.11	1,662,695.67	823,753.56	12,035.00	346,859.11	31,150.00	460,933.00
In addition to the above reported contributions, Whale of a Walk '77, co-sponsored by the Foundation, generated \$145,068.69 in total pledges, \$121,436.27 in gross donations and \$68,771.55 in net receipts for the zoo. Walk With The Animals '78 generated \$216,197.97 in total pledges, \$156,158.07 in gross donations and \$68,573.46 in net receipts for the zoo. Total pledged contributions plus net special events receipts thus total \$1,								

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Analysis of Special Events
June 30, 1979 - 12th Month

<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>
<u>Income:</u>					
<u>Donations</u>	\$60,145.22		\$85,710.55		\$85,710.55
<u>Income Offsetting Expenses</u>					
Donations to Project	2,500.00		6,800.00		6,800.00
Tee Shirt Sales	-0-		1,471.75		1,471.75
Walk Day Concessions	138.00		196.05		196.05
CETA Reimbursement	4,178.50		5,491.27		5,491.27
	<u>\$6,816.50</u>		<u>\$13,959.07</u>		<u>\$13,959.07</u>
<u>Income Offsetting Shared Proceeds</u>					
Donations for Busses	\$153.00		\$1,148.90		\$1,148.90
Button Sales	-0-		575.60		575.60
	<u>\$153.00</u>		<u>\$1,724.50</u>		<u>\$1,724.50</u>
<u>Total Income Received</u>	<u>\$67,114.72</u>		<u>\$101,394.12</u>		<u>\$101,394.12</u>
<u>Expenses:</u>					
Director's Salary	\$1,500.00	\$1,500.00	\$11,250.00	\$12,750.00	\$11,250.00
Assistant's Salary	816.66	700.00	4,899.96	4,900.00	4,899.95
Office Mgr.'s Salary	816.34	600.00	4,024.33	3,600.00	4,024.33
Other Salaries	1,490.57	980.00	3,817.69	2,460.00	3,817.69
Retirement Contributions	-0-	-0-	348.54	-0-	348.54
Employee Benefits	-0-	-0-	297.69	-0-	297.69
Reimbursable Expenses	342.31	150.00	2,185.14	2,250.00	2,185.14
Office Supplies	8.42	100.00	1,145.15	800.00	1,145.15
Postage	1,000.00	1,250.00	2,775.36	3,400.00	2,775.36
Telephone	60.57	150.00	1,348.74	1,520.00	1,348.74
Insurance	-0-	-0-	315.00	400.00	315.00
Promotion	2,788.15	-0-	8,032.12	3,500.00	8,032.12
Tee Shirts	-0-	-0-	1,653.12	1,750.00	1,653.12
Printing/Xerox	472.71	250.00	4,821.91	2,500.00	4,821.91
Envelopes	-0-	100.00	1,021.00	2,900.00	1,021.00
Equip. Purchase/Office	-0-	50.00	9.24	400.00	9.24
Equip. Rental/Office	-0-	60.00	-0-	480.00	-0-
Equip. Rental/Walk	182.00	-0-	2,368.00	1,800.00	2,368.00
Buttons	1,200.00	-0-	2,662.18	1,500.00	2,662.18
Data Processing	-0-	-0-	79.92	10,000.00	79.92
Space Rental	282.00	282.00	2,649.00	2,256.00	2,649.00
<u>Sub-Total Expenses</u>	<u>\$10,959.73</u>	<u>\$6,172.00</u>	<u>\$55,704.09</u>	<u>\$59,166.00</u>	<u>\$55,704.09</u>
<u>Federal & State Withholding</u>	<u>(91.60)</u>		<u>(393.60)</u>		<u>(393.60)</u>
	<u>\$10,868.13</u>		<u>\$55,310.49</u>		<u>\$55,310.49</u>
<u>Employee Retirement Accounts</u>	<u>(99.54)</u>		<u>(99.54)</u>		<u>(99.54)</u>
<u>Total Direct Expenses</u>	<u>\$10,768.59</u>		<u>\$55,210.95</u>		<u>\$55,210.95</u>

<u>Zoo Walk '79 (con't)</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1979 To-Date</u>	<u>Project Budget</u>	<u>Project Inception To-Date</u>
<u>Shared Proceeds:</u>					
Bussing	\$1,374.90		\$1,864.90		\$1,864.90
20% Group Shared Proceeds	-0-		-0-		-0-
15% Society Shared Proceeds	-0-		-0-		-0-
Como Zoo Donation	-0-		-0-		-0-
Total Shared Proceeds	\$1,374.90		\$1,864.90		\$1,864.90
Total Direct Expenses & Shared Proceeds	\$12,143.49		\$57,075.85		\$57,075.85
Excess of Receipts Over Expenses	\$54,971.23		\$44,318.27		\$44,318.27
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Zoo Walk '79 Revenue</u>	<u>\$54,971.23</u>		<u>\$44,318.27</u>		<u>\$44,318.27</u>
 <u>1978 Zoo Walk</u>					
(Previously Reported)					
Total Income Received	-0-		\$28,959.60		\$163,431.71
Total Direct Expenses	-0-		14,567.83	\$56,394.00	67,720.24
Total Shared Proceeds	-0-		22,232.75	-0-	27,727.49
Total Expenses	-0-		\$36,800.58	\$56,394.00	\$94,858.25
Excess of Receipts Over Expenses	-0-		(7,840.98)		\$68,573.46
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Zoo Walk '78 Revenue</u>	<u>-0-</u>		<u>(7,840.98)</u>		<u>\$68,573.46</u>
 <u>1977 Whale Walk</u>					
(Previously Reported)					
Total Income Received	-0-		\$251.00		\$121,436.27
Total Direct Expenses	-0-		-0-		30,571.69
Total Shared Proceeds	-0-		-0-		22,093.03
Total Expenses	-0-		\$251.00		\$52,664.72

<u>1977 Whale Walk (con't)</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1979 To-Date</u>	<u>Project Budget</u>	<u>Project Inception To-Date</u>
Excess of Receipts Over Expenses	-0-		\$251.00		\$68,771.55
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Whale Walk Revenue</u>	<u>-0-</u>		<u>\$251.00</u>		<u>\$68,771.55</u>
 <u>Zoo Opening Committee</u>					
(Previously Reported)					
Income:					
Director's Reception	-0-		\$1,059.00		\$8,830.50
<u>Other Receipts</u>					
Reimbursements - MZG	-0-		446.61		842.05
Reimbursements - MZGF	-0-		408.99		734.09
Reimbursements - MZS	-0-		1,368.95		1,368.95
Total Income Received	-0-		\$3,283.55		\$11,775.59
Total Direct Expenses	-0-		\$48.92		11,775.59
Excess of Receipts Over Expenses	-0-		\$3,234.63		-0-
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Zoo Opening Revenue</u>	<u>-0-</u>		<u>\$3,234.63</u>		<u>-0-</u>
 <u>Total Special Events Revenue (Net)</u>	 <u>\$54,971.23</u>		 <u>\$39,962.92</u>		

(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Cash and Invested Assets
June 30, 1979 - 12th Month

	<u>Current Balance</u>
<u>Checking Accounts:</u>	
First St. Paul - MZGF	\$2,757.82
First St. Paul - Walk	22,391.53
Northwestern Minneapolis	<u>28,195.77</u>
Total Checking:	\$53,345.12
<u>Savings Accounts:</u>	
First St. Paul (5%)	\$20,279.11
Northwestern Minneapolis (5%)	<u>479.83</u>
Total Savings:	\$20,758.94
<u>Certificates of Deposit:</u>	
First St. Paul (11%, maturing 7/9/79)	<u>\$250,000.00</u>
Total Certificates of Deposit:	\$250,000.00
<u>Commercial Paper:</u>	
Northwestern Mpls. (10%, maturing 9/26/79)	<u>\$500,000.00</u>
Total Commercial Paper:	\$500,000.00
<u>Letter of Credit:</u>	
First St. Paul (9.85%, maturing 7/30/79)	<u>\$400,000.00</u>
Total Letter of Credit:	\$400,000.00
Total Invested:	\$1,170,758.94
Total Cash and Invested Assets:	<u>\$1,224,104.06</u>
	(To Exhibit 1)
<u>Interest Income:</u>	
Month	\$29,534.22
Year-To-Date	\$94,313.68
	(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Other Income
June 30, 1979 - 12th Month

	<u>Month</u>	<u>Year-To-Date</u>
<u>Receipts:</u>		
<u>Donations to MZGF</u>		
Onan Family Foundation	-0-	\$3,750.00
<u>CETA Reimbursement</u>	1,982.28	19,822.90
<u>Walk Reimbursement</u>	-0-	135.00
<u>Annual Meeting</u>	-0-	708.00
<u>Bank Credits</u>	-0-	60.21
<u>Other</u>	-0-	156.20
<u>Uncashed Checks</u>	-0-	262.11
Sub-Total Other Income:	\$1,982.28	\$24,894.42
<u>Group Sales Tickets</u>	39.00	897.00
<u>MZG Emergency Account</u>	12.00	15,151.00
 TOTAL OTHER INCOME:	 <u>\$2,033.28</u>	 <u>\$40,942.42</u>

(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Administrative and MZG Expenses Paid
June 30, 1979 - 12th 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>
Administrative Expenses:						
Salaries		\$4,246.66		\$59,645.72		\$61,600.00
Retirement Contributions		987.95		8,328.20		8,024.00
Employee Benefits		175.58		3,504.28		3,157.00
Reimbursable Expenses		101.95		1,764.64		1,800.00
Occupancy		465.68		3,105.68		3,000.00
Office Supplies		19.70		416.58		600.00
Postage		26.00		1,055.61		1,500.00
Telephone		-0-		961.82		950.00
Promotion		32.50		1,505.88		1,000.00
Printing/Xerox		202.79		3,184.31		4,000.00
Furniture & Equipment		29.80		1,350.65		1,500.00
Miscellaneous						5,000.00
Audit		-0-		1,025.00		
Insurance		-0-		613.00		
Donor Recognition Items		-0-		424.40		
Consulting		-0-		3,624.36		
Resource Materials		-0-		436.48		
Annual Dinner		-0-		719.36		
Memberships		-0-		230.00		
CETA Coursework		-0-		166.25		
CETA Reimbursement		-0-		553.23		
Bank Charges		-0-		66.71		
Total Miscellaneous Expense		-0-		\$7,858.79		
Sub-Total Administrative Expenses		\$6,288.61		\$92,682.16		
Federal & State Withholding		154.40		(11.00)		
		\$6,443.01		\$92,671.16		
Employee Retirement Accounts		-0-		-0-		
Total Administrative Expenses:		<u>\$6,443.01</u>		<u>\$92,671.16</u>		<u>\$92,131.00</u>

(To Exhibit 1)

	<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)						
MZG Expenditures:						
Group Sales Tickets		-0-		\$1,000.00		
MZG Emergency Account		-0-		47,873.96		
Outside Consultant		-0-		9,500.00		
Capital Completion Program		-0-		<u>100,000.00</u>		
Total MZG Expenditures:		-0-		\$158,373.96		
Total Administrative & MZG Expenditures:		<u>\$6,443.01</u>		<u>\$251,045.12</u>		

(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements
July 31, 1979 - First Month

	<u>Current Month</u>	<u>FY 1980 To-Date</u>	<u>Annual FY 1980 Budget</u>
Receipts:			
Contributions (Schedule 1)	\$8,375.00	\$8,375.00	
Net Special Events (Schedule 2)	11,071.34	11,071.34	
Interest (Schedule 3)	17,810.73	17,810.73	
Other Income (Schedule 4)	<u>1,690.76</u>	<u>1,690.76</u>	
Total Receipts:	\$38,947.83	\$38,947.83	
 Expenditures:			
Administrative Expenses (Sch. 5)	12,283.42	12,283.42	
MZG Expenditures Paid (Sch. 5)	6,987.09	6,987.09	
MZG Capital Project Expenditures	<u>100,000.00</u>	<u>100,000.00</u>	
Total Expenses:	\$119,270.51	\$119,270.51	
*Excess of Receipts Over Disbursements	(80,322.68)	(80,322.68)	
Cash & Invested Assets - Beginning of Period 7/1/79	1,224,104.06	1,224,104.06	
Cash & Invested Assets - End of Period 7/31/79	<u>1,143,781.38</u>	<u>1,143,781.38</u>	
 Outstanding Commitments			
Current Fiscal Year	\$239,217.00		
Future Fiscal years	\$245,366.00		



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218
West Saint Paul, Minnesota 55118 Phone (612) 457-2579

August 21, 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. Administration

Current activities within the Foundation are heavily directed toward the administrative side as well as preparation of basic information and strategy that is the structure for the Foundation's Capital Campaign. Attention has also been directed toward meeting with representatives of the Peat, Marwick, Mitchell and Company firm which are doing the Foundation audit for the year ending 6/30/79. The Foundation's financial record-keeping system, which was established by this company, has aided tremendously in the annual audit and monthly reporting process.

Related financial meetings have also been held with Tony Andersen, Treasurer, and Ken Knopf, President, regarding the Foundation's budget for this current fiscal year.

Investment alternatives were also reviewed for the funds which the Foundation currently has in reserve for future zoo construction. Inquiry was made as to the investment opportunities through brokerage houses in various liquid capital income funds which are available for purchase through these sources. The advantage is daily availability of funds. However, the return on these investments is running from 1/2 to 5/8 percent lower than present investments through commercial banks and the investments offered by them. The subsequent decision was to retain our investments in short-range, high-return certificates of deposit, letters of credit or commercial paper which are guaranteed by major banks. Our two major accounts are with the First National Bank of St. Paul and the Northwestern National Bank of Minneapolis.

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 *Eagan*; LOUISI. 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 *Alton*; 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*

This past month also saw processing of two major requests from the Minnesota Zoological Garden. The first was a draw of \$100,000 on the zoo's formerly requested and approved Capital Development Program. The second was processing of two payments through the Foundation's Emergency Equipment Fund. The Foundation had received a request from Ed Kohn to pay for services amounting to \$2,954.66 and \$3,982.43 for graphic design and consulting work performed by Lance Wyman, Ltd. At a special meeting held July 17th in Jim Hetland's office at the First National Bank in Minneapolis, Ken Knopf and Tony Andersen representing the Foundation and Ed Kohn and Jim Hetland representing the Zoo Board reviewed the formal resolution adopted by the Zoo Board and acknowledgment from the Foundation for this Emergency Equipment account. The original intent of this fund was to be utilized in "emergency" situations that would become delayed or inoperative going through normal bid and acceptance processes. It was agreed by Tony Andersen and Ken Knopf that while these services are an exception to the equipment concept, the end result is for graphic design products and materials which will be beneficial to the zoo. The exception was made with request for modification of this resolution by the Zoo Board with subsequent modification made by the Foundation Board in the disbursement of these funds for services and well as equipment.

Several discussions were held with members of the Foundation Executive Committee and Ed Kohn regarding the Foundation's proposal to survey other major zoos throughout the country for information about how they have conducted capital campaigns. The indication from Ed Kohn was that this would not be received favorably by other zoo directors as they are attempting through AAZPA to cut down on this type of frequent survey activity. Subsequently, the recommendation was that we seek this information through personal contact or attending major national conventions of zoo-related individuals. Subsequent correspondence with Mr. Robert Wagner, Executive Director of the AAZPA provided me with an agenda of the national meeting scheduled for St. Louis from October 1 - October 4. The administration session on October 3rd does include some discussion of grantmanship that may be as close to the concern which we have as is available through this organization. Mr. Wagner did suggest meeting with Ron Forman, Director of the Audubon Park and Zoological Garden in New Orleans, for information about their recent capital fund program. Other than these two ideas, we seem to be at a dead end with other major zoos and aquariums and their capital fund raising efforts.

Several meetings have been held with Steve Iserman, Administrative Officer, of MZG, regarding recent fund disbursements to the zoo as well as review of processes involved in the Zoo Ride audit.

I have also continued to share information about our current program with Ladd Conrad. I'm sure the Foundation's program will be strengthened by the addition of an advertising agency and a public information officer for the MZG.

Several meetings and numerous discussions have been held with representatives from the Shaver Company and the Doremus Company regarding the assembly of financial information and preparation of the proposed annual report for the zoo-related organizations. George Doty has presented his proposed compilation of condensed financial information on the four zoo-related organizations. As soon as the financial information is available for the year ending June 30, 1979, these numbers will be filled into the proposed format. Bill Wells and Mary Weber of the Doremus Company are preparing a proposal for consideration at the Foundation Board meeting on August 21st. This proposal will be a suggestion on style and format which can be considered by the Foundation Board. Representatives from each of the four participating zoo-related organizations are currently writing statements about their organization's individual purpose and program. This information can then be combined with the financial statements for a final report.

With the Capital Improvement proposal currently being assembled by Ed Kohn and representatives from Interdesign, these two documents will then be the basis for contact with community leaders regarding their impressions about the success of a capital fund drive. Also, this information is the basic data that will go into a case statement which is the primary document for the Foundation's Capital Campaign.

A special request was made to the Board of Directors of the Blandin Foundation to revise their restricted commitment originally made to assist the Northern Trek to a commitment restricted only to the Capital Improvement Program and physical development needs of the Minnesota Zoological Garden. The Blandin Foundation's approval of this request was given on August 7th. The information has been forwarded to Ed Kohn. This will significantly reduce the dollars which the Foundation has in a restricted category for Northern Trek developments and allow the Zoo Board to proceed with other capital alteration programs in areas other than the Northern Trek.

Meetings have also been held with individual members of the Board to review various proposals for programs and future needs for Foundation involvement by Board members and community leaders. Board member additions and campaign committee selections will need increased attention during the next several months.

Comments on the Zoo Walk will be included in this category of administration as that project is nearing its termination date of September 30, 1979. Currently only three people remain on staff, all funded by C.E.T.A. Their responsibilities are directed primarily toward the final collection effort and distribution of recognition material to walkers. Billings have gone out to all unpaid pledges. Collections, total gross is \$110,797.96, in relationship to pledges, appears to be ahead of last year.

II. Development

Margee and Chy are moving full speed ahead with the organization of the September 10, 1979, Chief Executive Officer Party at the zoo. Arrangements have been made with a six-piece violin and French horn ensemble from the Minnesota Orchestra to provide background music for approximately 50 minutes out of a two hour schedule. The goal is to have 100 top executives from corporations and foundations in the Metropolitan area attend a tour and introduction of the zoo. Members of the committee have met with Ed Kohn to review the idea, tour routes, volunteer tour guides, serving of food and all the related transportation aspects. Further information on this event is included in the current packet of materials as well as will be distributed at the Board meeting. Please mark your calendar for Monday, September 10th, and be part of this development event at the zoo. The persons attending are all key prospects for working with us in a variety of ways in the future. Their affiliate organizations are also key in the development program.

Several visits have been held with other consulting development firms who have reviewed our capital campaign proposal in the past and wish to be part of the formal program in the future when established. No commitments or inferences have been shared with anyone beyond the current contract with the Shaver Company.

A number of new development contacts have been made with prospective future participants and donors to the Foundation although no formal requests have been made.

Several speaking engagements have occurred this past month - the Mound Rotary Club (50 members), Minneapolis Rotary Fellowship (17 members), and the Hibbing Rotary Club (80 members). Numerous opportunities have also presented themselves while attending other luncheon meetings or community events. Whenever you as Board members have an opportunity to do development work on behalf of the Foundation, please notify me so that we can give proper credit to your development efforts.

III. Minnesota Zoo Ride, Inc.

During the past month, I have met several times with Glenn Olson, President, to review current activities including the audit, insurance, status of construction and information that can be assembled for the proposed report on the zoo-related organizations.



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218
West Saint Paul, Minnesota 55118 Phone (612) 457-2579

August 21, 1979

TO: Board of Directors
Minnesota Zoological Garden Foundation

FROM: Kathryn Rosebear, Administrative Assistant
Minnesota Zoological Garden Foundation

SUBJECT: Progress Report to Board of Directors

I. Development

A \$5,000 check was received this month from the Dayton-Hudson Foundation as a match to the \$5,000 which the zoo received from the Minnesota State Arts Board. These are program monies which will "pass through" the Foundation to the zoo for use in five arts events, and thus will be designated separately in future financial reports. These monies have been received by the Foundation because the State Arts Board, as a state agency, prefers not to make grants directly to other state agencies, though it was willing to make an exception on its first grant for zoo programs. Future funding for programs of this sort may also be received through the Foundation.

The Fridley branch of the H. B. Fuller Company and several individuals requested information on procedures for making donations and current zoo needs. Specific information on current needs, the cost of various zoo animals, etc., was forwarded to these people for their consideration.

A program proposal for zoo educational programs was reviewed and edited at the request of Naturalist Dave Bender. Potential sources of funding were discussed in a meeting with John Taylor of the Northwest Area Foundation.

II. Public Relations

Considerable time has been spent during the previous month working with Board members planning the September 10th Orchestra Event at the Minnesota Zoo. Margee Kinney and Chy Morrison have both given a great deal of creative energy to planning this event. Various musical options were investigated, and an ensemble from the Minnesota Orchestra chosen to perform at the zoo that evening. Lists of prospective guests have been prepared and circulated to Board members working on the event. An invitations "packet" of printed postcards and personal note cards has been distributed to Board members working on this event's Invitations Committee. Several meetings to plan

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 *Eagan*; 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*

the evening's activities have been held.

ALL BOARD MEMBERS ARE URGED TO ATTEND. With the good food, good music and good company planned, it promises to be a really enjoyable evening.

Arrangements were made with Chase Davies of the Minnesota Zoological Society to exchange Board meeting minutes for the purpose of keeping all Board members informed of the activities of each of the zoo organizations. If you are not currently receiving Society Board minutes, please contact either the Foundation or Society office.

Meetings have also been held during the month with several marketing and public relations firms with expertise in approaches to capital fund-raising. These meetings have been primarily informational.

III. Administrative/General

Two auditors from the firm of Peat, Marwick, Mitchell and Company, Toni Manzoline and Gary Storms, spent more than a week in the Foundation office late in July auditing the Foundation's accounts. "PBC" (prepared by client) listings of Foundation and Zoo Walk expenses were prepared for their use, and all Foundation and Zoo Walk ledgers, invoices, expense sheets and bank statements were organized for their audit. Several meetings were held to discuss the Foundation's financial procedures, and a later meeting discussed proposed changes to those procedures. Several suggestions have already been implemented. The final audit report and management letter will be available by the end of August.

Meetings attended during the month included the Interagency Publicity Committee, the zoo's Arts Advisory Committee, during which the zoo's use of grants for arts programs was discussed, the Zoo Walk Operating Committee, for whom a financial report of Zoo Walk income and expenditures was prepared, and the Minnesota Zoological Society's Board of Directors. I also had the opportunity to attend a free seminar which included sessions on computer use for fund-raising sponsored by the Minnesota Educational Computer Consortium.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

CALLS AND CONTACTS

6/14/79 - 8/17/79

Baker Foundation	Peter	Voigt
Blandin Foundation	Oppenheimer, Olson	Voigt
Campbell & Company	Sturm	Voigt, Rosebear
Campbell & Company	Campbell	Rosebear
Cosgriff Company	Parker, Zachary	Voigt
Crosby, Ellie		Kinney, Kohn
Dain, Kalman, Quail, Inc.	Heegaard	Voigt
Dayton-Hudson Foundation	Wurtelle	Rosebear
Deluxe Check Printers Foundation	Steinkraus	Voigt
Doremus Company	Wells, Weber	Voigt, Rosebear
Dougherty, Dawkins, etc.	O. Byhre	Voigt
Fish, James		Kinney, Morrison
		Kohn, Voigt
Fuller, H.B., Company (Fridley)	Starner	Rosebear
Gerber, Gonsor, Tinker, Stuhr	Hale	Voigt
Hennepin Center for the Arts	Contee, Anderson	Voigt
Hibbing Rotary Club		Voigt
Investors Diversified Services	Goetz	Voigt
Jerome Foundation	Gehrig	Rosebear
Kennedy, Mrs. Ginny		Rosebear
Ketchum, Inc.	Hamilton	Voigt
Kisch, P.J., and Company	DuCharme	Voigt
KTCA	Coughlin, Margolis	Rosebear
Mailhouse, Inc.	Stamson	Voigt, Francis
Medtronic, Inc.	Duclos	Voigt
Minneapolis Audubon Society	Moore	Voigt
Minneapolis College of Art & Design	Hausman	Rosebear
Minneapolis Rotary Fellowship		Voigt
Minnesota Educational Computer Consortium		Rosebear
Minnesota Mining & Mfg. Co.	Carr	Voigt
Minnesota Orchestra	Prauer, Rosen	Rosebear
Mound Rotary Club		Voigt
National Biocentric, Inc.	Lappegaard	Voigt
Nelson, Stan		Kinney, Morrison
		Kohn, Voigt
Niles, Philip Family		Voigt
Northwest Area Foundation	Taylor	Rosebear
Northwest Bancorporation	Kozar	Voigt
Northwest Bancorporation	Lind	Voigt
Northwestern National Bank	McHugh, Gillette	Voigt
Peat, Marwick, Mitchell & Co.	Stawarz, Holland, Manzoline	Voigt, Rosebear
Pickwick International	Willenbring	Rosebear
St. Paul Foundation	Verret	Voigt
St. Paul Ramsey Council of Arts and Sciences	Hall	Rosebear
Science Museum	Larson	Rosebear

Shaver, C. W. Company
Sperry Univac
Stauphacher, Mike
Towle Company
Turnquist Paper Company
Walker Art Center

Currie, Doty
Nichols

Johnson
R. Turnquist
Redden

Voigt
Voigt
Voigt
Voigt
Voigt
Rosebear

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

BOARD OF DIRECTORS' MEETING

August 21, 1979

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Tuesday, August 21, 1979, in the New Conference Room of the Webb Publishing Company, Saint Paul.

Members Present: Margee Kinney, Vice President; Dean McNeal, Secretary; Firmin Alexander, Wallace C. Dayton, Richard Gray, Sr., Reuel Harmon, Malcolm McDonald, John McKay, Chy Morrison, Stanley Nelson, John Tilton.

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

Others Present: Edward Kohn, General Director, and Steve Iserman, Administrative Officer, Minnesota Zoological Garden; Paul Freeman, President, and Chase Davies, Executive Director, Minnesota Zoological Society; Andrew Currie, Vice President, C.W. Shaver and Company.

The meeting was called to order at 2:15 p.m. by Dean McNeal, presiding.

I. Minutes of Board of Directors' Meeting, June 27, 1979

Reuel Harmon moved that the minutes of the Board of Directors' meeting, held June 27, 1979, be approved as submitted to members. The motion was seconded by Margee Kinney. Motion Carried Unanimously.

II. Treasurer's Report

In the absence of Treasurer Tony Andersen, the Treasurer's Report was presented by Bob Voigt.

Referring to the Financial Report dated June 30, 1979, Mr. Voigt stated that these figures represented the final fiscal year-end figures for the Foundation. Total income for the year amounted to \$522,078; of this amount, \$346,859 were received in contributions on behalf of the Minnesota Zoological Garden, \$39,962 represented the net contributions of the 1978 and 1979 Zoo Walk activity during the fiscal year, and \$40,942 represented other income, of which \$19,823 were salary reimbursements paid through the Dakota County C.E.T.A. program. Mr. Voigt also noted that interest earned on investments during the year totalled \$94,313, or more than the total operating budget of the Foundation.

Referring to Schedule 5, Administrative and MZG Expenditures Paid, Mr. Voigt explained that this schedule of operating expenses does not net out any accounts for which offsetting income was received. With administrative income and expenditures netted, the Foundation operating costs during the fiscal year 1979 amounted to \$72,923. Thus, the ratio of administrative expenses to contributions received during the year was 21 percent. However, the Foundation's administrative expenses to total income from all sources produced a ratio of 15 percent. The Foundation generated a return on investments of \$22,389 in excess of the cost of its operating accounts. Consequently, one hundred percent of all grants received for the zoo are

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still held for the zoo's capital construction projects.

Mr. Voigt further explained that, during fiscal year 1979, the Foundation paid \$47,873 in Emergency Fund purchases on behalf of the Minnesota Zoo and also paid an additional \$9,500 to Donald Bridgwater for the performance of contractual services. Reuel Harmon asked whether Mr. Bridgwater had completed the terms of his contract; Mr. Voigt stated that the public safety program and legislative program for which Mr. Bridgwater had been contracted had been completed and forwarded to the Minnesota Zoo.

Dean McNeal then asked when the audit performed by Peat, Marwick, Mitchell and Company would become available. Mr. Voigt stated that preliminary figures had been expected for today's meeting, but that these figures had not been available; preliminary figures are expected by the end of the month. In response to a question regarding any comments from the auditors, Mr. Voigt stated that the Foundation had discussed a change in accounting procedures from the cash receipts basis to an accrual basis to qualify for a completely certified audit by Peat, Marwick; the decision had been made that these accounting procedures would not be necessary.

Mr. Voigt then referred to Exhibit 1, or the Financial Summary, of the July 31, 1979, Financial Report. Mr. Voigt stated that expenses during the month of July were very close to budget projections prepared by Mr. Knopf, Mr. Andersen, and himself.

Stan Nelson then inquired whether the 21 percent fund-raising ratio was within line for fund-raising organizations. Mr. Voigt explained that the Minnesota Charities Review Board sets an appropriate fund-raising limit at no more than 30 percent of the monies raised; he further noted that the Foundation's ratio was well below this figure, though the Foundation had not actively solicited funds for the majority of the year.

III. Executive Director's Report

The Executive Director's Report was presented by Bob Voigt, who referred to the summary of activities outlined in the written statement included with materials of this meeting.

Bob Voigt then referred to a meeting on July 17, 1979, held in Jim Hetland's office with Ed Kohn, Ken Knopf, Tony Andersen, Steve Iserman, Bob Voigt and Kathryn Rosebear to discuss the designation of donated funds and the need for unrestricted funds for the development of non-Northern Trek projects. This meeting was authorized by the Foundation's Board of Directors in their motion at the meeting of June 27, 1979. It was decided that, in order to have funds available to meet zoo needs, the Blandin Foundation would be contacted to request that their commitment of \$300,000 be applied towards the general construction program of the zoo rather than to specifically Northern Trek construction. Mr. Voigt reported that he had been in contact with James Oppenheimer, President of the Blandin Foundation, and Paul Olson, Executive Director of the Foundation, who both agreed that a change in designation of Blandin Foundation funds could be made, and wrote a confirmation letter to that effect.

Mr. Voigt then stated that this action was precipitated by a letter dated May 10, 1979, from Edward Kohn, outlining a \$1.2 million capital improvement program as approved by the Minnesota Zoological Board and requesting Foundation funds for these purposes. Bob Voigt stated that, at the Foundation Board meeting on June 5, 1979, this request for funds had been reviewed; at that time, sufficient funds were not available in unrestricted categories to meet the request. Bob Voigt further related that, at the June 27, 1979, Board meeting, a procedure for reviewing this request had been established, and that at the meeting in Jim Hetland's office on July 17, 1979, the request had been reviewed and the decision to request a change in designation from the Blandin Foundation made. Mr. Voigt then suggested that, as sufficient undesignated funds were now available to meet the zoo's request, the Board take action on approving fund transfers to the zoo for capital improvement construction.

Dick Gray moved that the Foundation authorize the transfer of \$1.2 million to the Minnesota Zoological Garden, according to the revised timetable for such transfers outlined in the letter to the Foundation from Mr. Edward Kohn, dated July 11, 1979, for the capital improvement program, as outlined in Mr. Kohn's letter of May 10, 1979. The motion was seconded by Malcolm McDonald. Motion Carried Unanimously.

On behalf of the zoo, Mr. Kohn thanked Foundation Board members for their approval of the request and their work for the zoo.

A. Campaign Plans

1. Shaver Company - Financial Feasibility

Reporting on the progress of his firm in completing the Financial Feasibility Study, Mr. Andy Currie stated that he and other employees of his firm are currently waiting for the zoo and the zoo's architects to finalize architectural plans and budgets for the capital program. An assembly of financial requirements and projections, both for capital and operating purposes, should be completed by mid-September; Mr. Currie will need two full days with key zoo staff to discuss numbers and condense these for use in interviews. All interpretive materials required for interviews, including architectural renderings and supporting documents from the zoo, will be needed by September 28, 1979. After mid-September, the Shaver Company will begin scheduling interviews to commence the first week of October, with completion expected by the end of October. Interviewees will be jointly determined by representatives of the zoo, Foundation and the Shaver Company.

Mr. Currie reported that, if this schedule were met, the report and recommendations would be completed by mid-November. Delays in meeting this completion date would create delays in scheduling and presentation associated with the holiday season and the next legislative session.

In regard to the annual report, Mr. Currie stated that his firm is waiting for current audit statements to complete their suggestions for financial summaries.

2. Doremus Company

Bob Voigt reported that Bill Wells and Mary Weber of the Braman Doremus Company had donated the writing and coordination of the consolidated annual report for all zoo organizations, as had been discussed at previous meetings of the Board of Directors. Mr. Voigt stated that he had received, just prior to entering today's meeting, a proposal from Mr. Wells and Mrs. Weber outlining their ideas on the proposed content and objectives of the annual report; Mr. Voigt circulated copies of the proposal to Board members and added that Andrew Currie and George Doty of the C. W. Shaver and Company were also working on financial statements for the report.

Dean McNeal asked Board members for their opinion on the annual report, noting that Tony Andersen had felt that fully audited financial reports should be included rather than financial summaries. He added that the Foundation and Society had separate auditing firms, and that the zoo was audited by the state legislative auditor. Mr. McNeal noted that different procedures were used by each organization; he added that the C. W. Shaver and Company had recommended condensed reports for each organization combined with a statement that audits are available for review on request.

Firmin Alexander asked Paul Freeman to express the Society's opinion of the production of this report. Paul Freeman stated that the concept presented to him in the meeting discussing the proposed report, held July 17, 1979, was that of an "alliance" report with each of the different organizations submitting financial statements in summary prepared by their own auditors; he added that full audit reports would include too much verbage and disclaiming statements from the auditors. Andy Currie stated that the Shaver Company felt there was no need for auditor's statements, but that truthful and exact financial statements should be provided along with the statement that a certified audit would be available for review in the organization's office. Paul Freeman added that, speaking for the Society, the way in which the Society explains itself and the approach an auditor would take to a financial statement might differ; he agreed that readers could be provided with a statement that offered reviewal of a certified audit. Dick Gray summarized what he felt would be the proposed approach to financial statements by saying that the report would first include summary figures, that secondly these figures would come from an audit, and that thirdly each reader could, upon request, review the audit.

Reuel Harmon commented that he had recently read the annual report of the Minnesota Landscape Arboretum, and that he was impressed with their meticulous list of donors. He suggested this annual report consider a similar approach.

Margee Kinney asked Andy Currie to estimate the amount of time the Shaver Company had put into their financial analysis to-date. Mr. Currie responded that the Shaver Company had already worked approximately three and one-half days.

B. CEO/Orchestra Event

Margee Kinney reported that 230 invitations had been extended to the September 10th event, and that most of these had been mailed. It is hoped that the event will draw approximately 100 community leaders and

their wives. Mrs. Kinney emphasized that the purpose of the event is to introduce community leaders to the zoo in an event that will intermingle the cultural activities of this area and the zoo; she added that the committee planning the event felt the best approach to guests was personal contact, through a personal visit or phone call and in combination with a personal written invitation.

John McKay inquired whether Dairy Queen facilities would be open on the evening of the event. Margee Kinney stated that this had been considered and was under investigation.

Dick Gray asked how many Foundation Board members would be attending. Kathryn Rosebear stated that all had been invited and were encouraged to attend, but that no count at this point had been taken.

Margee Kinney added that each bus transporting guests to the zoo would include bus hostesses and zoo professionals capable of answering guests' questions regarding all aspects of the zoo.

C. Annual Meeting Plans - Nominating Committee

Bob Voigt reported that the annual meeting of the Foundation was forthcoming in November, and that recommendations for the eleven Board members appointed by the Chairman of the Zoo Board, the present openings in the elected Board positions, and the slate of officers would have to be considered in the near future. He added that Ken Knopf, President of the Foundation, had decided not to stand for re-election because of recent retirement and also being out of town a majority of the time.

On behalf of Ken Knopf, Mr. Voigt asked Richard Gray and Malcolm McDonald to serve with the Foundation's Executive Committee as the Foundation's Nominating Committee. Both Mr. Gray and Mr. McDonald agreed to serve in that capacity.

IV. Other Reports

A. Minnesota Zoological Garden

1. Capital Improvement Plan

Ed Kohn discussed the current status of the zoo's capital improvement plan, noting that the entire plan had not been completed pending feedback from the Foundation. He noted that the exhibit sequence and proposed development had first been introduced to the Foundation Board at their meeting on March 22, 1979. Currently, the zoo is waiting for the Foundation and its consultants, C. W. Shaver and Company, to present ideas on how best to have the Zoo Team complete renderings and other issues.

Mr. Kohn circulated to Board members a financial breakdown of costs involved in the proposed program, adding that dollar estimates include contingencies and are based on April, 1980, dollars. He stated that, within the \$9,446,770 figure proposed, there are different clusters of projects which could be funded through separate campaigns.

John Tilton inquired whether the first funding priority would be

the Midtrek area, including exhibits for polar bears, seals and arctic fox. Mr. Kohn responded that the Midtrek area, including the lodge, polar bear, seal and fox exhibits was the first priority. Mr. Kohn further explained that the Midtrek lodge had been designed as a multi-purpose area, housing food services, an interpretive center, rest stops and grouped seating areas and several fireplaces. The lodge would provide a series of programs and activities for people either individually or in groups. John McKay then questioned whether the lodge would house animal exhibits. Ed Kohn answered that the lodge would contain no animal exhibits, and would not be directly situated to provide viewing of the large animal panoramas, though viewing of these animals might occasionally be possible. The purpose of the lodge would be to provide a location along the Zoo Ride where riders might stop for a while, thus spreading out zoo visitors in space and time throughout the zoo.

Dean McNeal commented that it will become the responsibility of Mr. Kohn, the public relations officer and the Public Relations Advisory Committee to clearly relate to the public the proposed Northern Trek development and to differentiate this development from that for which funds previously were solicited.

2. Public Relations Advisory Committee

Dick Gray reported that the Public Relations Advisory Committee, comprised of two members each from the Zoo Board, Foundation Board, and Society, had met twice in the past several months; a third meeting has been scheduled for Thursday, August 23, 1979. Mr. Gray added that the committee is still formulating its role, and will begin to take action after the meeting on Thursday.

Margee Kinney inquired whether the zoo had yet hired a public relations officer. Ed Kohn responded that no one had been hired, though the zoo had interviewed and screened over fifty applicants.

B. Minnesota Zoological Society

Paul Freeman briefly explained to Foundation Board members that the Society exists as the "people" organization for the zoo, and that the Society sees as its clientele the population of Minnesota. Mr. Freeman then displayed two posters used for membership solicitation by the Society, and noted that the Society occasionally produces zoo-oriented products for a profit. He noted that the posters had been sold at a profit, and added that the Society, in conjunction with zoo staff, had recently printed a zoo calendar. Copies of the calendar were made available to Board members attending the meeting.

Mr. Freeman then reported that the Society, at its last Board meeting on August 16, 1979, approved a fiscal year budget of \$236,000 for administrative expenditures, membership recruitment and membership services; estimated income for the year totals approximately \$250,000.

Mr. Freeman announced that the Society's annual meeting will be held on Saturday, September 15th, at the Minnesota Zoological Garden. He encouraged Foundation Board members who are also Society members to attend this annual meeting.

John Tilton asked about the attrition rate of first-year Society memberships. Mr. Freeman stated that, of the 8,000 memberships which have lapsed, approximately 5,000 memberships have been renewed. The Society has an additional 3,000 memberships which have not yet come up for renewal.

C. Zoo Walk '79

Kathryn Rosebear reported that, through July 31, 1979, the Zoo Walk had received \$107,054 in contributions; of this amount, an \$11,000 donation had been received from Dairy Queen. Ms. Rosebear reported that contributions during the month of August had decreased significantly. The closing date of the Zoo Walk project has been set for September 30, 1979; the Operating Committee will meet once more in September.

V. Adjournment

It was noted that the next meeting of the Foundation's Board of Directors will be held on Wednesday, September 26, 1979. Notification of time and location will be sent to members prior to the meeting.

The meeting was adjourned at 3:50 p.m.

*presented Aug 21, 79
to MZGF Bds*

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements
June 30, 1979 - 12th Month

	<u>Current Month</u>	<u>FY 1979 To-Date</u>	<u>Annual FY 1979 Budget</u>
Receipts:			
Contributions (Schedule 1)	\$12,035.00	\$346,859.11	
Net Special Events (Schedule 2)	54,971.23	39,962.92	
Interest (Schedule 3)	29,534.22	94,313.68	
Other Income (Schedule 4)	<u>2,033.28</u>	<u>40,942.42</u>	
Total Receipts:	\$98,573.73	\$522,078.13	
Expenditures:			
Administrative Expenses (Sch. 5)	\$6,443.01	\$92,671.16	
MZG Expenditures Paid (Sch. 5)	-0-	58,373.96	
MZG Capital Project Expenditures	<u>-0-</u>	<u>100,000.00</u>	
Total Expenses:	\$6,443.01	\$251,045.12	
*Excess of Receipts Over Disbursements	\$92,130.72	\$271,033.01	
Cash & Invested Assets - Beginning of Period 6/1/79	\$1,131,973.34	\$953,071.05	
Cash & Invested Assets - End of Period 6/30/79	<u>\$1,224,104.06</u>	<u>\$1,224,104.06</u>	
Outstanding Commitments			
Current Fiscal Year	\$31,150.00		
Future Fiscal Years	\$460,933.00		

<u>Zoo Walk '79 (con't)</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1979 To-Date</u>	<u>Project Budget</u>	<u>Project Inception To-Date</u>
<u>Shared Proceeds:</u>					
Bussing	\$1,374.90		\$1,864.90		\$1,864.90
20% Group Shared Proceeds	-0-		-0-		-0-
15% Society Shared Proceeds	-0-		-0-		-0-
Como Zoo Donation	-0-		-0-		-0-
Total Shared Proceeds	\$1,374.90		\$1,864.90		\$1,864.90
Total Direct Expenses & Shared Proceeds	\$12,143.49		\$57,075.85		\$57,075.85
Excess of Receipts Over Expenses	\$54,971.23		\$44,318.27		\$44,318.27
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Zoo Walk '79 Revenue</u>	<u>\$54,971.23</u>		<u>\$44,318.27</u>		<u>\$44,318.27</u>
 <u>1978 Zoo Walk</u>					
(Previously Reported)					
Total Income Received	-0-		\$28,959.60		\$163,431.71
Total Direct Expenses	-0-		14,567.83	\$56,394.00	67,720.24
Total Shared Proceeds	-0-		22,232.75	-0-	27,727.49
Total Expenses	-0-		\$36,800.58	\$56,394.00	\$94,858.25
Excess of Receipts Over Expenses	-0-		(7,840.98)		\$68,573.46
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Zoo Walk '78 Revenue</u>	<u>-0-</u>		<u>(7,840.98)</u>		<u>\$68,573.46</u>
 <u>1977 Whale Walk</u>					
(Previously Reported)					
Total Income Received	-0-		\$251.00		\$121,436.27
Total Direct Expenses	-0-		-0-		30,571.69
Total Shared Proceeds	-0-		-0-		22,093.03
Total Expenses	-0-		\$251.00		\$52,664.72

<u>1977 Whale Walk (con't)</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1979 To-Date</u>	<u>Project Budget</u>	<u>Project Inception To-Date</u>
Excess of Receipts Over Expenses	-0-		\$251.00		\$68,771.55
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Whale Walk Revenue</u>	<u>-0-</u>		<u>\$251.00</u>		<u>\$68,771.55</u>
 <u>Zoo Opening Committee</u>					
(Previously Reported)					
<u>Income:</u>					
Director's Reception	-0-		\$1,059.00		\$8,830.50
<u>Other Receipts</u>					
Reimbursements - MZG	-0-		446.61		842.05
Reimbursements - MZGF	-0-		408.99		734.09
Reimbursements - MZS	-0-		<u>1,368.95</u>		<u>1,368.95</u>
Total Income Received	-0-		\$3,283.55		\$11,775.59
Total Direct Expenses	-0-		<u>\$48.92</u>		<u>11,775.59</u>
Excess of Receipts Over Expenses	-0-		\$3,234.63		-0-
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Zoo Opening Revenue</u>	<u>-0-</u>		<u>\$3,234.63</u>		<u>-0-</u>
 <u>Total Special Events Revenue (Net)</u>	 <u>\$54,971.23</u>		 <u>\$39,962.92</u>		

(To Exhibit 1)

Foundation

MINUTES OF MEETING

TUESDAY, JULY 17, 1979

Discussion of Proposed Annual Report

A meeting was held at 9:00 a.m., on Tuesday, July 17, 1979, in the office of Jim Hetland, at the First National Bank of Minneapolis to discuss a proposed joint annual report for the Zoo, Foundation and Society.

Present: Jim Hetland, Chairman, Minnesota Zoological Board; Ed Kohn, General Director, and Steve Iserman, Administrative Officer, Minnesota Zoological Garden; Ken Knopf, President, Tony Andersen, Treasurer, Robert Voigt, Executive Director, and Kathryn Rosebear, Administrative Assistant, Minnesota Zoological Garden Foundation; Paul Freeman, President, and Chase Davies, Executive Director, Minnesota Zoological Society; Glenn Olson, President, Minnesota Zoo Ride, Inc.; and George Doty, C. W. Shaver & Company.

Bob Voigt presented a brief statement relating to the reason for the meeting - a number of separate one-on-one discussions about the purpose and content of an annual report have created misunderstandings, disagreements, and a variety of opinions on need and purpose. The purpose of today's meeting was to review these ideas and to arrive at a concurrence of value and agreement to proceed in the preparation of this report.

George Doty, of the C. W. Shaver & Company, presented an overview on how this material would be necessary and useful in both preliminary interviews as well as subsequent capital campaign contacts. One format that Andy Currie has shared with George Doty was a newspaper tabloid idea. The tabloid could be distributed state-wide through the newspaper system. There is still a strong feeling that the good of the zoo and accomplishments need to be spread throughout the entire state.

Jim Hetland added that he believed that people need information about the zoo and the support agencies. They also need to know the extent to which the Foundation and Society contribute to the Zoo's purpose. Jim showed a Smithsonian 1977 Annual Report for comparison on how they handle their information on separate organizations within their total organizational entity.

Ed commented that the Peat, Marwick, Mitchell accounting firm does the private audit of the Smithsonian Report.

Paul Freeman questioned whether, if this idea was started, it be establishing a precedent. He asked whether the report would be continued annually, and questioned if it would serve the suggested purpose. Jim Hetland added that this sort of a report is needed for the capital drive and annual maintenance of similar reports was very possible.

Ed stated that the Zoo had prepared a collection of long-worded statements for a 1978 annual report but that it had been written for the calendar year rather than the fiscal year. The Zoo is now in process of doing a 1979 annual report for the fiscal year, 1979. Ed believes that annual reports are generally not read and thus useless. However, he suggested the Zoo concentrate on a theme for their report, such as "A Zoo For All Seasons", and stress accomplishments. He stated that the Zoo is considering a 24-page, two-color, report that would include information such as a director's statement, accounting, and a capital summary section, and could also include information regarding the Foundation, Society, and Zoo Ride.

Jim Hetland stated that this report sounded exactly like the Foundation proposal but that the Zoo's annual report would not include enough information on some of the goals and objectives of the support organizations and would only, as Ed indicated, refer to Zoo Ride as a lease obligation. Jim believed that the Zoo Ride report should be more inclusive and define the background, debt and other information.

Ed stated that his goal for completion of the report was November 15th. He also stated that he did not believe that the Foundation report would serve the Zoo's need. Ed was concerned about the overlap.

Ken Knopf asked to whom the zoo would distribute their report. Ed stated that it would be to selected individuals at the State level who would be interested in the Zoo's program; the 25,000 individuals who now get the zoo newsletter would not receive the report. Ken stated that this whole distribution of information needed coordination and broader distribution.

Tony summarized what he believed had been happening during the last eight months relating to the origin of need for this type of report, attitudes that have been expressed against preparing this material, confusion that has been introduced, the sorting out and possessive child-like attitude of many and Tony's concern that we were still not moving ahead. Tony also emphasized that he believed that duplication was not a problem. He stated that, by presenting highlights of the accomplishments as well as the organizational purposes, this report would help sort out clearly the role of each organization. He also stated that it would be extremely helpful to have the "professional ring" that an auditing firm would bring to the financial statement of the report.

Jim Hetland stated his belief that each organization could still have their separate annual reports - the audit of the zoo is available through the State Public Accounting Department anyway. Jim emphasized that if the Foundation needs this type of proposed report for their capital campaign, that he believes the Foundation should have it. Jim added that he believed that the information would be consistent with Ed's new idea for a Zoo report and that Jim would support both approaches.

Tony stated that Bill Wells of the Braman Doremus Company had agreed to assist with the preparation of the material.

Chase Davies raised the question of whether or not this report would be compatible with other zoo publications. Chase also asked whether or not this would raise any question about credibility with the Society members. Jim Hetland stated that he believed very strongly the report would show where the pieces fit. Chase again

raised the belief that once information about separate organizations is combined, it appears that they are one and the same; they can never be separated again for their individual purpose. Jim Hetland stated that he believed that the confusion about the separate organizations needed clarification and that the Society would gain from this sort of a unified statement.

Ed Kohn stated that the various zoo organizations are really an alliance and could still have separate reports as long as there is a degree of commonality in their styles.

Jim Hetland asked Paul Freeman if he would agree to the combining of information in a single report such as the draft presented. Paul Freeman said he agreed personally and that the Society would support this idea.

Tony Andersen suggested that Bob Voigt contact Bill Wells of the Doremus Company for information about the content, layout, graphics, copy, etc.

Jim Hetland suggested that the future needs of the Zoo should also be included in the same publication. George Doty disagreed and stated that two documents were really needed; one to build strategy for the campaign, and a second document which is the case statement for the campaign. The case statement project will be done later as a solicitation tool for campaign members to use when calling on prospects for gifts. While a great deal of information is now known about the zoo and should be presented in this first proposed report, there are still lots of unknowns that need to be more clearly identified and spelled out for the case statement.

Jim Hetland stated that the Foundation would probably be needed to provide funds to the Zoo to proceed with their planning program.

Discussion followed as to the proposal from Peat, Marwick, Mitchell as to the use of the Zoo's financial information and statement reports for the proposed report. George Doty stated that he would prefer to exclude reference from the auditor's statements in a combined annual report because of the lengthy auditor's statements that would often be involved and because these statements might provide "red flags" to prospects rather than clarifying information. George Doty said that he would prepare a basic outline of information that might be considered for the Zoo's section of the report by Thursday, July 19th, and give this information to Tony prior to his leaving town at the end of the week. George also stated that some sort of a statement was needed that informed readers that the state is audited by a state process and that the Foundation and Society are audited by auditors and anyone wanting additional information should contact them directly.

The meeting was adjourned at 10:30 a.m.



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

July 31, 1979

TO: Margee Kinney
Chy Morrison

FROM: Kathryn Rosebear,
Minnesota Zoological Garden Foundation

RE: Musical Options for September 10th Event

*Musical program as
opportunity to see us
- Bluegrass or
1979's orc*

The following groups are all available on the evening of September 10, 1979.

I. MINNESOTA ORCHESTRA

a. String Quartet

A string quartet, comprised of 2 violins, a viola, and cello, is available for the cost of \$800. A variety of musical selections are available, and several program options would be given.

Two French horns could be added to the ensemble for a cost of \$200 per musician, or a total of \$1,200 for the six-piece group.

The program would last approximately 50 minutes.

b. Chamber Orchestra

The Orchestra has a sub-group Chamber Orchestra, comprised of strings, woodwinds, and brass instruments. This is a 35-piece group. Pricing, program options and program length were not pursued as this group seemed too large to comfortably fit within the Tropics setting.

II. ST. PAUL CHAMBER ORCHESTRA

a. Chamber Arts Consort

This 13-member orchestra is comprised of strings and a harpsichord. A 50-minute program, selected from several musical options, would be available for the price of \$1,800.

b. String Quartet

The leading violinists from the Chamber Orchestra combine with a

viola and cello player to form this String Quartet. This group offers a program with various musical selections for \$700.

Because this is the second week of the Chamber Orchestra season, this group will be limited in terms of its possibilities to combine with other instruments for musical performances, though this option would be available later in the season.

c. **Woodwind Ensemble**

Instrumentation for the Woodwind Ensemble includes a flute, two oboes, a clarinet, 2 bassoons, and 2 French horns. This group offers a little more volume than the string groups, and a greater range of sound.

According to Mr. Gedom, Operating Manager of the Chamber Orchestra, this group could provide the most interesting program, offering variety in terms of musical periods. The musical interests of the Foundation Board could be taken into consideration, though, since the Orchestra just began rehearsals, program options are not finalized for the upcoming season.

The cost of this 8-member ensemble would be \$1,200 for the evening.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Summary of Receipts and Disbursements
July 31, 1979 - First Month

	<u>Current Month</u>	<u>FY 1980 To-Date</u>	<u>Annual FY 1980 Budget</u>
Receipts:			
Contributions (Schedule 1)	\$8,375.00	\$8,375.00	
Net Special Events (Schedule 2)	11,071.34	11,071.34	
Interest (Schedule 3)	17,810.73	17,810.73	
Other Income (Schedule 4)	<u>1,690.76</u>	<u>1,690.76</u>	
Total Receipts:	\$38,947.83	\$38,947.83	
 Expenditures:			
Administrative Expenses (Sch. 5)	12,283.42	12,283.42	
MZG Expenditures Paid (Sch. 5)	6,987.09	6,987.09	
MZG Capital Project Expenditures	<u>100,000.00</u>	<u>100,000.00</u>	
Total Expenses:	\$119,270.51	\$119,270.51	
*Excess of Receipts Over Disbursements	(80,322.68)	(80,322.68)	
Cash & Invested Assets - Beginning of Period 7/1/79	1,224,104.06	1,224,104.06	
Cash & Invested Assets - End of Period 7/31/79	<u>1,143,781.38</u>	<u>1,143,781.38</u>	
 Outstanding Commitments			
Current Fiscal Year	\$239,217.00		
Future Fiscal years	\$245,366.00		

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Analysis of Special Events
June 30, 1979 - 12th Month

<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>
<u>Income:</u>					
<u>Donations</u>	\$60,145.22		\$85,710.55		\$85,710.55
<u>Income Offsetting Expenses</u>					
Donations to Project	2,500.00		6,800.00		6,800.00
Tee Shirt Sales	-0-		1,471.75		1,471.75
Walk Day Concessions	138.00		196.05		196.05
CETA Reimbursement	4,178.50		5,491.27		5,491.27
	<u>\$6,816.50</u>		<u>\$13,959.07</u>		<u>\$13,959.07</u>
<u>Income Offsetting Shared Proceeds</u>					
Donations for Busses	\$153.00		\$1,148.90		\$1,148.90
Button Sales	-0-		575.60		575.60
	<u>\$153.00</u>		<u>\$1,724.50</u>		<u>\$1,724.50</u>
<u>Total Income Received</u>	<u>\$67,114.72</u>		<u>\$101,394.12</u>		<u>\$101,394.12</u>
<u>Expenses:</u>					
Director's Salary	\$1,500.00	\$1,500.00	\$11,250.00	\$12,750.00	\$11,250.00
Assistant's Salary	816.66	700.00	4,899.96	4,900.00	4,899.95
Office Mgr.'s Salary	816.34	600.00	4,024.33	3,600.00	4,024.33
Other Salaries	1,490.57	980.00	3,817.69	2,460.00	3,817.69
Retirement Contributions	-0-	-0-	348.54	-0-	348.54
Employee Benefits	-0-	-0-	297.69	-0-	297.69
Reimbursable Expenses	342.31	150.00	2,185.14	2,250.00	2,185.14
Office Supplies	8.42	100.00	1,145.15	800.00	1,145.15
Postage	1,000.00	1,250.00	2,775.36	3,400.00	2,775.36
Telephone	60.57	150.00	1,348.74	1,520.00	1,348.74
Insurance	-0-	-0-	315.00	400.00	315.00
Promotion	2,788.15	-0-	8,032.12	3,500.00	8,032.12
Tee Shirts	-0-	-0-	1,653.12	1,750.00	1,653.12
Printing/Xerox	472.71	250.00	4,821.91	2,500.00	4,821.91
Envelopes	-0-	100.00	1,021.00	2,900.00	1,021.00
Equip. Purchase/Office	-0-	50.00	9.24	400.00	9.24
Equip. Rental/Office	-0-	60.00	-0-	480.00	-0-
Equip. Rental/Walk	182.00	-0-	2,368.00	1,800.00	2,368.00
Buttons	1,200.00	-0-	2,662.18	1,500.00	2,662.18
Data Processing	-0-	-0-	79.92	10,000.00	79.92
Space Rental	282.00	282.00	2,649.00	2,256.00	2,649.00
<u>Sub-Total Expenses</u>	<u>\$10,959.73</u>	<u>\$6,172.00</u>	<u>\$55,704.09</u>	<u>\$59,166.00</u>	<u>\$55,704.09</u>
Federal & State Withholding	(91.60)		(393.60)		(393.60)
	<u>\$10,868.13</u>		<u>\$55,310.49</u>		<u>\$55,310.49</u>
Employee Retirement Accounts	(99.54)		(99.54)		(99.54)
<u>Total Direct Expenses</u>	<u>\$10,768.59</u>		<u>\$55,210.95</u>		<u>\$55,210.95</u>

June 30, 79 CONTRIBUTOR Page 4	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
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-
Sperry Univac	-0-	500.00	500.00	-0-	-0-	500.00	-0-	-0-
Target Stores	-0-	2,200.00	2,200.00	-0-	-0-	2,200.00	-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 Federat 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	2,645.00	9,147.49	6,502.49	35.00	2,645.00	-0-	-0-
ZooNews: Individual Gifts	710.00	-0-	710.00	710.00	-0-	-0-	-0-	-0-
Mpls. Council of Camp Fire	-0-	1,047.11	1,047.11	-0-	-0-	1,047.11	-0-	-0-
Sub-Total Page 4	38,330.06	59,192.11	97,522.17	38,080.06	35.00	6,392.11	250.00	52,800.00
TOTAL:	1,471,203.56	191,492.11	1,662,695.67	823,753.56	12,035.00	346,859.11	31,150.00	460,933.00
In addition to the above reported contributions, Whale of a Walk '77, co-sponsored by the Foundation, generated \$145,068.69								
in total pledges, \$121,436.27 in gross donations and \$68,771.55 in net receipts for the zoo. Walk With The Animals '78								
generated \$216,197.97 in total pledges, \$156,158.07 in gross donations and \$68,573.46 in net receipts for the zoo. Total								
pledged contributions plus net special events receipts thus total \$1,								

<u>Zoo Walk '79 (con't)</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1979 To-Date</u>	<u>Project Budget</u>	<u>Project Inception To-Date</u>
<u>Shared Proceeds:</u>					
Bussing	\$1,374.90		\$1,864.90		\$1,864.90
20% Group Shared Proceeds	-0-		-0-		-0-
15% Society Shared Proceeds	-0-		-0-		-0-
Como Zoo Donation	-0-		-0-		-0-
Total Shared Proceeds	\$1,374.90		\$1,864.90		\$1,864.90
Total Direct Expenses & Shared Proceeds	\$12,143.49		\$57,075.85		\$57,075.85
Excess of Receipts Over Expenses	\$54,971.23		\$44,318.27		\$44,318.27
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Zoo Walk '79 Revenue</u>	<u>\$54,971.23</u>		<u>\$44,318.27</u>		<u>\$44,318.27</u>

1978 Zoo Walk

(Previously Reported)

Total Income Received	-0-		\$28,959.60		\$163,431.71
Total Direct Expenses	-0-		14,567.83	\$56,394.00	67,720.24
Total Shared Proceeds	-0-		22,232.75	-0-	27,727.49
Total Expenses	-0-		\$36,800.58	\$56,394.00	\$94,858.25
Excess of Receipts Over Expenses	-0-		(7,840.98)		\$68,573.46
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Zoo Walk '78 Revenue</u>	<u>-0-</u>		<u>(7,840.98)</u>		<u>\$68,573.46</u>

1977 Whale Walk

(Previously Reported)

Total Income Received	-0-		\$251.00		\$121,436.27
Total Direct Expenses	-0-		-0-		30,571.69
Total Shared Proceeds	-0-		-0-		22,093.03
Total Expenses	-0-		\$251.00		\$52,664.72

<u>1977 Whale Walk (con't)</u>	<u>Current Month</u>	<u>Current Month Budget</u>	<u>FY 1979 To-Date</u>	<u>Project Budget</u>	<u>Project Inception To-Date</u>
Excess of Receipts Over Expenses	-0-		\$251.00		\$68,771.55
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Whale Walk Revenue</u>	<u>-0-</u>		<u>\$251.00</u>		<u>\$68,771.55</u>
 <u>Zoo Opening Committee</u>					
(Previously Reported)					
<u>Income:</u>					
Director's Reception	-0-		\$1,059.00		\$8,830.50
<u>Other Receipts</u>					
Reimbursements - MZG	-0-		446.61		842.05
Reimbursements - MZGF	-0-		408.99		734.09
Reimbursements - MZS	-0-		<u>1,368.95</u>		<u>1,368.95</u>
Total Income Received	-0-		\$3,283.55		\$11,775.59
Total Direct Expenses	-0-		<u>\$48.92</u>		<u>11,775.59</u>
Excess of Receipts Over Expenses	-0-		\$3,234.63		-0-
Allocated Fixed Expenses	-0-		-0-		-0-
<u>Net Zoo Opening Revenue</u>	<u>-0-</u>		<u>\$3,234.63</u>		<u>-0-</u>
 <u>Total Special Events Revenue (Net)</u>	 <u>\$54,971.23</u>		 <u>\$39,962.92</u>		

(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Cash and Invested Assets
June 30, 1979 - 12th Month

	<u>Current Balance</u>
<u>Checking Accounts:</u>	
First St. Paul - MZGF	\$2,757.82
First St. Paul - Walk	22,391.53
Northwestern Minneapolis	<u>28,195.77</u>
Total Checking:	\$53,345.12
<u>Savings Accounts:</u>	
First St. Paul (5%)	\$20,279.11
Northwestern Minneapolis (5%)	<u>479.83</u>
Total Savings:	\$20,758.94
<u>Certificates of Deposit:</u>	
First St. Paul (11%, maturing 7/9/79)	<u>\$250,000.00</u>
Total Certificates of Deposit:	\$250,000.00
<u>Commercial Paper:</u>	
Northwestern Mpls. (10%, maturing 9/26/79)	<u>\$500,000.00</u>
Total Commercial Paper:	\$500,000.00
<u>Letter of Credit:</u>	
First St. Paul (9.85%, maturing 7/30/79)	<u>\$400,000.00</u>
Total Letter of Credit:	\$400,000.00
Total Invested:	\$1,170,758.94
Total Cash and Invested Assets:	<u>\$1,224,104.06</u>
	(To Exhibit 1)
<u>Interest Income:</u>	
Month	\$29,534.22
Year-To-Date	\$94,313.68
	(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Other Income
June 30, 1979 - 12th Month

	<u>Month</u>	<u>Year-To-Date</u>
<u>Receipts:</u>		
<u>Donations to MZGF</u>		
Onan Family Foundation	-0-	\$3,750.00
<u>CETA Reimbursement</u>	1,982.28	19,822.90
<u>Walk Reimbursement</u>	-0-	135.00
<u>Annual Meeting</u>	-0-	708.00
<u>Bank Credits</u>	-0-	60.21
<u>Other</u>	-0-	156.20
<u>Uncashed Checks</u>	-0-	262.11
Sub-Total Other Income:	\$1,982.28	\$24,894.42
<u>Group Sales Tickets</u>	39.00	897.00
<u>MZG Emergency Account</u>	12.00	15,151.00
 TOTAL OTHER INCOME:	 <u>\$2,033.28</u>	 <u>\$40,942.42</u>

(To Exhibit 1)

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Administrative and MZG Expenses Paid
June 30, 1979 - 12th 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>
Administrative Expenses:						
Salaries		\$4,246.66		\$59,645.72		\$61,600.00
Retirement Contributions		987.95		8,328.20		8,024.00
Employee Benefits		175.58		3,504.28		3,157.00
Reimbursable Expenses		101.95		1,764.64		1,800.00
Occupancy		465.68		3,105.68		3,000.00
Office Supplies		19.70		416.58		600.00
Postage		26.00		1,055.61		1,500.00
Telephone		-0-		961.82		950.00
Promotion		32.50		1,505.88		1,000.00
Printing/Xerox		202.79		3,184.31		4,000.00
Furniture & Equipment		29.80		1,350.65		1,500.00
Miscellaneous						5,000.00
Audit		-0-		1,025.00		
Insurance		-0-		613.00		
Donor Recognition Items		-0-		424.40		
Consulting		-0-		3,624.36		
Resource Materials		-0-		436.48		
Annual Dinner		-0-		719.36		
Memberships		-0-		230.00		
CETA Coursework		-0-		166.25		
CETA Reimbursement		-0-		553.23		
Bank Charges		-0-		66.71		
Total Miscellaneous Expense		-0-		\$7,858.79		
Sub-Total Administrative Expenses		\$6,288.61		\$92,682.16		
Federal & State Withholding		154.40		(11.00)		
		<u>\$6,443.01</u>		<u>\$92,671.16</u>		
Employee Retirement Accounts		-0-		-0-		
Total Administrative Expenses:		<u>\$6,443.01</u>		<u>\$92,671.16</u>		<u>\$92,131.00</u>

(To Exhibit 1)

	<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)				21 % → ✓		
MZG Expenditures:						
Group Sales Tickets		-0-		\$1,000.00		
MZG Emergency Account		-0-		47,873.96		
Outside Consultant		-0-		9,500.00		
Capital Completion Program		-0-		<u>100,000.00</u>		<i>Breakout</i>
Total MZG Expenditures:		-0-		\$158,373.96		
Total Administrative & MZG Expenditures:			<u>\$6,443.01</u>	<u>\$251,045.12</u>		

(To Exhibit 1)

* interpreting
wreckman's revenue



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

August 21, 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. Administration

Current activities within the Foundation are heavily directed toward the administrative side as well as preparation of basic information and strategy that is the structure for the Foundation's Capital Campaign. Attention has also been directed toward meeting with representatives of the Peat, Marwick, Mitchell and Company firm which are doing the Foundation audit for the year ending 6/30/79. The Foundation's financial record-keeping system, which was established by this company, has aided tremendously in the annual audit and monthly reporting process.

Related financial meetings have also been held with Tony Andersen, Treasurer, and Ken Knopf, President, regarding the Foundation's budget for this current fiscal year.

Investment alternatives were also reviewed for the funds which the Foundation currently has in reserve for future zoo construction. Inquiry was made as to the investment opportunities through brokerage houses in various liquid capital income funds which are available for purchase through these sources. The advantage is daily availability of funds. However, the return on these investments is running from 1/2 to 5/8 percent lower than present investments through commercial banks and the investments offered by them. The subsequent decision was to retain our investments in short-range, high-return certificates of deposit, letters of credit or commercial paper which are guaranteed by major banks. Our two major accounts are with the First National Bank of St. Paul and the Northwestern National Bank of Minneapolis.

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 *Eagan*; LOUISI 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 *Alton*; 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*

This past month also saw processing of two major requests from the Minnesota Zoological Garden. The first was a draw of \$100,000 on the zoo's formerly requested and approved Capital Development Program. The second was processing of two payments through the Foundation's Emergency Equipment Fund. The Foundation had received a request from Ed Kohn to pay for services amounting to \$2,954.66 and \$3,982.43 for graphic design and consulting work performed by Lance Wyman, Ltd. At a special meeting held July 17th in Jim Hetland's office at the First National Bank in Minneapolis, Ken Knopf and Tony Andersen representing the Foundation and Ed Kohn and Jim Hetland representing the Zoo Board reviewed the formal resolution adopted by the Zoo Board and acknowledgment from the Foundation for this Emergency Equipment account. The original intent of this fund was to be utilized in "emergency" situations that would become delayed or inoperative going through normal bid and acceptance processes. It was agreed by Tony Andersen and Ken Knopf that while these services are an exception to the equipment concept, the end result is for graphic design products and materials which will be beneficial to the zoo. The exception was made with request for modification of this resolution by the Zoo Board with subsequent modification made by the Foundation Board in the disbursement of these funds for services and well as equipment.

Several discussions were held with members of the Foundation Executive Committee and Ed Kohn regarding the Foundation's proposal to survey other major zoos throughout the country for information about how they have conducted capital campaigns. The indication from Ed Kohn was that this would not be received favorably by other zoo directors as they are attempting through AAZPA to cut down on this type of frequent survey activity. Subsequently, the recommendation was that we seek this information through personal contact or attending major national conventions of zoo-related individuals. Subsequent correspondence with Mr. Robert Wagner, Executive Director of the AAZPA provided me with an agenda of the national meeting scheduled for St. Louis from October 1 - October 4. The administration session on October 3rd does include some discussion of grantmanship that may be as close to the concern which we have as is available through this organization. Mr. Wagner did suggest meeting with Ron Forman, Director of the Audubon Park and Zoological Garden in New Orleans, for information about their recent capital fund program. Other than these two ideas, we seem to be at a dead end with other major zoos and aquariums and their capital fund raising efforts.

Several meetings have been held with Steve Iserman, Administrative Officer, of MZG, regarding recent fund disbursements to the zoo as well as review of processes involved in the Zoo Ride audit.

I have also continued to share information about our current program with Ladd Conrad. I'm sure the Foundation's program will be strengthened by the addition of an advertising agency and a public information officer for the MZG.

Several meetings and numerous discussions have been held with representatives from the Shaver Company and the Doremus Company regarding the assembly of financial information and preparation of the proposed annual report for the zoo-related organizations. George Doty has presented his proposed compilation of condensed financial information on the four zoo-related organizations. As soon as the financial information is available for the year ending June 30, 1979, these numbers will be filled into the proposed format. Bill Wells and Mary Weber of the Doremus Company are preparing a proposal for consideration at the Foundation Board meeting on August 21st. This proposal will be a suggestion on style and format which can be considered by the Foundation Board. Representatives from each of the four participating zoo-related organizations are currently writing statements about their organization's individual purpose and program. This information can then be combined with the financial statements for a final report.

With the Capital Improvement proposal currently being assembled by Ed Kohn and representatives from Interdesign, these two documents will then be the basis for contact with community leaders regarding their impressions about the success of a capital fund drive. Also, this information is the basic data that will go into a case statement which is the primary document for the Foundation's Capital Campaign.

A special request was made to the Board of Directors of the Blandin Foundation to revise their restricted commitment originally made to assist the Northern Trek to a commitment restricted only to the Capital Improvement Program and physical development needs of the Minnesota Zoological Garden. The Blandin Foundation's approval of this request was given on August 7th. The information has been forwarded to Ed Kohn. This will significantly reduce the dollars which the Foundation has in a restricted category for Northern Trek developments and allow the Zoo Board to proceed with other capital alteration programs in areas other than the Northern Trek.

Meetings have also been held with individual members of the Board to review various proposals for programs and future needs for Foundation involvement by Board members and community leaders. Board member additions and campaign committee selections will need increased attention during the next several months.

Comments on the Zoo Walk will be included in this category of administration as that project is nearing its termination date of September 30, 1979. Currently only three people remain on staff, all funded by C.E.T.A. Their responsibilities are directed primarily toward the final collection effort and distribution of recognition material to walkers. Billings have gone out to all unpaid pledges. Collections, total gross is \$110,797.96, in relationship to pledges, appears to be ahead of last year.

II. Development

Margee and Chy are moving full speed ahead with the organization of the September 10, 1979, Chief Executive Officer Party at the zoo. Arrangements have been made with a six-piece violin and French horn ensemble from the Minnesota Orchestra to provide background music for approximately 50 minutes out of a two hour schedule. The goal is to have 100 top executives from corporations and foundations in the Metropolitan area attend a tour and introduction of the zoo. Members of the committee have met with Ed Kohn to review the idea, tour routes, volunteer tour guides, serving of food and all the related transportation aspects. Further information on this event is included in the current packet of materials as well as will be distributed at the Board meeting. Please mark your calendar for Monday, September 10th, and be part of this development event at the zoo. The persons attending are all key prospects for working with us in a variety of ways in the future. Their affiliate organizations are also key in the development program.

Several visits have been held with other consulting development firms who have reviewed our capital campaign proposal in the past and wish to be part of the formal program in the future when established. No commitments or inferences have been shared with anyone beyond the current contract with the Shaver Company.

A number of new development contacts have been made with prospective future participants and donors to the Foundation although no formal requests have been made.

Several speaking engagements have occurred this past month - the Mound Rotary Club (50 members), Minneapolis Rotary Fellowship (17 members), and the Hibbing Rotary Club (80 members). Numerous opportunities have also presented themselves while attending other luncheon meetings or community events. Whenever you as Board members have an opportunity to do development work on behalf of the Foundation, please notify me so that we can give proper credit to your development efforts.

III. Minnesota Zoo Ride, Inc.

During the past month, I have met several times with Glenn Olson, President, to review current activities including the audit, insurance, status of construction and information that can be assembled for the proposed report on the zoo-related organizations.



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218

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

August 21, 1979

TO: Board of Directors
Minnesota Zoological Garden Foundation

FROM: Kathryn Rosebear, Administrative Assistant
Minnesota Zoological Garden Foundation

SUBJECT: Progress Report to Board of Directors

I. Development

A \$5,000 check was received this month from the Dayton-Hudson Foundation as a match to the \$5,000 which the zoo received from the Minnesota State Arts Board. These are program monies which will "pass through" the Foundation to the zoo for use in five arts events, and thus will be designated separately in future financial reports. These monies have been received by the Foundation because the State Arts Board, as a state agency, prefers not to make grants directly to other state agencies, though it was willing to make an exception on its first grant for zoo programs. Future funding for programs of this sort may also be received through the Foundation.

The Fridley branch of the H. B. Fuller Company and several individuals requested information on procedures for making donations and current zoo needs. Specific information on current needs, the cost of various zoo animals, etc., was forwarded to these people for their consideration.

A program proposal for zoo educational programs was reviewed and edited at the request of Naturalist Dave Bender. Potential sources of funding were discussed in a meeting with John Taylor of the Northwest Area Foundation.

II. Public Relations

Considerable time has been spent during the previous month working with Board members planning the September 10th Orchestra Event at the Minnesota Zoo. Margee Kinney and Chy Morrison have both given a great deal of creative energy to planning this event. Various musical options were investigated, and an ensemble from the Minnesota Orchestra chosen to perform at the zoo that evening. Lists of prospective guests have been prepared and circulated to Board members working on the event. An invitations "packet" of printed postcards and personal note cards has been distributed to Board members working on this event's Invitations Committee. Several meetings to plan

the evening's activities have been held.

ALL BOARD MEMBERS ARE URGED TO ATTEND. With the good food, good music and good company planned, it promises to be a really enjoyable evening.

Arrangements were made with Chase Davies of the Minnesota Zoological Society to exchange Board meeting minutes for the purpose of keeping all Board members informed of the activities of each of the zoo organizations. If you are not currently receiving Society Board minutes, please contact either the Foundation or Society office.

Meetings have also been held during the month with several marketing and public relations firms with expertise in approaches to capital fund-raising. These meetings have been primarily informational.

III. Administrative/General

Two auditors from the firm of Peat, Marwick, Mitchell and Company, Toni Manzoline and Gary Storms, spent more than a week in the Foundation office late in July auditing the Foundation's accounts. "PBC" (prepared by client) listings of Foundation and Zoo Walk expenses were prepared for their use, and all Foundation and Zoo Walk ledgers, invoices, expense sheets and bank statements were organized for their audit. Several meetings were held to discuss the Foundation's financial procedures, and a later meeting discussed proposed changes to those procedures. Several suggestions have already been implemented. The final audit report and management letter will be available by the end of August.

Meetings attended during the month included the Interagency Publicity Committee, the zoo's Arts Advisory Committee, during which the zoo's use of grants for arts programs was discussed, the Zoo Walk Operating Committee, for whom a financial report of Zoo Walk income and expenditures was prepared, and the Minnesota Zoological Society's Board of Directors. I also had the opportunity to attend a free seminar which included sessions on computer use for fund-raising sponsored by the Minnesota Educational Computer Consortium.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

CALLS AND CONTACTS

6/14/79 - 8/17/79

Baker Foundation	Peter	Voigt
Blandin Foundation	Oppenheimer, Olson	Voigt
Campbell & Company	Sturm	Voigt, Rosebear
Campbell & Company	Campbell	Rosebear
Cosgriff Company	Parker, Zachary	Voigt
Crosby, Ellie		Kinney, Kohn
Dain, Kalman, Quail, Inc.	Heegaard	Voigt
Dayton-Hudson Foundation	Wurtelle	Rosebear
Deluxe Check Printers Foundation	Steinkraus	Voigt
Doremus Company	Wells, Weber	Voigt, Rosebear
Dougherty, Dawkins, etc.	O. Byhre	Voigt
Fish, James		Kinney, Morrison
		Kohn, Voigt
		Rosebear
Fuller, H.B., Company (Fridley)	Starner	Voigt
Gerber, Gonsor, Tinker, Stuhr	Hale	Voigt
Hennepin Center for the Arts	Contee, Anderson	Voigt
Hibbing Rotary Club		Voigt
Investors Diversified Services	Goetz	Voigt
Jerome Foundation	Gehrig	Rosebear
Kennedy, Mrs. Ginny		Rosebear
Ketchum, Inc.	Hamilton	Voigt
Kisch, P.J., and Company	DuCharme	Voigt
KTCA	Coughlin, Margolis	Rosebear
Mailhouse, Inc.	Stamson	Voigt, Francis
Medtronic, Inc.	Duclos	Voigt
Minneapolis Audubon Society	Moore	Voigt
Minneapolis College of Art & Design	Hausman	Rosebear
Minneapolis Rotary Fellowship		Voigt
Minnesota Educational Computer Consortium		Rosebear
Minnesota Mining & Mfg. Co.	Carr	Voigt
Minnesota Orchestra	Prauer, Rosen	Rosebear
Mound Rotary Club		Voigt
National Biocentric, Inc.	Lappegaard	Voigt
Nelson, Stan		Kinney, Morrison
		Kohn, Voigt
		Voigt
Niles, Philip Family	Taylor	Rosebear
Northwest Area Foundation	Kozar	Voigt
Northwest Bancorporation	Lind	Voigt
Northwest Bancorporation	McHugh, Gillette	Voigt
Northwestern National Bank	Stawarz, Holland, Manzoline	Voigt, Rosebear
Peat, Marwick, Mitchell & Co.	Willenbring	Rosebear
Pickwick International	Verret	Voigt
St. Paul Foundation		
St. Paul Ramsey Council of Arts and Sciences	Hall	Rosebear
Science Museum	Larson	Rosebear

Shaver, C. W. Company
Sperry Univac
Stauphacher, Mike
Towle Company
Turnquist Paper Company
Walker Art Center

Currie, Doty
Nichols

Johnson
R. Turnquist
Redden

Voigt
Voigt
Voigt
Voigt
Voigt
Rosebear

MEETING FOLLOWING PROPOSED ANNUAL REPORT MEETING

JIM HETLAND'S OFFICE

July 17, 1979

The purpose of this meeting was to review the procedures which the Zoo is using or should use to make application to the Foundation for funds and the process through which the Foundation should respond in order to distribute monies to the Zoo for purposes of their Capital Improvement Program.

Reference was made to the Zoo's request for \$100,000 in April and the letter of July 11, 1979, from Ed Kohn outlining the application of those funds. Also included in the July 11th letter was an outline of the proposed application of the \$200,000 in funds requested for the July disbursement.

It was agreed that the identification of exhibits for which the \$100,000 was used did meet the Foundation's request for information on expenditures. It was suggested that additional detail be provided on the \$200,000 list and that this could certainly be completed and submitted to the Foundation at a later time when those funds were subsequently applied.

Concern arose over the use of restricted funds versus unrestricted funds. Currently, the Foundation has \$150,983 in unrestricted gifts with the balance of total gifts of \$1,295,922 going into various restricted categories. The largest restriction is for Northern Trek construction; \$980,000 has been received, of which \$792,000 has been received from donors where the Foundation had asked for Northern Trek support and the response had been in a general nature toward the capital program of the Zoo. Discussion centered on whether or not any of these funds could be used in unrestricted areas.

Ken Knopf and Jim Hetland agreed that approximately \$300,000 in unrestricted funds are now available - this consists of the unrestricted gifts of \$150,983 plus the Whale Walk '77, Animal Walk '78, and Zoo Walk '79 funds, which are in excess of \$150,000. The various Walk accounts show where the funds have been applied toward projects that are already in place.

It was suggested by Jim Hetland that Bob Voigt call Paul Olson, Executive Director of the Blandin Foundation, to inquire whether or not any of the Foundation monies which Blandin committed to the Zoo could be considered unrestricted rather than applied to the Northern Trek. With these monies, additional funds would then be available for public facilities, modifications of existing structures, entry, plaza, school children needs, etc.

Ken, Tony and Jim Hetland requested more information on proposed application of Northern Trek funds. It was agreed that Ed would provide these details and schedules on Northern Trek design. Ken stated that he believes the Zoo Board needs to approve the requests for specific use of these funds. Jim Hetland stated that the May 10, 1979, letter from Ed Kohn did state that the Minnesota Zoological Board, at their April 5, 1979, meeting, passed a motion authorizing the General Director of the Zoo to seek application of present pledge balances from the Foundation for projects proposed and approved by the Minnesota Zoological Board. In discussing the estimated amount of the development funds needed, approximately half of those \$1.2 million would be needed for non-Northern Trek applications.

Because the Foundation has less funds available for these non-Northern Trek uses, the further application of funds toward these needs is still in question. The Foundation did approve the schedule requesting disbursement of funds in July, 1979, October, 1979, January, 1980, and April, 1980.

It was suggested that Steve Iserman prepare and deliver a final statement of funds spent out of the \$200,000 commitment for July 1. Jim Hetland agreed. Ken and Tony also agreed that Ed's letter of July 11th complied with the Foundation's action of June 27th to disburse these funds.

Discussion also related to Ed Kohn's letter of July 9th, in which he requested \$2,954.66 to pay Lance Wyman, Ltd., for design services relating to the Zoo's logo and signage program. The initial request called for payment from the Emergency Fund. Discussion followed that the Emergency Fund was set up exclusively for the purchase of equipment. However, the idea of design is integral to construction was proposed so approval was given by Ken and Tony to disburse this money as requested.

Discussion was directed to a request which Bob Voigt had sent to Ed Kohn requesting the concurrence for a Foundation survey of other major zoos in the country for information on their organization of capital drives. Ed had responded saying that he would prefer the Foundation not send a letter directly to other zoos as proposed, because the AAZPA now has a special committee to clear surveys to protect zoo directors from receiving surveys. Ed stated that he could, under his zoo director signature, submit a request to survey to the AAZPA committee, but would prefer informal, personal survey. Ed suggested that Bob visit directly with several other zoos. Also, Ed said that he would check to see if AAZPA has any committee under development to consider fund-raising needs of zoos.

Ed added that he knew of only a couple zoos that had any semblance of a capital fund raising program. Ed re-emphasized the Foundation should not proceed with this written survey but should plan to attend the AAZPA Annual Meeting in September and talk directly with representatives of the zoos who would be there at that time.

Ken Knopf raised the question about delays in receiving this information. Ken also stated that he thought a survey to select zoos would help the Foundation narrow the field rather than postponing or delaying this process to a later date.

No conclusion was reached as to whether to conduct the written survey or not.

*Steve
Do you recall
that Knopf was
the one pointed in
his concern?*



MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

33 Wentworth Avenue East, Suite 218
West Saint Paul, Minnesota 55118 Phone (612) 457-2579

July 12, 1979

TO: Jim Hetland - Chairman, MZG
Ken Knopf - President, MZGF
Tony Andersen - Treasurer, MZGF
Paul Freeman - President, MZS
Glenn Olson - President, MZRI
Edward Kohn - General Director, MZG
Chase Davies - Executive Director, MZS
George Doty - C. W. Shaver Company

FROM: Bob Voigt - Executive Director, MZGF

RE: Meeting to Review:

1. Proposed draft of Annual Report of Zoo organizations, and,
2. Proposed draft of Capital Campaign Case Statement.

PLACE: Office of James L. Hetland, Senior Vice President
First National Bank of Minneapolis
Main Floor, Concourse Building
Urban Development Department
515 Marquette Avenue
Minneapolis, Minnesota 55402

TIME: 9:15 a.m. - 10:15 a.m.
Tuesday, July 17th

Recent discussions have indicated a need to review collectively the proposal to assemble several types of information for use in a capital campaign.

This meeting is to receive guidance from George Doty of the C. W. Shaver Company on the types of materials needed to use in both preliminary interviews (to determine potential) and to use in the campaign (to achieve goal).

Tony Andersen is mailing, under separate cover, a copy of the Peat, Marwick, Mitchell Company proposal to the Foundation of their options for an audit report.

MINNESOTA ZOOLOGICAL GARDEN FOUNDATION

Board of Directors' Meeting
June 5, 1979

Minutes

A meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was held on Tuesday, June 5, 1979, at 3:00 p.m. in the Board Room of the Park Corporation, Minneapolis.

Members Present: Kenneth Knopf, President; Margee Kinney, Vice President, Dean McNeal, Secretary; Anthony Andersen, Treasurer; Connie DeLand, David W. Onan, II., Mary Ann Scroggins, John Tilton.

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; Andy Currie, Regional Vice President, C. W. Shaver and Company.

The meeting was called to order at 3:08 p.m. by Kenneth Knopf, presiding.

I. Public Relations Advisory Committee

Ken Knopf first referred to the minutes of the Executive Committee held May 15, 1979, and the Executive Committee's discussion of the public relations needs of the zoo and its related organizations. Mr. Knopf reported that the Executive Committee had recommended the establishment of a Public Relations Advisory Committee to work toward an improved image of the zoo; recommended participants included two representatives each from the zoo, Society and Foundation. Ed Kohn stated that a letter of invitation to participants had been drafted. Ken Knopf noted that Dick Gray, Foundation Board member, was interested in chairing such a committee, and that Lou Gelfand would serve as the second Foundation representative.

Mr. Knopf further stated that a cohesive zoo story was needed for all organizations to present to the public; press releases, promotion and activities for all three organizations should be coordinated. Mr. Knopf also stated that all mailings from zoo organizations should be coordinated.

II. Annual Report

Tony Andersen presented to the Board his recommendation to prepare an Annual Report of the financial activities of all four zoo organizations -- the zoo, Foundation, Society and Zoo Ride, a concept previously discussed in Board meetings and Executive Committee meetings. Mr. Andersen reported that he had discussed with Peat, Marwick, Mitchell and Company, the Foundation's auditors, the possibility of their auditing or reviewing audits for all four zoo organizations. He had also discussed this concept with Arnie Carlson, State Auditor, who had responded very positively to the idea and asked Mr. Andersen to document his ideas in a letter to him.

Bob Voigt shared with Board members a copy of the most recent Annual Report published by the Arizona Sonora Desert Museum; Board members were impressed

with the format of the report and requested that Mr. Voigt obtain additional copies.

Andy Currie commented that the Annual Report would provide an important confidence-building function, and added that an audited annual financial statement was required by all foundations for grant-making purposes.

Ken Knopf asked whether an Annual Report could take the place of a case statement. Andy Currie responded that the report would be supplemental to the case statement.

Margee Kinney moved that the Foundation begin the development of a combined Annual Report for the zoo, Foundation, Society and Zoo Ride. The motion was seconded by Connie DeLand. Motion carried unanimously.

Chase Davies then asked whether the Foundation would request the Society to use the services of Peat, Marwick, Mitchell and Company. Ken Knopf responded that the Society could choose the Peat, Marwick, Mitchell and Company as their auditors or allow Peat, Marwick, Mitchell to review the Society's audited financial report and add their signature. The advantages of using one auditor were discussed.

III. Presentation by Andrew Currie, Regional Vice President, C. W. Shaver and Company

Ken Knopf introduced to Board members Andrew Currie, Regional Vice President of the C. W. Shaver and Company, a national management consulting and fund-raising consulting firm with regional offices in the Twin Cities. Mr. Knopf stated that the Executive Committee had met with several companies and consultants in regard to the preparation of a feasibility study on the Capital Campaign and had recommended Mr. Currie and the Shaver Company to prepare a financial study and feasibility study.

Mr. Currie reviewed with Board members a letter outlining their proposed services to the Foundation. He noted that a paragraph outlining fees for additional time spent on the financial study, if needed, had been added to this standard contractual letter.

Mr. Currie then stated that the goal of the proposed financial study would be the development of a strategy to achieve a targeted amount, although this amount for capital requirements are not yet finalized. Mr. Currie explained that the feasibility study will review resources that would make the proposed dollar amount to be raised feasible. Mr. Currie added that, to accomplish its goal, the zoo will probably need some sort of public partnership; strategy for this approach will also be a part of the study and recommendations.

Ken Knopf stated that the financial data provided by the study will be especially important, and noted that timing in preparing this financial data would be dependent on Zoo Director, Ed Kohn. Andy Currie added that no date on the development of the financial study had yet been determined.

Dean McNeal asked whether the proposed fund-raising approach had the full support of the Minnesota Zoological Board, adding that the Zoo Board needs to be enthusiastically involved and should present a five-year plan and dollars required to implement the plan.

Ed Kohn responded that the zoo is currently finishing a five-month effort in planning and that, within a month, the project components will be finalized. He added that the zoo is pacing itself carefully, keeping legislative committees aware on operating and capital budgets; the zoo will again be discussed in House and Senate committee meetings in the late summer and early fall. He stated that the zoo plans to be quiet with the legislature during the next few months before suggesting new proposals, waiting for an evaluation of summer attendance and the opening of the monorail.

Discussion followed on the zoo legislation passed. Mr. Kohn explained that the zoo budget will be allocated biennially with earned income returned to the state's general fund. No appropriations for monorail operating costs have been made; the financing of the monorail will in all probability become a public issue in the early winter.

Tony Andersen asked whether, without funding, the Zoo Ride could be operated. Mr. Kohn responded that one way of financing the monorail operation would be to have the state buy it from the original investors.

Tony Andersen then asked whether Andy Currie would be examining both the capital and operational funding of the zoo. Mr. Currie responded that both operating and capital funds would be studied to determine the role of the private sector in the funding of the zoo. He stated a capital drive needs to show that development effort will increase attendance, increase revenues, and produce more benefits.

Discussion followed on public opinion of zoo financing. Dean McNeal suggested that donors have lost faith in zoo operations and that the full budgetary situation should be positively presented. Chase Davies commented that some of the public does not accept the situation as presented by the media.

Andy Currie stated that his financial study and fund-raising plan would take six weeks of staff time, but not necessarily consecutive weeks, and that the Shaver Company could begin on their survey whenever the zoo and its related organizations were ready. Ken Knopf suggested that Mr. Currie meet with Ed Kohn or Steve Iserman to determine his needs for information and its availability.

Tony Andersen moved that the Foundation proceed with the financial development, funding and fund-raising feasibility and procedural study proposed by Andrew Currie of the C. W. Shaver and Company, Inc. The motion was seconded by Margee Kinney. Discussion of the motion followed.

Chase Davies inquired about the relationship of the proposed study to the Maysack Report. Andy Currie responded that each study would utilize a completely different interview list and serves a different purpose.

Ed Kohn expressed his concern that in approaching the community and state leaders that it is important for the Foundation to keep communications with the Zoo Board open to interrelate a common purpose, understanding, etc.

Margee Kinney inquired whether the fee for the study should be paid by the Foundation or shared by all zoo organizations; she questioned whether each party would be more willing if actually participating in the cost of the study. Ken Knopf questioned whether a conflict still existed between organizations. John Tilton added that the Society is in the business of fund-raising by soliciting its larger donor members, whether it calls this fund-raising or membership solicitation.

Ken Knopf stated that the fund raising differences between the Foundation and Society are not as clear nor as clearly stated as necessary. Chase Davies responded that the Society is still identifying its aim and purposes. She added that the Society has affirmed its interest in taking positive action for the zoo through its agreement to participate in a study recommended by the Organizational Task Force; she commented that the Society had indicated its willingness in the past to cooperate in such efforts.

Margee Kinney asked whether the Foundation was hiring C. W. Shaver and Company to develop a capital fund-raising plan for the Foundation or whether it was expected that they would complete a total study on financial relationships incorporating all organizations and aspects of the zoo. Andy Currie responded that his intent was to prepare an approach for capital fund-raising for the Foundation. Dean McNeal suggested it would be better for public relations purposes if the Zoo Board authorized the Shaver contract as the chances of the media picking up on the report seemed quite good following the recent experience of the media coverage of the Maysack Report. Andy Currie noted that, before the Foundation's capital campaign would be officially announced, ninety percent of the goal would have been achieved.

In response to Mr. McNeal's comments that the Zoo Board authorize the study, John Tilton commented that, according to state legislation, the Zoo Board could not raise funds. Ed Kohn stated that the auditors for the zoo could not find language in the original legislation prohibiting fund-raising by the Zoo Board, but added that the Foundation Board does lend importance and credibility to the zoo's fund-raising efforts.

Dean McNeal stated that he believed the financial study proposed by Mr. Currie would have more validity if done by the zoo itself rather than through the Foundation as an outside organization, again for public relations purposes. He added that there was a need to define the need for capital funds and to determine whether operating costs are covered or whether the private sector will be asked for additional funding for operating needs. Ed Kohn responded that the zoo would provide all information necessary as a response to the Foundation study. Andy Currie added that the operating study would provide the information necessary to justify capital projects; he suggested that, to avoid media mis-interpretation of the study, a letter indicating the intention of this study be forwarded to a very select group of individuals.

Dean McNeal stated that, given the recent response of the media to the Maysack Report, he was worried about interviewing 50 to 70 community leaders without gaining the attention of the media. Tony Andersen stated that the report would probably be before the public and printed in the media; he suggested that administration of the study was in Mr. Knopf's hands as President of the Foundation and that interviews shouldn't commence until all groups were in agreement as to how to handle the study.

Margee Kinney added that public coverage of this report should not adversely affect the zoo, as it does indicate the Foundation's intent to do something positive for the zoo and the people of Minnesota.

Ken Knopf suggested that a press release be prepared in the event that it was needed.

Ed Kohn stated that, within the next 30 days, all capital materials would be prepared, the Public Relations Advisory Committee would begin meeting, and a public relations staff person would be added to the zoo staff in an unclassified position. He further stated that he was ready to begin meeting with Andy Currie on the zoo's financial information, and that additional information would coalesce within 30 days.

The motion by Tony Andersen, seconded by Margee Kinney, that the Foundation proceed with the financial development, funding and fund-raising feasibility and procedural study proposed by Andy Currie of the C. W. Shaver and Company, Inc., was carried unanimously.

IV. Board Member Additions

Ken Knopf reported that two new Board members had been recommended by the Executive Committee -- Wallace Dayton and Stanley J. Nelson.

Mary Ann Scroggins moved that Wallace Dayton and Stanley J. Nelson be elected to the Foundation's Board of Directors. The motion was seconded by Connie DeLand. Motion carried unanimously.

V. Zoo Request for Capital Funds

Ken Knopf reported that all Foundation Board members had received from Ed Kohn and the Minnesota Zoological Garden Board a request for an additional \$655,900 in capital funds, bringing the total requested to \$1,255,900 - including the \$600,000 in funds previously approved at the Foundation's December, 1978, Board Meeting. The list of immediate needs has never been developed and is categorized as follows: 1) Public Space, \$293,500; 2) Staff Space, \$50,000; 3) Operational Modifications, \$265,000; 4) Exhibits, \$513,000; 5) Graphics, \$57,000; 6) Equipment, \$35,400, 7) Plantings, \$12,000; 8) Plant Acquisition, \$30,000.

Ken Knopf stated that the request posed two problems. First, it would drain the Foundation of all available funds. Secondly, a major portion of the funds received by the Foundation have been designated for Northern Trek development and could not therefore be used for some of the projects proposed by Mr. Kohn and the Zoo Board.

Bob Voigt reported that current requests total \$582,600 for Northern Trek improvements and \$673,400 for other development needs. The Foundation has restricted receipts of \$150,983.06 and unrestricted receipts of \$1,007,594.61. Tony Andersen suggested that a response to Mr. Kohn's request be postponed until the next Foundation Board meeting in order to review the Foundation's projected income and budget for the fiscal year beginning July 1, 1979, in relationship to the request.

John Tilton moved that the President of the Foundation, Chairman of the Minnesota Zoological Board, General Director of the Minnesota Zoological Garden and Executive Director of the Foundation be authorized to prepare a study of funds and approve funds available to meet the request of the General Director of the Minnesota Zoological Garden subject to appropriate reserves to meet the Foundation's budget and the proposed capital campaign study. The motion was seconded by Dean McNeal. Motion Carried unanimously.

Tony Andersen then read to Board members sements of a letter he had forwarded to Board President Ken Knopf, urging caution in approving for disbursement only funds which had been received by the Foundation against an overall approval of the zoo's capital plan and urging Mr. Kohn not to let contracts until a solid commitment from the Foundation regardomg the availability of total funding has been received. Mr. Andersen also requested a followOup from the Minnesota Zoological Board indicating that funds requested from the Foundation for specific projects have been applied to those funds and that the projects are completed.

Mr. Kohn responded positively to Mr. Andersen's recommendations and suggestions and stated that the zoo does need to know when they can proceed with projects so that they can develop an expenditure schedule.

VI. Other

Tony Andersen stated that he would meet with Mr. Voigt on Friday, June 8, 1979, to begin work on the 1979-80 budget for recommendation to the Foundation Board at their next meeting.

The next meeting of the Board of Directors of the Minnesota Zoological Garden Foundation was scheduled for Wednesday, June 27, 1979, at 9:00 a.m. at the H. B. Fuller Company, St. Paul.

The meeting was adjourned at 5:05 p.m.