

# St. Paul Zoo

MINNESOTA ZOOLOGICAL GARDEN

2298(76)

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a report to the department of  
economic development



A REPORT TO

THE COMMISSIONER OF ECONOMIC DEVELOPMENT

IN COMPLIANCE WITH M.S. 85 A.02, Subd. 12

APRIL 1977

Firmin L. Alexander, Chairman of the Board

Donald D. Bridgwater, General Director

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A REPORT TO  
THE COMMISSIONER OF ECONOMIC DEVELOPMENT  
IN COMPLIANCE WITH MINNESOTA STATUTES 1974, Section 85 A.02, Subd.12

APRIL 1977

Introduction

During the past year the Minnesota Zoological Board has progressed substantially towards construction completion and began the transition from construction to the operation phase.

The Minnesota Zoological Board during this time has worked closely with its design team, contractors, legislators, citizens groups, county, municipal and state agencies, and other boards and commissions toward the orderly development of a major zoological garden resource for all Minnesota and its visitors.

Construction Progress Summary

Currently the Zoological Board is working with an established fixed capital budget of \$28,855,763. The project has been organized into thirty contract packages which form the basis for the construction program. The current status of the project is summarized in Table I, Current Project Status, and Table II, Construction Budget/Expenditure Report. The project currently has 94.6% of its facilities under contract and is on schedule and within the approved budget.

Status of Construction Funding

The capital construction is funded through \$23,025,000 in authorized bonds with an additional \$2,350,000 in bonds authorized as they can be matched from non-state sources. Originally the State Zoological Board assumed that at least half of these matching funds could be raised and established a fixed capital budget of \$26,036,000 which includes \$661,000 in capitalized interest. The Board approved an increase to the capital budget in April of 1977 and it is now set at \$28,855,763. The increase is related to an accelerated fund raising program and additional interest earned on investments. The original and current budget status is reflected in Table III, Current Status of Construction Budget.

Status of Fund Raising Program

The Minnesota Zoological Garden Foundation, a 501 (c) 3 tax exempt non-profit corporation has been established for the immediate and ongoing support of the Minnesota Zoological Garden. Table IV, Minnesota Zoological Garden Construction Phase I Source of Funds indicates the sources of funds to support the capital budget. Table V, Gifts, Grants, Donations reflects the breakdown of the gifts, grants and donations committed to the project.

## Land Acquisition

Since the last report the Minnesota Zoological Board was able to seek legislation to acquire the remaining 22 acres of land not previously transferred to the State.

## OPERATIONS AND PROGRAM

### Organization

The Minnesota Zoological Garden is operated subject to Minnesota Statute, and under the direction of the State Zoological Board appointed by the Governor of Minnesota. The General Director of the Minnesota Zoological Garden serves as executive secretary of the Board and as the principal administrator of the agency, exercising operational direction under statutory authority and policy guidance established by the State Zoological Board.

### Zoological Board Structure and Status

The Board changes since last report include the replacement of Mr. James Weiler, Burnsville, Minnesota with a new appointment, Robert Ferguson, Rosemount, Minnesota.

The State Zoological Board officers are as follows:

Chairman	Firmin L. Alexander
Vice Chairman	Mrs. Mary Ann Scroggins
Secretary-Treasurer	John Tilton

The Board has three (3) standing committees:

Executive Committee made up of the officers of the Board and chairmen of the two other standing committees.

Operations and Personnel Committee chaired by Dr. U.S. Seal and

Marketing Committee chaired by Robert Engels

Executive Committee functions include those executive actions of the Board in the interval between regularly scheduled monthly meetings. The Executive Committee held five (5) meetings during FY 76.

The Operations and Personnel Committee is actively engaged in the development of and review of operating programs and mechanisms and in the development of an organizational structure and personnel selection criteria. The Operations and Personnel Committee held five meetings during FY 76.

The Marketing Committee is responsible for the development of the marketing and public relations programs to include advertising campaigns, media information, group sales and public relations as it relates to the internal and external organizations.

The committees and members are listed on Appendix A. A listing of the State Zoological Board members appears on page 2 of Appendix A.

The Board continues to work closely with its official citizens advisory group, the Minnesota Zoological Society, as provided by statute. This organization, comprised of over 1500 members, has provided much needed assistance in the areas of public information, education, fund development, promotion and plan review.

### Personnel

The staff of the Zoological Garden has been expanding at an accelerated rate according to a carefully planned personnel schedule. Appendix B indicates the filled positions and future staff acquisition schedule. Currently the Minnesota Zoological Garden has fifty-seven (57) full time and six (6) CETA employees. Appendix C shows the approved staff organizational functions.

### Budgets

The Minnesota Zoological Garden has submitted the Fiscal '78 and '79 operating budgets to the Department of Finance. The Appendix D, Minnesota Zoological Garden Operating Budgets reflects historical data for FY '75, '76, '77 and the summary of projected operating costs for the next two fiscal years.

### Operational Activities

Appendix E indicates the breakdown of the programs, activities and responsible personnel. Appendix E also reflects the prior fiscal year accomplishments.

### Opening Date

The Board, at its August 20, 1976 meeting, established a May, 1978 opening date.

### Admission Charge

The Midwest Research Institute (MRI) conducted a survey in the spring of 1976 to determine the potential attendance for the Minnesota Zoological Garden and to develop a basis for setting admission charges.

The Minnesota Zoological Board, at its meeting on August 20, 1976, determined, on the basis of this survey, that the admission charge be set as follows:

Adult	13 years and older	\$3.50
Children	5-12 years	1.25
Children	0-4 years	Free

In addition, the Zoo Board established a policy of opening the zoo 12 days annually to the general public free of charge and spaced equally through the year, and allowing all scheduled and organized school groups into the zoo admission free at any time.

### Projected Attendance

Appendixes F & G indicate the projected attendance for the Minnesota Zoological Garden's first year of operating as prepared by MRI.

TABLE I  
CURRENT PROJECT STATUS

CONTRACT PACKAGE	CURRENT STATUS OR REMARKS	COMPLETE	SCHEDULE		
			AHEAD	ON	BEHIND
1. Perimeter Fence	Complete	X			
2. Rough Grading	Complete	X			
3. Well	Complete	X			
4. Water Treatment & Storage	Complete	X			
5. Underground Distribution	Complete	X			
6. Electrical/Communications	Under Construction				X
7. Internal Services	Complete				
8. Northern Trek	Under Construction			X	
9. Main Building Complex	Under Construction		X		
10. Oriental Plantings	Under Construction			X	
11. Main Bldg. Exhibit Const.	Under Construction			X	
12. Exterior Plantings	Out for Bids			X	
13. Northern Trek Rockwork (with #14)					
14. Minn. & Northern Trek Construction	Under Construction			X	
15. Interpretive Graphics (with #17)					
16. Signage	Under Construction			X	
17. Graphic Display	Out for Bids			X	
18. Interior Furnishings	Under Construction			X	
19. Central Heating Plant	Complete	X			
20. Site Circulation & Parking (with #9 & 12)					
21. Landscape Elements	Under Construction			X	
22. Site Identification	Completed	X			
23. Construction Facilities	Completed	X			
25. Site Adjustments	Completed	X			



TABLE I(continued)

## CURRENT PROJECT STATUS

CONTRACT PACKAGE	CURRENT STATUS OR REMARKS	COMPLETE	SCHEDULE		
			AHEAD	ON	BEHIND
26. Minnesota Exhibit	Under Construction			X	
28. Parking Entry Area	Design Development			X	
40. Food Services	Under Construction			X	
41. Monorail	Design Development			X	

TABLE II

MINNESOTA ZOOLOGICAL GARDEN  
CONSTRUCTION BUDGET/EXPENDITURE REPORT  
April 19, 1977  
APPROPRIATION 22150 - 12 - 51 AID 590695X

<u>Classification</u>	(1) <u>Approved Construction Budget</u>	(2) <u>Current Contractual Obligations</u>	(3) <u>Committed Reserves</u>	(4) <u>Payment Request</u>	(5) <u>Retainage</u>
Facilities	\$24,520,763	\$23,736,629	\$ 784,134	\$18,386,961	\$889,783
Site, Animals, Equipment	1,314,500	592,241	722,259	562,034	
Design and Management	3,020,500	2,959,693	60,807	2,769,264	
	<u>\$28,855,763</u>	<u>\$27,288,563</u>	<u>\$1,567,200</u>	<u>\$21,718,259</u>	<u>\$889,783</u>
	100.0%	94.6%	5.4%	75.3%	3.1%

Legend:

- (1) Total approved and required construction budget.
- (2) Total monetary value of contracts and requisitions issued to date.
- (3) Difference between Columns 1 and 2.
- (4) Verified payment requests from contractors during the period June 1973 to present.
- (5) Portion of the payment requests being retained pending contract completion.

SCHEDULE A  
FACILITIES - BUILDING ACCOUNT  
April 19, 1977

<u>Facilities</u>	<u>Approved Construction Budget</u>	<u>Current Contractual Obligations</u>	<u>Committed Reserves</u>	<u>Total Completed and Stored to Date</u>	<u>Retainage</u>
01 PERIMETER FENCE					
Amco Hurricane Fence 00043/00302	383,637	383,637	Completed	383,637	
02 ROUGH GRADING					
a) Fischer Sand and Aggregate 00044/00275	698,123	698,123	Completed	698,123	
b) Williams Pipe Line 00242/00292	76,083	76,083	Completed	76,083	
c) Survey/Staking - Wms. Pipe Line Easement - ZooTeam SA #10	1,500	1,500	Completed	1,500	
d) Soil Testing ZooTeam SA #7	17,430	17,430	Completed	17,430	
SUBTOTAL 02	<u>\$793,136</u>	<u>\$793,136</u>		<u>\$793,136</u>	
03 WELL					
Bergerson-Caswell 00045/00321	65,222	65,222	Completed	65,222	
04 WATER TREATMENT PLANT/STORAGE					
Gunnar I. Johnson 00046/00283	401,626	401,626	Completed	401,626	

<u>Facilities</u>	<u>Approved Construction Budget</u>	<u>Current Contractual Obligations</u>	<u>Committed Reserves</u>	<u>Total Completed and Stored to Date</u>	<u>Retainage</u>
05 UNDERGROUND DISTRIBUTION					
a) Fischer Sand and Aggregate 00047/00303	627,624	627,624	Completed	627,624	
b) Survey/Staking, As-Built Drawings ZooTeam SA #8 and SA #9	21,700	21,700	Completed	21,700	
SUBTOTAL 05	<u>\$649,324</u>	<u>\$649,324</u>		<u>\$649,324</u>	
06 ELECTRICAL/COMMUNICATIONS					
Hoffmann Electric 00479/00542	185,882	179,200	6,682	77,000	7,700
a) Electrical - Dakota Electric 00386	9,000		5,750	2,045	
Additional Construction Charges Survey - 00386		3,250		1,865	
b) Telephone - Central Telephone 00373	8,000		3,607	297	
Additional Construc. Charges Telephone Installation		1,143	3,250		
c) Wireless System	5,000		5,000		
d) Communications Inspection ZooTeam SA #16	5,000	5,000		375	
SUBTOTAL 06	<u>\$212,882</u>	<u>\$188,593</u>	<u>\$24,289</u>	<u>\$ 81,582</u>	<u>\$7,700</u>

<u>Facilities</u>	<u>Approved Construction Budget</u>	<u>Current Contractual Obligations</u>	<u>Committed Reserves</u>	<u>Total Completed and Stored to Date</u>	<u>Retainage</u>
07 INTERNAL SERVICES					
General Construction - Mortenson 00128/00322	1,572,142	1,572,142	Completed	1,570,635	3,000
a) Mechanical - Horwitz 00213/00324	529,492	529,492	Completed	527,852	1,020
b) Electrical - Claude Anderson 00214/00323	156,405	156,405	Completed	154,828	15,483
d) Generator	8,874		8,874		
SUBTOTAL 07	<u>\$2,266,913</u>	<u>\$2,258,039</u>	<u>\$8,874</u>	<u>\$2,253,315</u>	<u>\$19,503</u>
10 08 NORTHERN TREK					
Gen. Const. - Shaw-Lundquist 00539	2,755,500	2,690,611	64,889	1,215,933	121,593
a) Survey/Staking ZooTeam SA #10	49,900	49,900		25,898	
b) Testing ZooTeam SA #11	3,000	3,000			
SUBTOTAL 08	<u>\$2,808,400</u>	<u>\$2,743,511</u>	<u>\$64,889</u>	<u>\$1,241,831</u>	<u>\$121,593</u>
09 MAIN BUILDING COMPLEX					
a) Steel Roof - Commercial Steel 00215/00325	452,157	452,157	Completed	452,157	
b) Exc/Struc. Concrete - Bor-Son 00216/00276	2,175,831	2,175,652	179	2,175,652	



<u>Facilities</u>	<u>Approved Construction Budget</u>	<u>Current Contractual Obligations</u>	<u>Committed Reserves</u>	<u>Total Completed and Stored to Date</u>	<u>Retainage</u>
c) HVAC - Egan & Sons 00217/00379	1,963,800	1,938,497	25,303	1,831,242	91,562
d) Electrical - Hoffmann 00218/00380	659,300	656,486	2,814	561,400	56,140
e) Plbg/Fire Protect. - Consolidated 00219/00381	969,500	961,822	7,678	883,878	44,194
f) General - Bor-Son 00220/00378	4,873,000	4,861,247	11,753	4,047,425	404,743
g) Wood Roof - Structural Wood 00221/00274	135,070	135,070	Completed	135,070	
h) Skylights - Super Sky Products 00222/00363	340,335	340,335	Completed	340,335	
i) Testing for 9a - SA #11 00016	5,000	5,000	Completed	5,000	
j) Testing for 9b - SA #11 00016	18,500	18,500		288	
k) Survey/Staking for 9b - SA #10 00016	14,300	14,300		14,300	
l) Survey/Staking for 9f - SA #10 00016	29,300	29,300		29,300	
SUBTOTAL 09	<u>\$11,636,093</u>	<u>\$11,588,366</u>	<u>\$47,727</u>	<u>\$10,476,047</u>	<u>\$596,639</u>

#### 10 ORIENTAL PLANTINGS

General Construction - Jensen Grnhs 00608	313,000	312,099	901
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<u>Facilities</u>	<u>Approved Construction Budget</u>	<u>Current Contractual Obligations</u>	<u>Committed Reserves</u>	<u>Total Completed and Stored to Date</u>	<u>Retainage</u>
11 MAIN BUILDING EXHIBIT CONSTRUCTION					
a) Constr. - Fischer / Rock Waterscape 00369	1,504,000	1,048,063	5,937	484,094	54,948
b) Allowances					
SUBTOTAL 11	<u>\$1,054,000</u>	<u>\$1,048,063</u>	<u>\$5,937</u>	<u>\$484,094</u>	<u>\$54,948</u>
12 EXTERIOR PLANTINGS					
Seefert's Nursery 00810	352,982	342,111	10,871		
13 a) NORTHERN TREK ROCKWORK Combined with #14					
b) NORTHERN TREK PLANTINGS Combined with #12					
14 MINN/NT EXHIBIT CONSTRUCTION					
a) General Const. - Fischer Sand 00524	474,225	469,941	4,284	60,413	6,041
b) Allowances					
SUBTOTAL 14	<u>\$474,225</u>	<u>\$469,941</u>	<u>\$4,284</u>	<u>\$60,413</u>	<u>\$6,041</u>
15 INTERPRETIVE GRAPHICS Combined with #17					

<u>Facilities</u>	<u>Approved Construction Budget</u>	<u>Current Contractual Obligations</u>	<u>Committed Reserves</u>	<u>Total Completed and Stored to Date</u>	<u>Retainage</u>
16 SIGNAGE					
Colite, Inc. 00773	140,000	133,382	6,618		
17 GRAPHICS	375,000		375,000		
18 INTERIOR FURNISHINGS					
a) Contemporary Design 00753	29,000	28,618	382		
b) Gift Shop - Paul's Woodcraft 00657	75,000	72,955	2,045	7,592	759
SUBTOTAL 18	<u>\$104,000</u>	<u>\$101,573</u>	<u>\$2,427</u>	<u>\$7,592</u>	<u>\$759</u>
19 CENTRAL HEATING PLANT					
Gen. Const. - Willman Const. 00061/00284	63,714	63,714	Completed	63,714	
a) Hot Water Piping - Horwitz 00226/00285	149,389	149,389	Completed	149,389	
b) Boiler - Heinen Company 00227	173,750	173,750	Completed	173,750	1,000
c) Mechanical - Axel Newman 00228/00271	276,014	276,014	Completed	276,014	
SUBTOTAL 19	<u>\$662,867</u>	<u>\$662,867</u>		<u>\$662,867</u>	<u>\$1,000</u>

<u>Facilities</u>	<u>Approved Construction Budget</u>	<u>Current Contractual Obligations</u>	<u>Committed Reserves</u>	<u>Total Completed and Stored to Date</u>	<u>Retainage</u>
20 PARKING LOT Combined with 9f and 12					
21 Landscape Elements					
Monette Construction 00520	59,000	56,250	2,750	28,700	2,870
22 SITE IDENTIFICATION 00064	3,162	3,162	Completed	3,162	
23 CONSTRUCTION FACILITIES 00065	4,720	4,720	Completed	4,720	
24 REST STOP Combined with #8					
25 SITE ADJUSTMENTS	5,000		1,075		
a) Dewatering - Barbarossa		2,285		2,285	
b) Dust Control - Johnson		100		100	
c) Fence Repair - Amco		1,540			
SUBTOTAL 25	<u>\$5,000</u>	<u>\$3,925</u>	<u>\$1,075</u>	<u>\$2,385</u>	
26 MINNESOTA					
a) General Construction - Knutson 00528	800,000	785,880	14,120	494,681	49,468
b) Mechanical - Consolidated 00513	380,000	370,833	9,167	212,601	21,260

<u>Facilities</u>	<u>Approved Construction Budget</u>	<u>Current Contractual Obligations</u>	<u>Committed Reserves</u>	<u>Total Completed and Stored to Date</u>	<u>Retainage</u>
c) Electrical - Riser Electric 00514	56,000	54,833	1,167	49,903	4,990
SUBTOTAL 26	<u>\$1,236,000</u>	<u>\$1,211,546</u>	<u>\$24,454</u>	<u>\$757,185</u>	<u>\$75,718</u>
27 POTENTIAL EXPENDITURES	22,574		22,574		
28 PARKING ENTRY AREA	20,000		20,000		
30 NORTHERN TREK STAGES II & III					
40 FOOD SERVICES					
a) General Const. - Gillespie & Assoc. 00758	136,000	131,136	4,864		
b) Mechanical - Loop Mechanical 00756	161,000	155,400	5,600	30,123	3,012
c) Electrical - Highlight Electric 00757	30,000	29,000	1,000		
SUBTOTAL 40	<u>\$327,000</u>	<u>\$315,536</u>	<u>\$11,464</u>	<u>\$30,123</u>	<u>\$3,012</u>
50 ZOO RIDE	50,000		50,000		
55 SOLAR ENERGY	100,000		100,000		
TOTAL SCHEDULE A	<u>\$24,520,763</u>	<u>\$23,736,629</u>	<u>\$784,134</u>	<u>\$18,386,961</u>	<u>\$889,783</u>
	100.0%	96.8%	3.2%	75.0%	3.6%



SCHEDULE B  
SITE, ANIMALS AND EQUIPMENT BUDGET  
BUILDING ACCOUNT  
April 19, 1977

	(1) <u>Approved Design and Management Budget</u>	(2) <u>Current Contractual Obligations</u>	(3) <u>Committed Reserves</u>	(4) <u>Payment Requests</u>	(5) <u>Retainage</u>
I. <u>Site</u>	509,687		1,867		
SAC (Metro Sewer) Apple Valley - 00210		206,100		206,100	
SAC - Eagan		68,690		68,690	
Kubista Property					
1) Metro Park - 00299		7,153		7,153	
2) Kubista - 00300		36,000		36,000	
3) O'Brien Property		161,443		159,670	
Minnegasco		28,434			
SUBTOTAL I	<u>\$509,687</u>	<u>\$507,820</u>	<u>\$1,867</u>	<u>\$477,613</u>	
II. <u>Animals</u>	370,313		295,313		
Camels 02212/00287		75,000*		75,000*	
SUBTOTAL II	<u>\$370,313</u>	<u>\$75,000</u>	<u>\$295,313</u>	<u>\$75,000</u>	
III. <u>Plantings</u>	15,000		15,000		
SUBTOTAL III	<u>\$15,000</u>		<u>\$15,000</u>		

	(1) <u>Approved Design and Management Budget</u>	(2) <u>Current Contractual Obligations</u>	(3) <u>Committed Reserves</u>	(4) <u>Payment Requests</u>	(5) <u>Retainage</u>
IV. <u>Equipment</u>	419,500		410,079		
Passenger Auto 00026		2,681		2,681	
Community Information Systems 00235		6,740		6,740	
SUBTOTAL IV	<u>\$419,500</u>	<u>\$9,421</u>	<u>\$410,079</u>	<u>\$9,421</u>	
TOTAL	<u>\$1,314,500</u>	<u>\$592,241</u>	<u>\$722,259</u>	<u>\$562,034</u>	
	100.0%	45.1%	54.9%	42.8%	

\*Explanation for Camels:

Original Payment	77,000
Reimbursement from Nat'l. Zoo	(14,000)
Payment for Camel	<u>12,000</u>
Net Camel Cost to Date	\$75,000

SCHEDULE C  
DESIGN AND MANAGEMENT BUDGET  
BUILDING ACCOUNT  
April 19, 1977

	(1) <u>Approved Design and Management Budget</u>	(2) <u>Current Contractual Obligations</u>	(3) <u>Committed Reserves</u>	(4) <u>Payment Requests</u>	(5) <u>Retainage</u>
<u>Architectural and Engineering</u>					
ZooTeam - 00016	\$ 2,145,000	\$ 2,145,000		\$2,095,665	
SA #12	12,172	12,172		12,172	
SA #13	13,278	13,278		13,278	
SA #14	180,000	180,000		164,156	
SA #15	166,000	166,000		166,000	
SA #17	30,000	30,000			
SA #18	12,000	12,000		4,512	
SA #19	14,000	14,000		12,612	
Extended ZooTeam	20,000		20,000		
SUBTOTAL	\$ 2,592,450	\$ 2,572,450	\$20,000	\$2,468,495	
<u>Project Management</u>					
	211,000		30,002		
Gerard Hegstrom - 00015/00267		150,000		134,063	
Hegstrom Travel - 00015/00267		2,100		1,597	
David Scott - 00018		24,000		20,500	
Jean Ericson - 57711		4,509		4,509	
Panel Board - 00025		389		389	
SUBTOTAL	\$ 211,000	\$ 180,998	\$30,002	\$ 161,058	
<u>Additional Expenses</u>					
	\$ 262,245				
Bid Advertising		600			
Real Estate Research Corp.		7,600		7,600	
Aquatic Contract 00211/00277		17,500		2,353	
Urban Planning & Design 00245		4,850		4,850	
ZooTeam Supplemental Agreements:					
Additional Survey/Topographic					
00016 - SA #1, 4		28,945		28,918	

	(1) Approved Design and Management Budget	(2) Current Contractual Obligations	(3) Committed Reserves	(4) Payment Requests	(5) Retainage
Soil Testing 00016 - SA #2, 3		23,250		23,250	
Construction Document Reproduction - SA #5		75,000		66,311	
Rockwork Lab - SA #6		3,000		429	
Concept Design Associates		45,500		6,000	
Potential Expenditures	10,805		10,805		
SUBTOTAL	<u>\$217,050</u>	<u>\$206,245</u>	<u>\$10,805</u>	<u>\$139,711</u>	
TOTAL	<u>\$3,020,500</u>	<u>\$2,959,693</u>	<u>\$60,807</u>	<u>\$2,769,264</u>	
	100.0%	98.0%	2.0%	91.7%	

TABLE III

CURRENT STATUS OF CONSTRUCTION BUDGET

<u>Classification</u>	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Contractual Obligations</u>	<u>Reserves</u>
Facilities	\$22,345,000	\$24,520,763	\$23,736,629	\$ 784,134
Site, Animals and Equipment	1,206,000	1,314,500	592,241	722,259
Design and Management	<u>2,485,000</u>	<u>3,020,500</u>	<u>2,959,693</u>	<u>60,807</u>
	\$26,036,000	\$28,855,763	\$27,288,563	\$ 1,567,200
		100%	94.6%	5.4%



TABLE IV  
MINNESOTA ZOOLOGICAL GARDEN CONSTRUCTION PHASE I

SOURCE OF FUNDS  
(Projected thru 7/1/77)

<u>Source</u>	<u>Received/ Pledged</u>
Original State Bonding	23,025,000
Gifts, Grants, Donations	1,289,339
State Matching Bonding	1,289,339
Interest (Inflation hedge)	<u>3,433,341</u>
Total Available Funds - Phase I	<u>\$29,037,019</u>

TABLE V

GIFTS, GRANTS, DONATIONS

(Projected thru 7/1/77)

<u>Source</u>	<u>Contribution</u>
Bush Foundation	710,000
Onan Foundation	25,000
Johnson Foundation	5,000
Aid to the Zoo Horse Shows (1974-1976)	83,000
Organizations	4,071
Corporations	1,015
Individuals	490
Whale Walk	25,000
International Dairy Queen (Concessions Agreement)	234,500
MZGF (in-hand)	102,833
MZGF 1977 cash due on commitments	<u>98,430</u>
Total to Date	<u>\$1,289,339</u>

## APPENDIX A

(1)

### EXECUTIVE COMMITTEE

Firmin Alexander, Chairman  
Mary Ann Scroggins  
John Tilton  
U.S. Seal  
Bob Engels

### OPERATIONS AND PERSONNEL COMMITTEE

U.S. Seal, Chairman  
Robert Ferguson  
Jerry Wagner  
P.B. Hofslund  
Mary Ann Scroggins  
John Tilton  
Firmin Alexander

### MEDIA AND PROMOTION COMMITTEE

Bob Engels, Chairman  
John Tilton  
Mary Ann Scroggins  
Adolf Tobler  
Norma Hanson  
Firmin Alexander

### PROJECT CONTROL GROUP

Firmin Alexander  
Mary Ann Scroggins  
U.S. Seal

## APPENDIX A

(2)

### MEMBERS - STATE ZOOLOGICAL BOARD

Firmin L. Alexander; St. Paul, Minnesota; Administrator of Learning Center Programs, Saint Paul Public School System; active in community and educational programs.

Dr. U.S. Seal; Bloomington, Minnesota; Research bio-chemist, Veterans Administration Hospital; Professor of Bio-chemistry, College of Biological Sciences, University of Minnesota; active in animal and human health and research.

Robert H. Engels; Minneapolis, Minnesota; Chairman of the Board, Northern States Power Company; member of boards of numerous organizations in the public and private sectors, encompassing philanthropic, public service, cultural and industrial interests.

Mrs. Norma Hanson; Goodridge, Minnesota; homemaker for farming family, engaged in agricultural concerns including Minnesota Farmers Union and 4-H activities.

Adolph Tobler; Saint Paul, Minnesota; Representative of Saint Paul Trades and Labor Council, retired; active in civic and community affairs and Board member of several community agencies.

Mrs. Mary Ann Scroggins; Minneapolis, Minnesota; Realtor, RTS Realty, Minneapolis; active in civic affairs including Citizen's League and Urban League; writer and media specialist.

Pershing B. Hofslund, PhD.; Duluth, Minnesota; Professor of Biology, University of Minnesota-Duluth; active in ecology and nature studies programs.

John E. Tilton; Minneapolis, Minnesota; newspaper publisher, retired; Board member, Methodist Hospital; active in community activities.

Steven Balach; Duluth, Minnesota; General Agent for Occidental Life Insurance Company; member Duluth Planning Commission; active in civic affairs and conservation efforts.

Jerome Wagner; Anoka, Minnesota; Biology and natural sciences teacher, Anoka Senior High School; active in environmental education and ecological programs.

Robert Ferguson; Rosemount, Minnesota; Principal of DiamondPath Elementary School, Rosemount School District; active in community affairs.

Department/Position	Planned Hire Date	Position Description Availability Date	Personnel Requisition Date Processed		
	Planned	Actual	Planned	Actual	
<u>Operations/Visitor Ser.</u>					
Associate Director	Filled				
Administrative Secretary	Filled				
<u>Interpretive and Edu. Services</u>					
Director	Filled				
Clerk Steno, Senior	Filled				
Clerk Steno	2/1/78	6/1/77	9/15/77		
Interpretive Naturalist	Filled				
Interpretive Naturalist	Filled				
Interpretive Naturalist	6/1/77	11/1/76	11/15/76		
Interpretive Naturalist	1/1/78	9/1/77	9/15/77		
Interpretive Naturalist	3/1/78	12/1/77	12/15/77		
Librarian	Filled				
<u>Marketing Services</u>					
Director	Filled				
Clerk Steno Senior	Filled				
Graphic Artist	Filled				
Group Salesperson	5/1/77	11/1/76	12/13/76	11/15/76	12/28/76
Photo Laboratory Suprv.	Filled				
Group Salesperson	7/1/77	4/1/77		4/15/77	
Clerk Steno	7/1/77	6/1/77		6/15/77	
Video Prod. Lab. Superv.	7/1/77	1/1/77		3/1/77	
Electronics Technician	7/1/77	1/1/77		3/1/77	
Adv/Pub Relations Spec.	8/1/77	2/1/77		3/1/77	
<u>Security</u>					
Director of Pub. Safety	Filled				
Officer (2)	3/15/77	11/1/76	2/1/77	11/1/76	3/2/77
Officer (2)	4/20/77	11/15/76	2/1/77	1/15/77	3/2/77
Officer (2)	4/20/77	9/1/76	2/1/77	10/1/76	3/2/77
Officer (2)	9/1/77	4/1/77		5/1/77	
Officer (4)	4/1/78	12/1/77		12/15/77	
Clerk Typist	5/2/77	10/1/77		10/15/77	

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Page 2

Department/Position	Planned Hire Date	Position Description Availability Date		Personnel Requisition Date Processed	
		Planned	Actual	Planned	Actual
<u>Physical Facilities</u>					
Director	Filled				
Clerk Steno Senior	Filled				
Clerk Typist	Filled				
Chief of Operations	Filled				
Engineer (Maintenance) (4)	Filled				
Carpenter	Filled				
General Repair Person	Filled				
General Repair Worker	12/1/76	4/15/76	5/15/76	10/15/76	
Student Worker	Filled				
Engineer Maintenance	Filled				
Laborer	Filled				
Building & Grounds Worker	5/1/77	4/1/76	4/1/76	2/1/77	
Refrigerator/AC Mechanic	4/1/77	4/1/76		1/1/76	
Janitor	Filled				
Electrician	Filled				
Building Maint Supr.	Filled				
Auto Mechanic	Filled				
Plumber	5/1/77	4/1/76		2/15/77	
Laborer 2	Filled				
Engineer (Stationary) (2)	Filled				
Bldg & Groundswoker	Filled				
Laborer II	Filled				
Janitor, Senior	3/1/77	9/1/76	3/2/77	1/1/77	3/2/77
General Repairperson	Filled				
General Repairperson	4/1/77	12/1/76		1/1/77	
Student Worker	Filled				
Bldg. & Groundswoker (4)	4/1/77	1/1/77	3/2/77	1/15/77	3/2/77
Engineer (Stationary)	Filled				
Bldg. & Groundswoker	7/1/77	3/1/77		4/1/77	
Engineer (Stationary) (2)	9/1/77	6/1/77		6/15/78	
General Repairperson	8/1/77	3/15/77		5/1/77	
Bldg. & Groundswoker (4)	3/1/78	12/1/77		12/15/77	
Bldg. & Groundswoker (8)	4/1/78	12/15/77		1/15/78	
General Repairperson	4/1/78	1/1/78		1/15/78	
Automotive Assistant	4/1/77	1/1/78		1/15/78	

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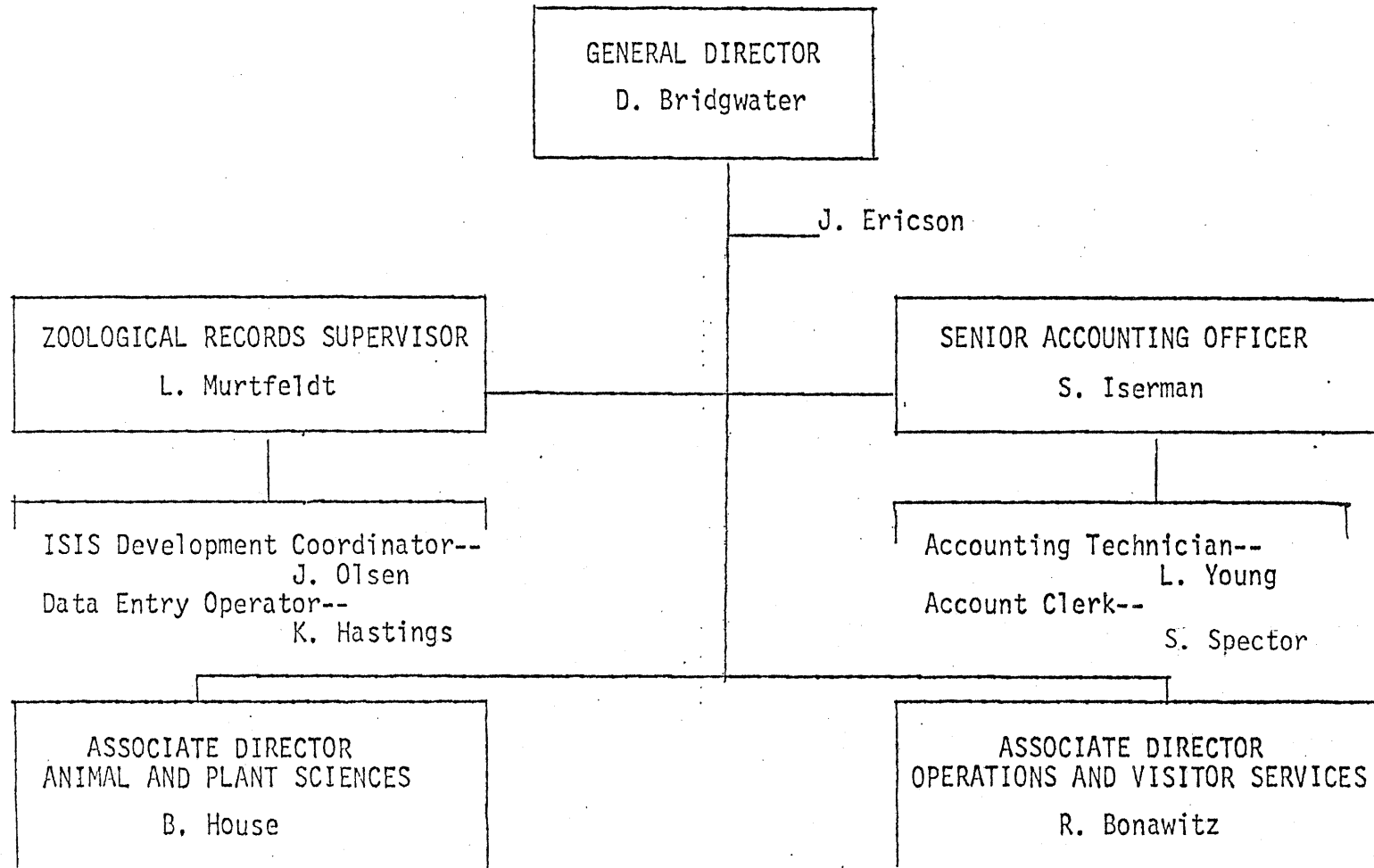
Department/Position	Planned Hire Date	Position Description Availability Date	Personnel Requisition Date Processed		
		Planned	Actual	Planned	Actual
<u>Public Services</u>					
Public Services Director	Filled				
Clerk Steno	5/1/77	11/1/76		11/1/76	
Purchasing Inventory Mgr.	Filled	3/1/76	3/16/76	5/1/76	7/1/76
Inventory Control Supervisor	Filled				
Inventory Clerk	Filled				
Clerk Steno	Filled				
Inventory Clerk	3/1/78	7/1/77		7/15/77	
Clerk Steno	4/1/78	12/1/77		1/1/78	
Receptionist	Filled				
Mailroom	7/1/77	4/1/76	12/21/76	10/15/76	12/28/76
Gift Shop Supervisor	Filled				
Gift Shop/Rental Clerks (4)	3/1/78	12/1/77		1/15/78	
Parking Admission Suprv.	3/1/78	12/1/77		1/1/78	
Admission Clerks (3)	4/1/78	12/1/77		1/15/78	
Parking Attendants (2)	4/1/78	12/1/77		1/15/78	
<u>Personnel</u>					
Personnel Officer	Filled				
Clerk Typist	Filled				
<u>Finance</u>					
Accounting Officer Senior	Filled				
Accounting Technician	Filled				
Account Clerk	Filled				
Accounting Officer, Principa	1/1/77	5/1/76		11/1/76	
<u>Animal/Plant Sciences</u>					
Associate Director	Filled				
Executive I	Filled				
General Curator	Filled				
Veterinarian	1/1/77	5/15/76	10/12/76	10/6/76	10/15/76
Zoologist	5/1/77	6/15/76	3/2/77	12/1/76	3/22/77
Zoologist	5/1/77	6/15/76	3/2/77	12/1/76	3/22/77
Zoologist	5/1/77	1/1/77	3/2/77	3/1/77	3/22/77
logist	5/1/77	1/1/77	3/2/77	3/1/77	3/22/77
keeper I (6)	6/1/77	1/1/77	3/2/77	2/1/77	3/22/77
Keeper I (6)	9/1/77	3/1/77		4/1/77	
Keeper I (6)	11/1/77	7/1/77		8/1/77	
Keeper I (6)	2/1/78	8/1/77		11/1/77	
Keeper I (6)	5/1/78	12/1/77		2/1/78	

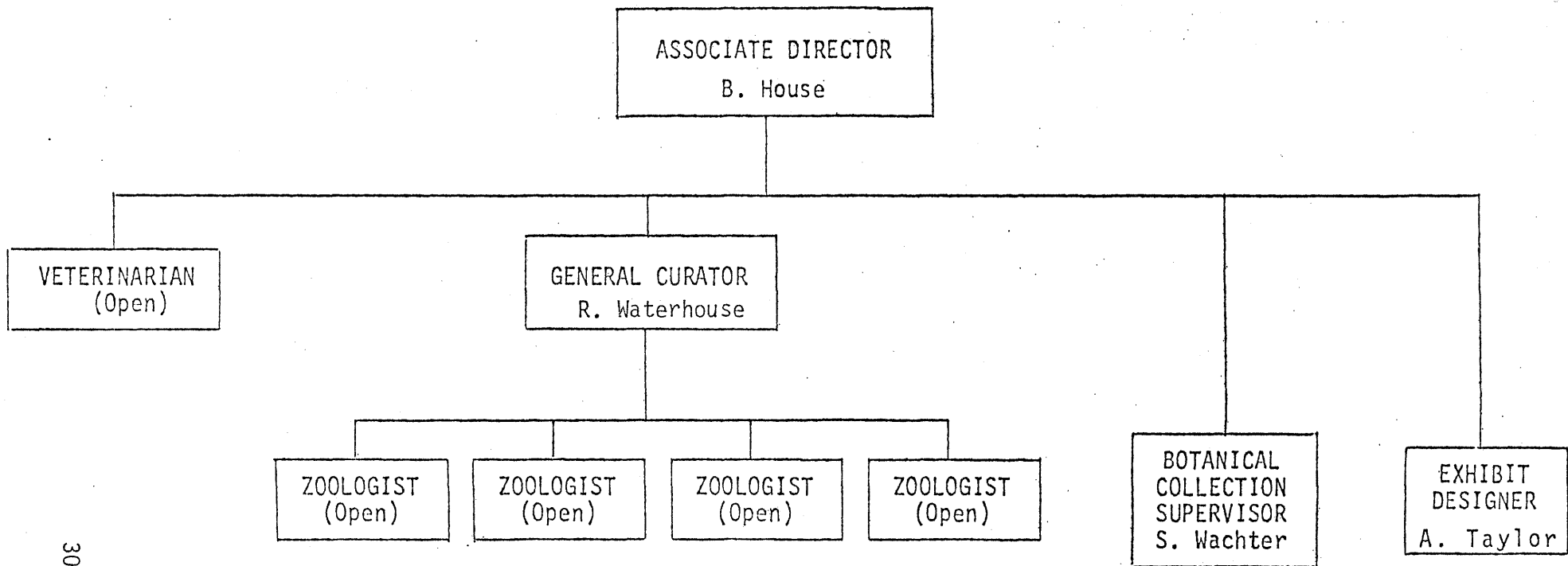
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Department/Position	Planned Hire Date	Position Description Availability Date		Personnel Requisition Date Processed	
		Planned	Actual	Planned	Actual
<u>Animal/Plant Sciences (cont.)</u>					
Botanical Collection Suprv.	Filled				
Botanical Collection Spec	Filled				
Exhibit Designer	Filled				
Exhibit Technician	2/1/76	7/1/76	4/8/77	11/1/76	4/8/77
Botanical Collection Specialist	Filled				
<u>Animal Health</u>					
Associate Director	11/1/77	7/1/77		8/1/77	
Records Supervisor	Filled				
Data Entry Operator	Filled				
Development Coordinator	Filled				
Medical Technician	6/1/77	2/1/77		3/1/77	
Clerk Steno	6/1/77	2/1/77		3/1/77	
<u>General Administration</u>					
General Director	Filled				
Executive I	Filled				

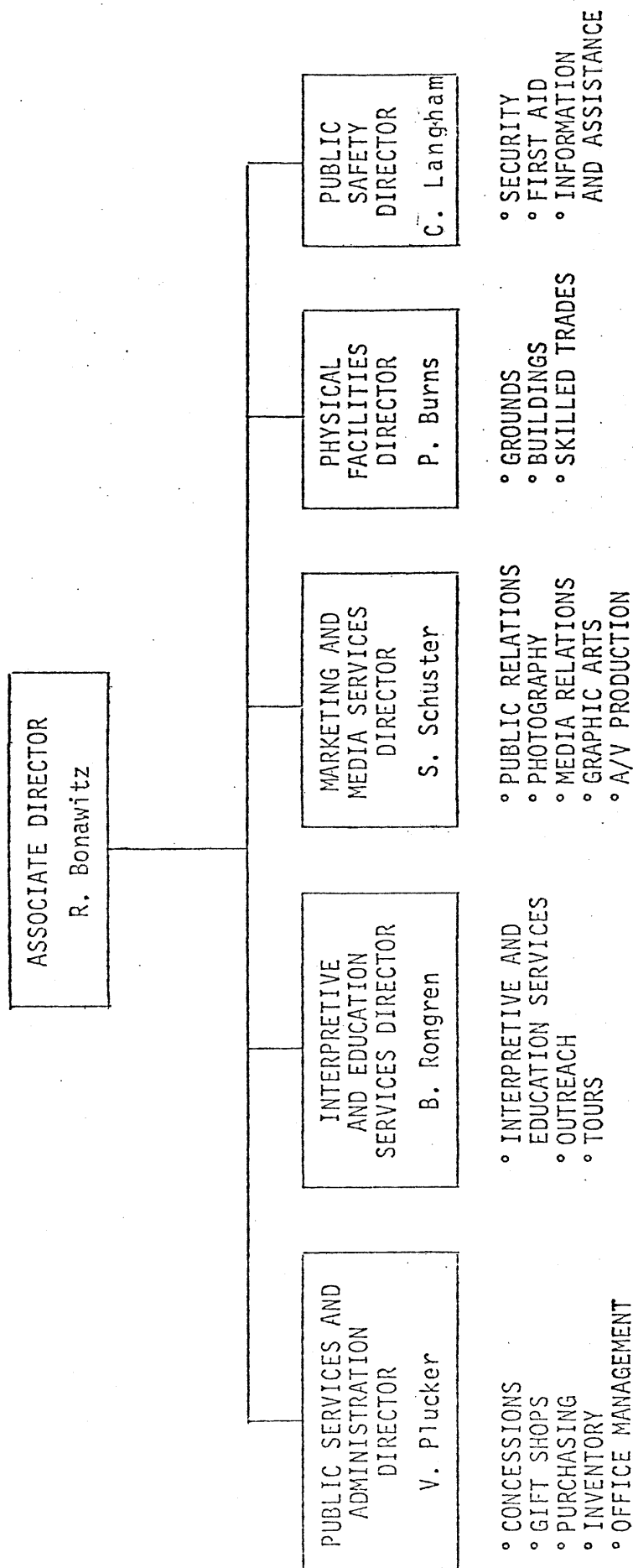
MINNESOTA ZOOLOGICAL GARDEN

APPENDIX C





# OPERATIONS AND VISITOR SERVICES



## APPENDIX D

## MINNESOTA ZOOLOGICAL GARDEN OPERATING BUDGETS

Fiscal Years 1975 - 1979

Expense Items	FY75 <sup>1</sup>	FY76 <sup>1</sup>	FY77 <sup>2</sup>	FY78 <sup>2</sup>	FY79 <sup>2</sup>
Salaries	187,268	309,211	902,758	2,052,307	2,618,948
Rents and Leases	12,854	23,113	17,180	20,780	22,863
Advertising	254	1,118	---	230,000	385,000
Repairs/Services	2,129	1,363	2,325	3,725	9,257
Insurance	---	---	20,000	26,198	78,720
Printing	9,744	7,070	45,600	195,490	205,953
Consultant Services	32,466	50,065	38,100	9,500	9,650
Purchased Services	8,385	29,395	26,550	8,600	16,120
Communications	7,716	11,530	19,490	32,465	37,453
Travel	22,971	25,325	35,900	48,550	54,650
Utilities	---	6,605	132,000	462,450	506,000
Freight	173	65	200	500	550
Other Contract Services	846	8,752	16,000	42,200	34,500
Supplies and Materials	6,374	70,535	251,714	465,056	629,138
Equipment	31,161	150,503	233,183	57,230	72,539
Assessments	---	1,850	59,000	33,000	33,000
Maintenance Reserve	---	---	---	---	200,000
Total Expenses	<u>322,341</u>	<u>696,500</u>	<u>1,800,000</u>	<u>3,688,051</u>	<u>4,914,341</u>
Revenue Items					
State Appropriation	324,006	700,000	1,800,000	3,688,051	---
Admissions	---	---	---	1,115,341	4,512,826
Parking	---	---	---	118,820	457,000
Gift Shops	---	---	---	118,820	457,000
Rentals	---	---	---	7,800	30,000
Guidebooks	---	---	---	89,115	342,750
Less: Sales Tax	---	---	---	(55,765)	(223,061)
Total Revenue	<u>324,006</u>	<u>700,000</u>	<u>1,800,000</u>	<u>5,082,182</u>	<u>5,576,515</u>
Revenue	324,006	700,000	1,800,000	5,082,182	5,576,515
Expenses	<u>322,341</u>	<u>696,500</u>	<u>1,800,000</u>	<u>3,688,051</u>	<u>4,914,341</u>
Undisbursed Balance	<u>1,665</u>	<u>3,500</u>	<u>-0-</u>	<u>1,394,131</u>	<u>662,174</u>

Actual Expenditures.

<sup>2</sup>Planned (Budgeted) Expenditures.

## APPENDIX E

### MINNESOTA ZOOLOGICAL GARDEN

GENERAL DIRECTOR  
Donald D. Bridgwater

#### Agency Purpose

This agency's purpose is to establish, direct and operate a zoological garden administrative unit and to build, operate and maintain a public zoological garden in the State of Minnesota as empowered by Laws 1969 and 1973, Chapter 85A. The Minnesota Zoological Garden is being established under the supervision and control of the State Zoological Board. The Board consists of 11 members appointed by the Governor.

### OPERATIONS AND VISITOR SERVICES

Associate Director  
Robert Bonawitz

#### Program Purpose

The main activities under this program include the management and coordination of the visitor services and physical plant operation of the Zoological Garden including its interpretive and information programs, marketing and media services, security, physical plant development and maintenance, personnel administration and management of its revenue generating and concession operation.

These activities are needed to insure that the Minnesota Zoological Garden meets its self-supporting objectives, that visitors to the zoo are afforded a safe and pleasant environment, that all visitors and public service functions are effectively coordinated so as to enhance the educational value thereof and to insure that the Minnesota Zoological Garden's assets are safeguarded.

### EDUCATION AND INTERPRETIVE SERVICES

Director  
Beverly Rongren

#### Activity Purpose

The purpose of this activity is to establish the philosophy and direct the activities involved with the development and implementation of all educational, interpretive, associated public service and related programs. This involves direction and management of the development, design, presentation and evaluation of such programs and materials.

#### F.Y. 1976 Accomplishments

Intensive speakers bureau training courses were held in the spring and fall resulting in three dozen well-informed volunteers. Development and initiation of teacher training programs and production of brochures for education programs to schools has been initiated. The staff continued to develop, implement, and supervise interpretive programs, outreach programs, off-site volunteer programs and publish a bimonthly newsletter.



## MARKETING AND MEDIA SERVICES

Director  
Stephan Schuster

### Activity Purpose

The purpose of this activity is to design, develop, implement and evaluate effective visitor market development, media (newspapers, radio, television, magazines) information and promotional programs for the Minnesota Zoological Garden to increase its recognition by the general public and assure its self-supporting character. This includes on-site marketing efforts.

### F.Y. 1976 Accomplishments

This activity prepared a marketing program plan as related to the following:  
a) advertising, b) publicity, c) literature, d) audio visual, e) special events, f) promotional expenditures, and g) public relations.

## SECURITY SERVICES

Director  
Cedric Langham

### Activity Purpose

This activity function is to establish and implement the safety and security measures needed to safeguard the Minnesota Zoological Garden, its facilities, employees, and an estimated 1,800,000 visitors per year.

### F.Y. 1976 Accomplishments

This activity initiated efforts to establish and implement operational policies and procedures related to a general site security, emergency services, safety and first aid, the conduct of personnel in performing their functions and the relationship of the public safety staff to local law enforcement officials, fire departments and medical facility personnel.

## PHYSICAL FACILITY/OPERATIONS & MAINTENANCE SERVICES

Director  
Pat Burns

### Activity Purpose

The major activity conducted in this area includes the effective operation of all physical plant and systems operation. The physical plant occupies about 500 acres of land which includes a vehicle maintenance facility, a shop and commissary building, an animal health and research facility, a central heating plant, a water treatment facility, parking facilities for 2,500 vehicles, numerous other smaller facilities and the approximate \$15,000,000 main building complex. It will be staffed by 50-55 full time maintenance personnel. It will serve an estimated 1.8 million visitors per year.

### F.Y. 1976 Accomplishments

This activity, in addition to beginning the overall maintenance and operation of the facility, developed a vehicle authorization policy, a vehicle maintenance policy, a vehicle maintenance log, vehicle usage policy, maintenance policy, inventory policy and operational policies.

## ADMINISTRATIVE SERVICES

Director  
Vernon Plucker

### Activity Purpose

The major areas under this activity include the design, development, implementation and evaluation of the office administration, purchasing, and public services functions.

### F.Y. 1976 Accomplishments

This activity established and implemented operational policies and procedures related to inventory and purchasing, office management and visitor information functions. It provides the day-to-day purchasing function as it relates to the procurement of supplies, materials and equipment for the Minnesota Zoological Garden. Administrative Services continues to establish and maintain the Minnesota Zoological Garden Affirmative Action program and prepares all associated reports. It also develops and controls the budget as it relates to this activity.

## ANIMAL AND PLANT MANAGEMENT

Associate Director  
Hugh B. House

### Program Purpose

This program exists to manage and administer the Minnesota Zoological Garden's living plant and animal collection, including management of all animal acquisition, trade, sale, inventory systems, animal and live plant care, zoological and ethological research, exhibit collection and maintenance, exhibit design and equipment, as well as insuring the health and medical care of its collection of approximately 1,500 individual animals of 250 species. This program has as its primary result and mission to maintain a vibrant animal collection which will provide educational benefit to the zoo visitor.

## HORTICULTURE AND LANDSCAPING SERVICES

Botanical Collections Supervisor  
Steven Wachter

### Activity Purpose

This activity includes the design, development, implementation and evaluation of the botanical functions. These functions include the maintenance of approximately a 500 acre site and the plantings associated with its 5 major exhibit areas.

### F.Y. 1976 Accomplishments

The horticulture activity participated in the design and selection of plantings for exhibits and initiated the greenhouse operations. In addition, objectives equipment, plant procurement and planting efforts were started. It continues to maintain and establish plants as needed throughout the zoo site and insures that exhibits are effectively planted.

## INTERNATIONAL SPECIES INVENTORY SYSTEM (ISIS)

Supervisor  
Janice Olsen

### Activity Purpose

The purpose of this activity is to develop, direct and implement the International Species Inventory System (ISIS) including a) census and inventory of captive vertebrates (mammals, birds, reptiles and amphibians) in primarily North American zoos; b) physiological norms; c) pedigree analysis; d) studbooks; and e) demographic analysis.

### F.Y. 1976 Accomplishments

ISIS processed 15,700 mammalian vital statistics data forms from 111 zoos and aquariums in the U.S. and Canada. It produced the first annual ISIS Species Distribution Report covering 18,071 mammalian specimens. ISIS produced the first annual Zoo Inventory and Acquisition Release Reports for 111 zoos and aquariums and completed the Avian Taxonomic Directory for 9 orders of birds. It contracted for initial research and programming of demographic analysis subsystems.

# APPENDIX F

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

MONTH	DAY	DAILY ATTENDANCE	MONTHLY ATTENDANCE
January	weekday	400	18,200
	weekend	1,000	
February	weekday	400	50,700
	weekend	1,100	
	Presidents' Day	33,000	
March	weekday	1,300	128,400
	weekend	3,200	
	week of school spring vacation	16,000	
April	weekday	2,400	109,100
	weekend	6,000	
May	weekday	5,600	275,400
	weekend	13,000	
	Memorial Day	48,400	
June	weekday	6,300	272,900
	weekend	14,700	
	June peak day	31,500	
July	weekday	7,500	382,000
	weekend	17,500	
	July peak day and Independence Day	37,400	
August	weekday	8,500	400,200
	weekend	19,900	
	August peak days	42,600	
September	weekday	3,600	190,800
	weekend	8,300	
	Labor Day	44,900	
October	weekday	2,000	129,700
	weekend	5,100	
	Teachers' Convention	21,400	

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

MONTH	DAY	DAILY ATTENDANCE	MONTHLY ATTENDANCE
November	weekday	900	
	weekend	2,200	
	Friday after		
	Thanksgiving	38,900	74,500
December	weekday	400	
	weekend	1,000	
	week after		
	Christmas	12,500	90,100

# APPENDIX G

## ATTENDANCE PROJECTIONS

	<u>Metro</u>	<u>Out-State</u>	<u>Out-of-State</u>	<u>Total</u>
Adults	618,150	190,200	133,650	942,000
13-18	<u>142,650</u>	<u>63,400</u>	<u>43,740</u>	<u>249,790</u>
Total Adults	760,800	253,600	177,390	1,191,790
Children 5-12	259,940	44,380	30,618	334,938
Children 0-4	<u>215,560</u>	<u>50,720</u>	<u>34,992</u>	<u>301,272</u>
GRAND TOTAL	<u><u>1,236,300</u></u>	<u><u>348,700</u></u>	<u><u>243,000</u></u>	<u><u>1,828,000</u></u>