



**Oregon Zoo Bond
Citizens' Oversight Committee**
Metro Regional Center
Room 370A-B
Wednesday, February 8, 2012
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Feb. 8, 2012
Agenda

AGENDA

- | | |
|---|----------------------------------|
| A. Welcome / Introductions | Deidra Krys-Rusoff |
| B. Approval of Nov. 10, 2011, Committee meeting minutes | Deidra Krys-Rusoff |
| C. Land Use Projects – Information Update | Cheryl Twete |
| D. Remote Elephant Center – Information Update | Kim Smith |
| E. Required Oversight Committee Report to the Metro Council (from Ordinance 10-1232) Subcommittee work discussion and steps to finalize the report. | Deidra Krys-Rusoff
Dave Evans |
| F. Monthly Project Status Reports | Craig Stroud |
| 1. Elephant and Related Infrastructure Project | |
| 2. Veterinary Medical Center Project | |
| 3. Penguin Life Support System Upgrade Project | |
| 4. Offsite Elephant Habitat | |
| 5. Updated Conditional Use Master Plan and Land Use Reviews | |
| 6. Onsite Elephant Habitat Land Use Reviews | |
| G. Program Status and Financial Information at a Glance | Craig Stroud |
| H. Consolidated Oregon Zoo Bond Program Schedule | Craig Stroud |
| I. Open Discussion/Questions | Deidra Krys-Rusoff |

Meeting dates for 2012 –Wednesdays, 3 to 5 p.m.:

May 9	Room 370A/B, Metro Regional Center, 600 NE Grand Ave., Portland, OR
Sept. 12	Skyline Room, Oregon Zoo, 4001 SW Canyon Rd., Portland, OR
Nov. 14	Skyline Room, Oregon Zoo, 4001 SW Canyon Rd., Portland, OR

Required Oversight Committee Report to the Metro Council (from Ordinance 10-1232)

This report should contain:

1. Assessment of the zoo's program progress in implementing the Oregon Zoo Bond Measure 26-96 project improvements.
2. Report on project spending trends and current cost projections, and a review and report on the Annual Independent Financial Audit of spending.
3. May recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promise of the Oregon Zoo Bond Measure 26-96 is fully realized.



Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room
Wednesday, Nov. 9, 2011
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2012

Agenda item B

MINUTES

MEMBERS PRESENT

Sheryl Manning
David Evans
Jim Irvine
Carter MacNichol
Deidra Krys-Rusoff
Penny Serrurier
Michael Sestric
Carol Welch

MEMBERS ABSENT

Marcela Alcantar
Jacqueline Bishop
Steve Bloom
Greg Gahan
Benjamin Jackson
Ann Gravatt
Tony Jones
Ray Phelps
Bob Tackett

GUESTS

Scott Beckstead
Jackie Beckstead
Holly Gann
Mars Green
Syd Most
Nancy Newell
Courtney Scott

ELECTED OFFICIALS AND STAFF

Shirley Craddick
Suzanne Flynn
Kristin Lieber
Jim Mitchell
Joel Morton
Linnea Nelson
Margo Norton
Joanne Ossanna
Scott Robinson
Marcia Sinclair
Craig Stroud
Cheryl Twete

AFFILIATION

Oregon Zoo Bond Citizens' Oversight Committee (Chair)
The ODS Companies
The Conifer Group, Inc.
Shiels Oblatz Johnsen, Inc.
Ferguson Wellman Capital Management
Stoel Rives LLP
Michael Sestric Facilities Planning
Nike, Inc.

AFFILIATION

Alcantar & Associates
Roberts Kaplan LLP
Portland Japanese Garden
NW Construction Management, Inc.
REAP, Inc.; Clackamas High School
Climate Solutions
Metropolitan Contractor Improvement Partnership
Allied Waste Services
Northwest Oregon Labor Council

Humane Society of the United States
Humane Society of the United State
Student Animal Legal Defense Fund
Real Friends of Packy
Real Friends of Packy
Real Friends of Pack
Real Friends of Packy

Metro Councilor
Metro Auditor
Metro audit staff
Oregon Zoo Bond Construction Manager
Metro Senior Attorney
Oregon Zoo Bond Program Coordinator
Metro Finance and Regulatory Services Director
Oregon Zoo Finance Manager
Metro Deputy Chief Operating Officer
Oregon Zoo Public Involvement
A Better Zoo (Oregon Zoo Bond Program) Director
Metro Senior Development Advisor

A. Welcome / Introduction

Sheryl Manning, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:01 p.m. and welcomed members. Members and guests introduced themselves.

B. Approval of Aug. 10, 2011, Oversight Committee meeting minutes

Members approved the minutes of the Aug. 10, 2011, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting.

Craig Stroud discussed the milestone approvals of the Bond Implementation Plan and the Comprehensive Capital Master Plan (CCMP) by the Metro Council. The plans are on the Metro website.

Craig Stroud also informed the committee that bond program team member Doug Strickler finished his CCMP work and is no longer with the program. Lee Campbell is transitioning to work on zoo capital projects for approximately one year. The bond program does not have work to warrant three project managers at this time, and will continue to flex and manage staffing as the program dictates.

C. Follow-up Audit Results

Metro Auditor Suzanne Flynn discussed the results of the follow up audit work to the November 2009 audit on zoo capital construction. Kristin Lieber, staff auditor, reviewed three new bond-funded projects: the Veterinary Medical Center (VMC), Penguin Life Support System Upgrade and Water Main Building. The auditors reported that this audit follow up stands out as one of the most impressive responses by Metro to any audit. Metro acted before the audit report was issued and made clear changes immediately, as well as over the past two years.

The 2009 audit placed the bond program in the "maturity model" of project management at level one. The follow up audit placed the bond program at level three, capable of managing individual projects well. Audit staff found that bond costs and schedule are well-managed, and files are clear and easy to access. The only outstanding recommendation to address from the original audit was on reporting at an overall program level, as described in the report.

Michael Sestric asked how one might increase from level three to level four in the maturity model. Ms. Lieber explained that the three projects she examined are discreet, and so she could not make an assessment whether the program could operate at level four. Future projects will become more complex and likely more interrelated, which would provide opportunities for level-four assessment. The auditors only conclude on information they observe, so the comment is not necessarily a deficit or weakness to address – there just were not level four conditions to review and assess in the program's work to date.

Carol Welch, who is an internal audit professional, thanked the auditor for an excellent job and thorough assessment.

Ms. Flynn indicated that she does not usually do another follow up audit on the same program, but she may perform additional work on the program in the future. The Committee thanked the auditor for her work.

D. Committee Membership – Reappointments and New Appointments

Chair Manning will be following up with Committee members whose term is expiring on Dec. 31, 2011. Bill Kabeiseman from the Oregon Zoo Bond Advisory Group has agreed to serve on the Oversight Committee, subject to Metro Council approval. He is already knowledgeable about the program's work and will be a great addition to support land use activities. The program will ask all members to provide updated biographical information as part of the reappointment process.

E. Land Use Projects Status

Cheryl Twete, Metro senior development advisor, discussed the land use work and reviewed materials included in the meeting packet. The original conditional use master plan amendment application for the elephant habitat and related infrastructure improvements was submitted to the city on Sept. 23, 2011. On Oct. 14 and 20, 2011, the city issued incomplete letters indicating additional information is necessary for the application to be deemed complete. That information is expected to be submitted to the city on Nov. 16. Once deemed complete by city staff, a hearings officer hearing date will be set, anticipated to be approximately mid-January 2012. Ms. Twete displayed a five-inch binder containing the original application, to provide context on the level of highly detailed work to date that the team has completed. The project is on budget, and she believes that this second submission will provide the city what they need to process the application. If the hearings officer's decision is not appealed, then the decision will become final approximately the end of February or early March 2012.

When asked if she believed it will go smoothly, Ms. Twete indicated she was optimistic. The project team has been meeting regularly with city staff to understand the application's complex requirements. The team will continue those conversations with the staff, and will likely submit another 100 pages of information with the response to the incomplete letter. The project team is working with the city's Bureau of Development Services, the lead bureau. The Bureau of Environmental Services has separate responsibilities, especially for stormwater. The Portland Bureau of Transportation and the Planning Bureau have minor roles. Ms. Twete indicated she has the resources she needs to move forward.

Chair Manning asked about the schedule being a month behind. Ms. Twete said they are shooting for a Jan. 20, 2012 hearings officer hearing and a decision by Feb. 20. The hearings officer has the ability to hold open the record for up to three weeks, and then has up to 17 days to issue a decision.

The second land use application is for a new permit under the new zoo Conditional Use Master Plan (CUMS). The team held a pre-application meeting with the city in June 2011. They had targeted Dec. 1 for application submission, but are now moving it to Jan. 1, 2012. Once city staff receives an application, they have three weeks to review it and let the applicant know if additional information is needed. At this time, the hearings officer hearing is anticipated to be approximately mid-April and a hearings officer decision by the middle of May. If the decision is appealed to city council, that hearing will take place and a decision will be rendered in approximately one to two months.

When asked about major issues that have arisen in conversations with the city, Ms. Twete indicated that for the elephant amendment, the major issues are the expansion into the environmental zone on the northeast side of the exhibit. For the new land use permit, the major issues are transportation management issues for visitors and employees. Metro is discussing these issues with Portland Parks and Recreation, the Washington Park Alliance and the adjacent neighborhood associations. The talks will influence how the team writes the CUMS application. The parking lot

issues are not anticipated to hold up the land use amendment, but the zoo will only be in a position to address matters it controls in the new 10-year plan and new permit. Ms. Twete stated that the project team has taken a very standard transportation analysis approach, with 10-year growth and attendance projections. They documented the background condition without any growth at the zoo and then compared that to the zoo's growth condition.

F. Program Public Relations Activity

Marcia Sinclair, bond public involvement coordinator, discussed efforts to provide a means for the zoo community to stay informed about the Better Zoo program. The program is proposing changes that affect the adjacent neighborhoods and is keeping the neighbors informed. The process to involve neighbors has been substantial, and the zoo is hosting its third neighbor workshop in the coming weeks in an effort to be clear on zoo plans and to address neighbors' concerns. Transparency, accessibility and accountability have been the program's communication focal points.

Ms. Sinclair reviewed the accomplishments outlined in the worksheet provided in the meeting packet, including the Better Zoo program website, open houses, neighbor workshops, Council presentations, Opt In internet opinion panel, earned media, zoo signage, special events (VMC and Penguins) ZooTracks newsletter articles, zoo volunteer construction talkers, internal staff communications, staff meetings and leadership team briefings. The program has also looked at information sharing needs for the elephant projects.

The Committee discussed the desire to hear more directly about program media stories (TV, radio, print) and Ms. Sinclair will decide how media information can be distributed to Committee members.

G. Comprehensive Capital Master Plan

Scott Robinson commended staff for the great work to complete the Comprehensive Capital Master Plan, which was approved by the Metro Council on Nov. 3, 2011.

H. Oversight Committee Annual Report

The Committee has an annual report due to the Metro Council in February 2012. The 2011 report reviewed three major items, and the new report will follow the same format. Last year, subcommittees reported on each area. The new subcommittee volunteers to date:

1. Assessment of Progress: Deidre Krys-Rusoff (chair), Penny Serrurier and Michael Sestric.
2. Report on Spending Trends and Cost Projections: Dave Evans (chair), Carter MacNichol and Sheryl Manning.
3. Follow up on Auditor's Report: Carol Welch (chair) and Sheryl Manning.

The rough draft will be prepared for the Feb. 8, 2012, Committee meeting for the full committee to review. Chair Manning will send an email to members to solicit additional subcommittee volunteers.

I. Monthly Project Updates

1. Veterinary Medical Center Project

Some days have been added to the Veterinary Medical Center schedule to finish in mid-December. The building systems will be "flushed" over the Thanksgiving break to qualify for LEED certification.

2. Penguin Life Support System Upgrade Project

Penguins are still residing in the Polar Bear exhibit. Project work has been focusing on the many mechanical aspects and controls. The new filtration system has been running for a week now without any problems. The project is significantly off schedule, but the contractor is picking up the extra costs, and the project remains on budget. The project should be within a week or two of completion. The penguins will go back when Living Collections staff determines everything is ready.

Carter MacNichol said it doesn't seem like it should show "red" for the schedule in the monthly report. Mr. Stroud explained that it was to reflect the project situation. The contractor completed the scope and work to specifications, and the city provided a temporary certificate of occupancy. Schedule slippage has not impacted the budget or the birds, so it is really just an inconvenience. The program predicted schedule slippage months ago, and pushed for a quality product knowing the contractor was struggling to meet the agreed-to schedule. Mr. MacNichol advised developing talking points to explain why the project is finishing behind schedule.

3. Elephant Habitat and Related Infrastructure

Metro received three proposals to design the new elephant habit and related infrastructure. Eight reviewers are assessing the proposals. The elephant Construction Management General Contractor (CM/GC) Request for Proposals will be issued Nov. 15.

4. Interpretive Design

Interpretive Experience design work is moving forward. It will include all signage and guest experiences for each new bond program project. A Request for Proposals will be issued to select a consultant.

5. One Percent for Art

The Metro Council directed the program to implement one percent-for-art at a program level instead of project by project. Under this approach, the program will plan the approximately \$750,000 of required art installations associated with the bond program's remaining capital improvements using a comprehensive approach. Brent Shelby is heading that work for the program.

J. Program Status and Financial Information at a Glance

Mr. Stroud has been researching best practices for presenting program-level scope, schedule and financial information to the Committee. He would like to provide example presentations to the Committee on how to replace the current "At a Glance" document.

Mr. MacNichol noted that the program has used a third of the Program Administration budget, but is not a third of the way through the program's duration. Mr. Stroud explained that in the future most staff costs will be direct billed to the remaining projects. Much of the program's administrative costs have been front loaded in the overall program duration to support planning and coordination activity. The completion of the Comprehensive Capital Master Plan has provided the planning information for budget allocations for the remaining program activities.

Mr. Stroud also informed the Committee that Metro asked The Oregon Zoo Foundation to raise \$5.2 million to support the remaining projects in the bond implementation plan. The Foundation graciously agreed to provide the funds and pledged their existing reserves to meet the commitment. These funds are in addition to the \$125 million of bond funds and are intended to support all the remaining program projects.

The program maintains a monthly cash flow forecast and is planning a bond sale next year. The program will use Seattle Northwest and K&L Gates to advise on the sale's timing and structure.

K. Consolidated Oregon Zoo Bond Program Schedule

Mr. Stroud indicated that the land use submission dates had a few changes since the last report. He asked the Committee members about level of detail they desired in the schedule. The Committee agreed the current Gantt chart summary schedule is providing adequate detail.

L. Open Discussion/Questions

The website for the Thanks to You a Better Zoo (bond) program is available at www.oregonmetro.gov/betterzoo. Committee members can also find it by searching for "Thanks to you a better zoo."

M. Adjournment

Chair Manning adjourned the meeting at 4:22 p.m.

Meeting dates for 2012 –Wednesdays, 3 to 5 p.m.:

Feb. 8 Room 370A/B, Metro Regional Center, 600 NE Grand Ave., Portland, OR
May 9 Room 370A/B, Metro Regional Center, 600 NE Grand Ave., Portland, OR
Sept. 12 Skyline Room, Oregon Zoo, 4001 SW Canyon Rd., Portland, OR
Nov. 14 Skyline Room, Oregon Zoo, 4001 SW Canyon Rd., Portland, OR



Land Use Project Updates

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2012

Agenda item C

For this agenda item, Cheryl Twete will recap the progress since the last Oversight Committee meeting for the amended and updated new Conditional Use Master Plan applications. The monthly status reports, including expenditures to date and specific activities, can be reviewed in the meeting packet in agenda item documents F-5 and F-6.



Remote Elephant Center Update

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2012

Agenda item D

For this agenda item, Kim Smith will recap the progress since the last Oversight Committee meeting for the proposed Remote Elephant Center. The monthly status report, including expenditures to date and specific activities, can be reviewed in the meeting packet in agenda item document F-4.

Oregon Zoo Bond Citizens' Oversight Committee Annual Report to the Metro Council—DRAFT

For Committee review at the Feb. 8, 2012, meeting

The Zoo Bond Program has a clear organizational and governance structure, and processes appear to be in place to ensure that Metro will be a good steward of the bond money.

This has been enhanced by the completion of a Comprehensive Capital Master Plan. The Comprehensive Capital Master Plan is used to address project sequencing, scope, programming and budgeting for the remaining bond projects. The Comprehensive Capital Master Plan will provide a clear blueprint for the process to realize bond measure goals. The plan was approved by the Metro Council in September of 2011.

The Veterinary Medical Center was completed during this reporting year, replacing the substandard veterinary and quarantine buildings with a new facility that meets standards set by the Association of Zoos and Aquariums. The Veterinary Medical Center was completed in December, within acceptable variances in the schedule (due to change orders) and within the established budget. Staff moved in and the grand opening was celebrated in January.

The Penguin Life Support System Upgrade is designed to conserve water and improve water quality. The program completed the work outside the expected timeframe, but the budget impact was negligible due to the contractor's responsibility to reimburse project and zoo expenses associated with the delay. The project is not yet completed because the Heating Ventilation and Air Condition (HVAC) system is not properly managing exhibit humidity. Modifications to the HVAC system were not part of the filtration project and the moisture level of the exhibit air was not modified by the project. Zoo Facilities Maintenance is managing repairs and the zoo is funding the HVAC system repair, not the Bond Program. The penguins remain housed at the polar bear exhibit with no negative impact to the animal collection. The project was completed under budget.

The Elephant Habitat Project will provide a new elephant habitat, expanding from 1.5 acres to 6 acres, allowing for an evolution in the way the elephants use their space, which supports the zoo's vision for elephants to live in family herds. Sub-projects include; 1) relocating the train, 2) a new perimeter service road, 3) relocating the Wild Life Live program and 4) water and energy sustainability measures including LEED Silver Certification and a new campus geothermal loop to reduce the use of fossil fuels for heating and cooling. The contract for design services has been issued to SRG for signature and the hiring process for the Construction Manager/General Contractor is underway. This is a multi-year process expected to be completed in 2015.

As part of the offsite Elephant Habitat Project, Metro Council Resolution No. 11-4230 authorized the COO to enter into options to purchase real property for the purpose of providing an elephant reserve. Staff was also authorized to continue financial feasibility planning and initiate a fundraising campaign for capital costs and operating expenses with the help of The Oregon Zoo Foundation. Offsite project plan development continues. Major components include planning and design, funding strategy, securing land use approvals and communications.

Land use planning is proceeding on two tracks: (a) an amendment to the existing Conditional Use Master Plan (CU MS) to allow work for the onsite elephant exhibit and other related projects and (b) an application for a new CU MS for the remainder of the specific bond projects and master plan concepts. If approved, an amendment would allow construction to begin on the elephant onsite exhibit and related work while the new CU MS is negotiated and finalized.

The initial CU MS for the onsite elephant exhibit was submitted on September 23. After some expected amendments, the CU MS was deemed complete and a hearings officer hearing date has been set for mid-January 2012. The transportation impact study and demand management strategy for the CU MS for the remaining bond projects are progressing well, however the decision making process is complicated by the lack of clarity regarding future transportation and parking management. These issues have delayed the expected completion schedule by seven months.

Land use approvals remain a threat to future schedules. The staff is working diligently with the City of Portland and other constituents and continues to work to mitigate the risk. We recommend that this process continue to be monitored closely, with a keen focus on making sure the appropriate level of resources are dedicated to achieving the necessary approvals.

The program appears to be adequately staffed in its current phase, although there may be some need for additional communication and outreach assistance, particularly given the number of constituent groups involved with or affected by the zoo bond projects.

Oregon Zoo Bond Citizens' Oversight Committee Annual Report to the Metro Council—DRAFT

For Committee review at the Feb. 8, 2012, meeting

Required Reporting Item 2

Report on spending trends and current cost projections and independent auditor's report

- The zoo bond program is broken into four main areas: construction, project planning, land use approvals and administration covering nine total projects. As of December 31, 2011, the total amount budgeted for all program activities is \$133 million, including \$125 million from the bond measure proceeds, \$5.2 million from The Oregon Zoo Foundation and approximately \$2.6 million in anticipated investment earnings.
- As reported by the zoo bond program staff, The Oregon Zoo Foundation was asked by Metro to raise \$5.2 million to support the remaining bond projects. The Foundation agreed to provide the funds and pledged their existing reserves to meet the commitment. The Foundation committed to providing the funds no later than the start of the Primate/Rhino project. These funds are intended to support all the remaining program projects and are not restricted by project.
- The Comprehensive Capital Master Planning (CCMP) was completed and adopted by the Metro Council on September 22, 2011. The CCMP development expenses totaled \$1.7 million, approximately \$124,000 under the established budget. The CCMP provides schematic designs, phasing of construction, and infrastructure and sustainability measures, as well as budget allocations for the remaining projects. The budgets for the remaining projects include inflation and cost escalation assumptions. The budgets were reviewed by two professional cost estimators and appear to have appropriate cost escalation and inflation assumptions and factors included.
- We recommend that the program continue to review and validate budgets on an ongoing basis. Of principal concern to this committee is Metro's ability to complete all bond projects without sacrificing animal welfare objectives with the remaining funding. The master planning process has been and will continue to be a crucial element to ensure efficient and effective use of bond proceeds. It is critical that the zoo bond program staff continue to use the CCMP and resulting budgets and schedules to manage the remaining project scopes. This will help ensure that funding and resources are available to complete all bond commitments.
- Construction is complete on the Veterinary Medical Center, the Penguin Life Support System Upgrade project and some of the water and energy projects. The Veterinary Medical Center finished on schedule and approximately \$300,000 under budget. The Penguin Life Support System Upgrade project finished approximately six months behind schedule and \$50,000 under budget. The delay can be attributed to general contractor coordination and completion issues.

The general contractor paid for all additional consultant fees associated with the late completion. The savings on these two completed projects have been reallocated to future projects.

- The planned 2012 construction projects include the elephant habitat and related infrastructure and the condor exhibit. In addition, the program is planning campus/program level Interpretive Design and the One-Percent for Art requirement. These projects represent \$58 million (44 percent) of the total forecast program expenditures.
- We understand that the program will seek Metro Council approval to use an alternative general contractor procurement method called the Construction Management /General Contractor approach. Given the complexity of the zoo bond projects and the possibility of simultaneous constructions projects, we support the use of alternative contracting methods in order to reduce risk and achieve the most cost effective and efficient use of the zoo bond funds.
- Administration costs total \$1.3 million (8.6 percent) of the zoo bond program's total expenditures through December 31, 2011. As expected with the completion of the CCMP, overhead has declined as a percentage of total bond project costs. These costs should continue to be monitored as the bond program moves forward, but do not appear unreasonable. The overhead expense allocation by Metro for support services is consistent with other Metro programs.
- There continues to be an assumption that the ongoing operating costs of the zoo will be neutral upon completion of the zoo bond projects, given the enhancements and efficiencies gained through new technologies and the modernization of zoo infrastructure. We believe it is important that staff continue to monitor this assumption as project planning matures to allow reasonable financial planning by Oregon Zoo staff.
- Financing costs for the zoo bond program have been minimal to date. No new financing costs were incurred in 2011. The Metro finance team is currently working with outside counsel on the timing and amount of the third financing tranche. The first tranches were private placement issues in December 2008 and August 2010 for \$5 million and \$15 million, respectively. It is anticipated that the new financing will total approximately \$50 million. As a reminder, the program can only issue the amount of bonds that it can reasonably expect to spend on program activities within three years of the issuance date.
- Land use planning has been proceeding on two tracks: (1) an amendment to the existing Conditional Use Master Plan (CU MS) to allow work for the onsite elephant exhibit and other related projects and (2) an application for a new CU MS for the remainder of the specific bond projects and overall all master plan improvements. As we noted last year, given the requirements to obtain a new CU MS, this appears to be a good strategy in that it is expected

that it will allow construction to begin on the onsite elephant and other related projects while work continues on the new CU MS.

In September 2011, three months behind the original schedule, the CU MS amendment was filed with the City of Portland and Metro is optimistic that it will receive timely approval this spring.

The preparation of the new CU MS was originally expected to be completed in the fourth quarter of 2011 but it is still under development. Based on the presentations and materials we have been provided, it is a time consuming and expensive effort. Obtaining land use approvals, particularly of this scale, and with the involvement of other Washington Park Alliance members and the adjacent neighborhood associations, can be complex and difficult. We continue to recommend that Metro ensure that this process receives adequate oversight and appropriate resources. We reiterate our observation from last year's report that obtaining the necessary land use approvals appears to be the main project schedule risk at this time.

- Within the adopted CCMP, \$7.2 million has been budgeted for the offsite elephant habitat. Metro has an option for property near Sandy, Oregon and is still looking at other properties as they become available and/or identified. Work continues on planning and design, funding strategies (capital and operating), the process to secure land use approvals, and needed communications to many parties. The zoo is currently funding this effort from its operating budget. We recommend that prior to moving forward, the funding source of ongoing operating costs is identified.
- The annual audit report was issued on December 2, 2011 by Moss Adams. The auditors reported that nothing came to their attention that caused them to believe that Metro failed to comply with the provisions of the bond measure. No specific management letter comments were made and the audit report was published on January 19, 2011 in *The Oregonian*.

Oregon Zoo Bond Citizens' Oversight Committee Annual Report to the Metro Council—DRAFT

For Committee review at the Feb. 8, 2012, meeting

The November 2011 Metro Auditor's Report

Metro Auditor Suzanne Flynn issued an audit report in October 2011 titled, "Oregon Zoo Capital Construction Program Audit Follow-Up – Bond Projects Are Well Managed." This was a follow up to a 2009 Metro Auditor's audit titled, "Oregon Zoo Capital Construction: Metro's Readiness to Construct 2009 Bond Projects." Ms. Flynn presented the follow-up audit report to our committee in November 2011, and gave us the opportunity to ask questions. The follow-up report concluded that the Zoo Bond Program had implemented six of the seven recommendations contained in the 2009 Metro Auditor's report.

The one recommendation not yet implemented relates to the reporting of bond program information at both the project level and for the bond program as a whole. As was stated in the management's response to the October 2011 audit report, with the completion of the master plan and adoption by the Metro Council of the Bond Implementation Plan in September 2011, the scopes, schedules and budgets for all remaining bond projects are now known and can be used to provide information for the program as a whole. With this new and more complete information, bond program staff is actively engaged with the Citizen's Oversight Committee to enhance project reporting to our committee in the prepared written materials we receive.

Submitted by Deidra Krys-Rusoff
Chair, Oregon Zoo Bond Citizens' Oversight Committee
Annual Report subcommittee



Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2012

Agenda item F

Oregon Zoo Bond Citizens' Oversight Committee meeting

Feb. 8, 2012

Agenda Item F

F. Monthly Project Status Reports

1. Elephant Habitat and Related Infrastructure
2. Veterinary Medical Center
3. Penguin Life Support System Upgrade
4. Offsite Elephant Habitat
5. Updated Conditional Use Master Plan and Land Use Reviews
6. Onsite Elephant Habitat Land Use Reviews



Oregon Zoo Bond Project Status Report Design and Construction

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Feb. 8, 2012
Agenda item F-1

Project Title: Elephant Habitat and Related Infrastructure	Project Manager: Jim Mitchell
Reporting Period #3/Status Date: January 22, 2012	Project Manager Phone: 503-914-6025
Project Description: Provide a new elephant habitat, expanding from 1.5 acres to 6 acres, allowing for an evolution in the way the elephants use their space, which supports the zoo's vision for elephants to live in family herds. Sub-projects include; 1) relocating the train, 2) a new perimeter service road, 3) relocating the Wild Life Live program and 4) water and energy sustainability measures including LEED Silver Certification and a new campus geothermal loop to reduce the use of fossil fuels for heating and cooling.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	X		
Schedule and signoffs	X		
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Design and Construction Schedule

START DATE		COMPLETION DATE	
BASELINE	REVISED	BASELINE	REVISED
8/30/11	9/13/11	4/14/15	5/1/15

Total Project Budget

BUDGET	COSTS TO DATE	ESTIMATE AT	BUDGET
BASELINE	OF STATUS	COMPLETION	VARIANCE
\$54,294,348	\$330,421	\$54,294,348	\$0

Critical Issues

None to Report			
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Summary Status

Milestones/deliverables for this reporting period

- The contract for design services is final and signed.
- Held the first three-day workshop with the design team.
- The Construction Manager/General Contractor review team completed proposal reviews and interviewed the top three scoring proposers on Jan. 17.
- The City of Portland, Bureau of Environmental Services approved an EcoRoof incentive of \$5 per square foot for the new elephant management building, up to 21,500 square feet. The design team is analyzing this opportunity as part of schematic design planning.
- The geotechnical contract is in place with Shannon and Wilson, Inc. to complete site borings and provide geotechnical recommendations to the design team.

Planned milestones/deliverables for the next reporting period

- Issue intent to award letter for the Construction Manager/General Contractor team.
- Negotiate and enter contract with Construction Manager/General Contractor team.
- Meet regularly with the design team to finalize schematic design by the end of February.



Oregon Zoo Bond Project Status Report Construction Phase

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2012

Agenda item F-2

Project Title: Veterinary Medical Center	Project Manager: Jim Mitchell
Reporting Period/Status Date: January 22, 2012	Project Manager Phone: 503-914-6025
Project Description: Replace the current substandard veterinary and quarantine buildings with a new facility that meets standards set by the Association of Zoos and Aquariums.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	X		
Schedule and signoffs	X		
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Construction Schedule

START DATE		COMPLETION DATE	
BASELINE	REVISED	BASELINE	REVISED
8/10/10	8/16/10	9/20/11	1/4/12

Total Project Budget

BUDGET	COSTS TO DATE	ESTIMATE AT	BUDGET
BASELINE	OF STATUS	COMPLETION	VARIANCE
\$9,464,299	\$8,841,157	\$9,150,000	\$314,299

The schedule has been extended 76 working days from change order impacts. Current completion is 1/4/2012.

Critical Issues

No critical issues to report for this period.

Summary Status

Milestones/deliverables for this reporting period

- Construction is complete.
- The grand opening celebration was held Jan. 19.

Planned milestones/deliverables for the next reporting period

- Monitor and support the LEED certification assessment process.
- Complete punchlist items.
- Continue project closeout procedures.

This is the last project status report for the Veterinary Medical Center. The project was completed within the contract schedule and under budget.



Oregon Zoo Bond Project Status Report Construction Phase

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Feb. 8, 2012
Agenda item F-3

Project Title: Penguin Life Support System Upgrade	Project Manager: Lee Campbell
Reporting Period/Status Date: January 17, 2012	Project Manager Phone: 503-220-2704
Project Description: Upgrade the aquatic life support system in the Penguin Exhibit to: a) Conserve water; b) Improve water quality.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	X		
Schedule and signoffs	X		
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Construction Schedule

START DATE		COMPLETION DATE	
BASELINE	REVISED	BASELINE	REVISED
11/1/10	11/1/10	5/4/11	11/17/11 (Substantial Completion)

Total Project Budget

BUDGET	COSTS TO DATE	ESTIMATE AT	BUDGET
BASELINE	OF STATUS	COMPLETION	VARIANCE
\$ 1,800,000	\$1,700,163	\$ 1,748,978	\$51,022

Critical Issues

03.01Item Description: Contract Close-out			
Originated on: 1-17-12	Originated By: Lee Campbell	Action: Triad Mechanical	Due: January 2012
Contract Close-out documents and activities are required prior to releasing Final Payment and Retainage (i.e., as-built drawings, punch-list and warranties).			

Summary Status

Planned milestones/deliverables for the next reporting period:

- Final Contract Close-out activities and submittals

This is the last project status report for the Penguin Project. The project was completed approximately six months behind schedule and \$50,000 under budget. The late finish was attributable to general contractor coordination and completion issues. The general contractor paid for all additional consultant fees associated with the late completion.



Oregon Zoo Bond Project Status Report

Oregon Zoo Bond
Citizens' Oversight
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Agenda item F-4

Project Title: Offsite Elephant Habitat – Phase II	Project Manager: Mike Keele
Reporting Period/Status Date: January 18, 2012	Project Manager Phone: 503-220-2445
Project Description: Metro Council Resolution No. 11-4230 authorized the COO to enter into options to purchase real property for the purpose of providing an elephant reserve under the 2008 Oregon Zoo Bond Measure. Staff was also authorized to continue financial feasibility planning and initiate a fundraising campaign for capital costs and operating expenses with the help of The Oregon Zoo Foundation.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	TBD		
Schedule and signoffs	TBD		
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Schedule

START DATE		COMPLETION DATE	
BASELINE	REVISED	BASELINE	REVISED
10/19/2009		TBD	

Budgetⁱ

BUDGET BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	BUDGET VARIANCE
\$7.2 million Note 1	\$38,805	TBD	\$

Note 1: The Metro Council adopted Bond Implementation Plan allocates \$7.2 million for the offsite facilities capital improvements. Once a site is selected, programming, operating, and capital plans will be able to be updated to identify refined capital construction funding requirements. The baseline budget will show \$7.2 million until that work concludes.

Critical Issues for Corrective Action: none at this time.

Summary Status

Milestones/deliverables for this reporting period

- Project Plan development continues. Major components include planning and design, funding strategy, securing land use approvals and communications.
- Provided materials and briefed newly appointed Environmental Education Manager Work on the need to formalize conservation/education/community program activities.
- Conducted brainstorm session to identify revenue opportunities that could offset some operational costs.
- Staff met with Clackamas County to discuss land use process.

Planned milestones/deliverables for the next reporting period

- Present identified revenue activities to Oregon Zoo Bond Steering Committee for review and further direction.
- Investigate Clackamas County road and bridge vehicle restrictions that potentially impact property access.
- Continue to develop and formalize conservation/education/community program activities.
- Develop Project Plan for staff review prior to Oregon Zoo Bond Advisory Group presentation and review.

ⁱ Not loaded for allocated costs.



Oregon Zoo Bond Project Status Report Planning Phase

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2012

Agenda item F-5

Project Title: Updated Conditional Use Master Plan and Land Use Reviews (CUMS)	Project Manager: Cheryl Twete
Reporting Period/Status Date: January 20, 2012	Project Manager Phone: 503-797-1774
Project Description: Prepare city conditional use application for the updated Zoo Comprehensive Capital Master Plan, and applications for related reviews, such as environmental review and adjustments (if any). Achieve land use approvals from the City of Portland for the updated master plan, bond program projects and other improvements at the zoo campus. Engage Washington Park Alliance (WPA) members to prepare 1) an urban design vision for the entry/parking lot area, and 2) an updated joint transportation management strategy.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	X		
Schedule and signoffs		X	
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Schedule

START DATE		COMPLETION DATE	
BASELINE	REVISED	BASELINE	REVISED
5/18/09	7/1/11	12/11	7/1/12

Total Project Budget

BUDGET BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	BUDGET VARIANCE
\$796,785 Note 1	\$477,307	\$796,785	\$0

Note 1 – Extensive planning in the past months has identified project scope/budget for consultant services. If city staff requires additional technical analysis as part of the land use review, there may be some additional consultant costs. This project budget is carrying all land use project manager and public outreach/communication staff costs.

Critical Issues for Corrective Action: none at this time.

Summary Status

- Budget Status
 - No changes this month. Additional environmental overlay zone analysis may be required for the application; however, this new work is anticipated to be a minor scope and fee addition if needed.
- Schedule and Signoffs Status
 - The submission date is anticipated to be approximately March 1, 2012; however, the date may be postponed to coincide with completion of the CUMS amendment.
 - The transportation impact study and demand management strategy are completed. Environmental zone analyses are underway and will be completed by end of January.
 - The land use consultant has completed a draft of the entire application.
 - Metro and Portland Parks Bureau continue discussions on parking lot management, some aspects of which impact the land use application. The result of these negotiations may be a revised parking

management approach; however, key elements of the Washington Park Alliance access and management strategy remain a priority.

- Related to the CUMS work, a phase II South Entry/Parking Lot Visioning study is underway and is now anticipated to be completed in March 2012. Recent geotechnical information has impacted proposed project elements and the design team is assessing new and different options for a future parking garage and associated common green open space. Portland Parks staff is actively involved in both the South Entry/Parking Lot Visioning Study and the transportation planning efforts.
 - A nonconforming development assessment for the main parking lot is complete and is another key element of the Updated CUMS application. Plans to bring the lot into zoning code conformance will also be consistent with the evolving urban design visioning work for the area and the zoo's Comprehensive Capital Master Plan. The nonconforming upgrades are less extensive and less expensive than originally anticipated; however, city stormwater requirements are not yet determined and may increase the cost of the project. Either Metro or PP & R will be responsible for these improvements.
 - Outreach to surrounding neighborhood associations for both the updated and amended land use activities will continue for the next several months. Key neighborhood issues related to the zoo include: parking and vehicle pass-through impacts in the neighborhoods, whether the auxiliary parking lot becomes permanent or is closed down, parking fee structure and potential for a new Washington Park Master Plan by Portland Parks and Recreation Bureau.
- Deliverables Status
- Draft CUMS application will be reviewed the last week of January by the entire consultant team and Metro staff, with the goal of having the application ready for submission by Feb. 15.

Planned milestones/deliverables for the next reporting period

- Washington Park Entry Area/Parking Lot Vision Study was finalized in May and a phase two scope of work will be continued through March 2012. Two or three team workshops will be held November 2011 through February 2012.
- Continue public outreach and involvement with neighbors and the general public through emails, attendance at neighborhood association meetings, and the list serve site for sharing documents and communications.
- Negotiate parking lot management proposal with Portland Parks & Recreation for review with Washington Park Alliance. Determine timing of submission of updated CUMS application, with advice from legal counsel.



Oregon Zoo Bond Project Status Report Planning Phase

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2012

Agenda item F-6

Project Title: Onsite Elephant Habitat Land Use Reviews	Project Manager: Cheryl Twete
Reporting Period/Status Date: January 27, 2012	Project Manager Phone: 503-797-1774
Project Description: To prepare and submit a Conditional Use Master Plan (CUMS) amendment and associated Environmental Zone review for City of Portland approval. The Onsite Elephant land use package will be submitted in advance of the application for approval of the updated Zoo Conditional Use Master Plan. This strategy is being pursued in order to enable the elephant exhibit project to proceed prior to final land use approvals for the updated master plan to assure continuous phasing of construction activity.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget		X	
Schedule and signoffs	X		
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Schedule

START DATE		COMPLETION DATE	
BASELINE	REVISED	BASELINE	REVISED
5/18/09	7/1/11	12/11	7/1/12

Total Project Budget

BUDGET	COSTS TO DATE	ESTIMATE AT	BUDGET
BASELINE	OF STATUS	COMPLETION	VARIANCE
\$110,429	\$116,041	\$128,000	(\$17,571)
Note 1			

Note 1: The budget includes professional services to develop and submit the amendment materials. In the event the additional technical information or application materials are necessary, or if the project is subsequently appealed, additional consultant and legal services will likely be required. Engineering fees for the new elephant habitat environmental impacts and stormwater management are in the elephant project financials. Project management and public outreach/communication staff costs are included in the New CUMS project.

Critical Issues for Corrective Action: none at this time.

Summary Status

- Budget Status
 - Due to the complexity of the project, particularly the environmental review application, additional consultant services have been necessary to work through issues with city staff. The revised budget forecast is approximately \$18,000 over budget.
- Schedule and Signoff Status
 - The Hearings Officer Hearing was held Jan. 18. The Bureau of Development Services staff report fully supported the application, with conditions. During the public comment period, a representative from the Sylvan Highlands Neighborhood Association testified against the application and submitted a letter for the record. The Hearings Officer indicated that he shared some of the global planning concerns raised by SHNA, but that his decision needed to be based on zoning code review criteria. He decided that due to the poor weather the record would be left open for seven additional days, closing on Jan. 25. Metro then has until Feb. 1 to submit rebuttal information to the record. The Hearings Officer then has up to 17 days to render a decision.

➤ Deliverables Status

- For this reporting period, the consultant team produced several technical work products to respond to technical information requested by city bureaus. Preparations for the Jan. 18 hearing were also completed.
- A fourth neighborhood meeting was held on Jan. 19 and a fifth meeting was held Jan. 26. Neighbors understand that their primary issues are to be addressed as part of the new CUMS process, not this amendment. Several topics are under discussion, some of which are not directly tied to the land use proceeding. At the next neighborhood meeting in early Feb., the zoo team will present a proposal to the two neighborhood associations and ask that they support both land use proceedings. The core issue is whether or not the auxiliary parking lot becomes a long-term use.

Planned milestones/deliverables for the next reporting period

- Respond in writing to the Hearings Officer during the open record period and rebuttal period. Review Hearings Officer decision when it is available and determine next steps, if any.
- Continue public outreach and involvement with neighbors and the general public through emails, participation in neighborhood association and Washington Park Alliance meetings, and additional neighborhood meetings January through May.



Oregon Zoo Bond Program
 Project Status and Financial Information at a Glance
 As of December 2011

Oregon Zoo Bond
 Citizens' Oversight
 Committee Meeting
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							Project Budget and Expenditures - note 1			
Construction Projects		Pre-Schematic Design	Design Development	Construction Documents	Contracting	Construction	Close-Out	Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures
								Veterinary Medical Center	% Complete	Complete
Penguin Life Support System Upgrade	% Complete	Complete	Complete	Complete	Complete	Complete	98%	\$ 1,800,000	\$ 1,700,163	\$ 1,748,978
Water and Energy										
Water Main Pressure Reducing Assembly				Complete				\$ 267,459	\$ 242,493	\$ 242,493
Elephant Habitat and Related Infrastructure	% Complete	Complete						\$ 54,294,348	\$ 330,421	\$ 54,294,348
Condor Exhibit	% Complete	Complete						\$ 2,778,149	\$ -	\$ 2,778,149
Conservation Education Discovery Zone	% Complete	Complete						\$ 13,773,577	\$ 3,131	\$ 13,773,577
Polar Bear Exhibit	% Complete	Complete						\$ 20,382,644	\$ -	\$ 20,382,644
Primate/Rhino Exhibits	% Complete	Complete						\$ 14,419,586	\$ 1,909	\$ 14,419,586
Remote Elephant Center	% Complete							\$ 7,200,000	\$ 38,805	\$ 7,200,000 see note 2
Planning Projects		Proposals Submitted	Contract Award	Interim Reports	Final Deliverables	Close-out		Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures
Comprehensive Capital Master Plan					Complete			\$ 1,850,000	\$ 1,691,421	\$ 1,703,000
Stormwater/ Wastewater Analysis					Complete			\$ 160,000	\$ 159,979	\$ 159,979
Stormwater Minor Projects & Campus Survey					Complete			\$ 386,797	\$ 386,797	\$ 386,797
One-Percent for Art Requirement	% Complete							\$ 722,505	\$ 6,123	\$ 722,505
Interpretive Design for All Projects	% Complete							\$ 526,980	\$ 14,449	\$ 526,980
Land Use Processes		Determine Appropriate Process and Negotiate	Establish Project Scope and Baselines	Project Execution - Technical Studies and Prepare Application	Public meetings	Submit CU MS to City for Approval	Land Use Approval Process	Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures
Land Use - New CUMS	% Complete	100	100	85	75	0	0	\$ 796,785	\$ 477,307	\$ 796,785
Land Use - Amended CUMS	% Complete	100	100	100	100	100	50	\$ 110,429	\$ 116,041	\$ 128,000
Program Administration								Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures
Program Staff, Administration, Metro Central Support, & Bond Issuance								\$ 3,912,881	\$ 1,321,346	\$ 3,912,881
Totals								\$ 132,846,439	\$ 15,331,542	\$ 132,326,702

Note 1 - Projects not loaded for program administration, Metro service charges, or other allocated costs.

Note 2 - The Metro Council adopted Bond Implementation Plan allocates \$7.2 million for the offsite facilities capital improvements. Once a site is selected, programming, operating, and capital plans will be updated to identify refined capital construction funding requirements. The baseline budget will show \$7.2 million until that work concludes.



CONSOLIDATED OREGON ZOO BOND PROGRAM SCHEDULE

As of Jan. 12, 2012

Oregon Zoo Bond
Citizens' Oversight
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ID	Task Name	Start	Finish	2011				2012				2013				2014			
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
0	Consolidated Bond Program Schedule	3/17/10	8/14/15																
1	Veterinary Medical Center	8/16/10	1/24/12																
2	Construction	8/16/10	12/21/11																
3	Post Construction	10/31/11	1/24/12																
4	Penguin Filtration	11/1/10	1/31/12																
5	Construction	11/1/10	11/17/11																
6	Post-Construction	10/21/11	1/31/12																
7	Land Use Process - Updated CU MS	3/17/10	9/1/12																
8	Engage City officials and staff	3/17/10	7/2/12																
9	Define Land Use Approach	10/1/10	6/30/11																
10	Hire Transportation Consultant	8/10/10	9/30/10																
11	Prepare Transportation Final Work Scope	8/10/10	1/30/11																
12	Ongoing Public Outreach/Communications	8/12/10	7/2/12																
13	Prepare Entry/Parking Lot Area Design Vision	12/2/10	3/31/12																
14	CU MS Pre-App Conf with City	12/30/10	6/24/11																
15	Prepare/submit Land Use CU MS Application	6/2/11	3/4/12																
16	CU MS Review/Hearings/Approval	3/4/12	9/1/12																
17	Elephant Habitat and Related Amended CU MS	2/14/11	8/14/15																
18	Land Use Review for Elephant Habitat	2/14/11	3/4/12																
19	Pre-App Conference w/ City	2/14/11	3/17/11																
20	Prepare/submit Land Use Apps.	3/22/11	11/18/11																
21	Review/Hearings/Approval	11/21/11	3/4/12																
22	Elephant Habitat and Related Projects	9/20/11	8/14/15																
23	RFP Architect	9/20/11	12/9/11																
24	RFP CM/GC Contractor	11/8/11	1/27/12																
25	Design Development	12/16/11	7/23/12																
26	Construction Documents	7/25/12	3/29/13																
27	Permit Process	11/12/12	3/29/13																
28	Train/Access Road Construction	5/13/13	12/20/13																
29	Habitat Construction	7/8/13	5/8/15																
30	Post-Construction	5/11/15	8/14/15																

The Comprehensive Capital Master Planning effort identified the schedule and sequencing for the remaining bond projects. This schedule only includes active projects.