



Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Conservation Hall
Wednesday, May 8, 2019
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
May 8, 2019
Minutes

MINUTES

MEMBERS PRESENT

Susan Hartnett (Chair)
Naomi Bishop
Laurel Brown
Heidi Goertzen
Daniel Hauser
Javier Mena
Katherine A. Porras
Kevin Spellman
Dick Stenson
Christine L. Taylor
Karen Weylandt

AFFILIATION

Spectator Venues, City of Portland
California State University, Northridge (professor *emerita*)
Facilities and Property Management, Portland State University
Becker Capital Management
Oregon Center for Public Policy
Affordable Housing Manager, City of Beaverton
Meyer Memorial Trust
Spellman Consulting, Inc.
Retired healthcare executive; community volunteer
Miller Nash Graham & Dunn
Retired from Providence Health & Services

MEMBERS ABSENT

Nan Heim
Jill Mellen
Chin See Ming
Robyn K. Pierce
Emma Stocker
Dan Aja

AFFILIATION

Nan Heim Associates; Oregon Zoo Foundation Board of Directors
Research Biologist
Gilbert Levy Bennett
Pierce, Bonyhadi & Associates
Emergency Management, Portland State University
Banfield Pet Hospital

GUESTS

Terry O'Connor

AFFILIATION

Terry O'Connor Consulting

ELECTED OFFICIALS AND STAFF

Shirley Craddick
Susan Daigle
Caleb Ford
Kate Giraud
Sheri Horiszny
Sarah Keane
Jim Mitchell
Joel Morton
Linnea Nelson
Staci Pfau
Heidi Rahn
Utpal Passi
Andrew Scott
Marcia Sinclair
Grant Spickelmier
Ruth Walkowski

Metro Councilor
Oregon Zoo Foundation Planned Giving Manager
Metro Assistant Finance Director
Oregon Zoo Bond Project Manager
Deputy Director, Care/Connection/Conservation
Zoo Administration and Finance Director
Oregon Zoo Bond Construction Manager
Metro Senior Attorney
Oregon Zoo Bond Program Coordinator
Oregon Zoo Bond Project Manager
Metro Asset Management and Capital Planning Program Director
Deputy Director, Zoo Operations
Metro Interim Chief Operating Officer
Oregon Zoo Marketing
Oregon Zoo Education Curator
OZF Director of Finance and Operations

A. Welcome / Introduction

Susan Hartnett, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:00 p.m., and members and staff introduced themselves. Chair Hartnett announced several member updates: Chin See Ming has a new job as an attorney at Gilbert Levy Bennett. Heidi Goertzen is now a financial advisor with Becker Capital Management. Cynthia Johnson Haruyama with the Japanese Garden resigned from the Committee on May 1, 2019, due to health limitations. Chair Hartnett will stop working full time at the City of Portland the end of April, but will continue working part-time.

B. Approval of Feb. 13, 2019, Oversight Committee meeting minutes

Members approved the minutes of the Feb. 13, 2019, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting with one correction: Javier Mena requested that his title be updated to his new position with the City of Beaverton.

C. Monthly Project Updates

1. **Education Center** –In late April, the Education Center project was awarded an American Institute of Architects 2019 COTE® Top Ten Awards. The COTE® Top Ten Awards is the industry's best-known awards program for sustainable design excellence. Each year, ten innovative projects earn the prize for setting the standard in design and sustainability. This is a national award that highlights projects that meet the AIA Committee on the Environment's rigorous criteria for social, economic and ecological value. Opsis Architecture applied on behalf of the zoo. In February 2019, the Education Center started its one year of monitoring for net-zero energy operations certification. The Education Center is creating more energy than it is using, and the excess energy is supplied to the grid to help power the rest of the zoo.

2. **Polar Passage/Primate Forest/Rhino Habitat (PPR)** – Jim Mitchell provided an update on the project. The final Guaranteed Maximum Price for Lease Crutcher Lewis' (LCL) construction contract is just over \$36 million. The total project is more than \$47 million. The biggest challenge is still permitting delays from the City of Portland. Building permits were expected by April 15, and the new scheduled date is June 15. Staff continue to keep in touch with city staff. The bond team may proceed with some work that does not require permits, such as trenching. The project schedule shows utilities starting to be installed May 9, so staff may have to change the schedule. Staff is getting a lot done reviewing submittals, including approximately 170 Requests for Information (RFIs) for the architects. Getting that out of the way now, and being able to do a thorough review will facilitate the project proceeding efficiently.

Currently, the zoo bond program has an overall COBID¹ utilization rate of 14.9 percent, essentially reaching its aspirational goal of 15 percent for each construction project. The PPR project currently has a COBID utilization rate of 13 percent based on the COBID-eligible construction contract value, with a large portion of that being the electrical subcontractor. Nine specialty scopes of work that are not provided by any COBID firms (e.g., steel mesh) were excluded from the calculation. The design consultant team has a current COBID utilization rate of 24 percent. Before bidding, LCL reached out to 700 COBID firms. The zoo is a tougher market compared to standard projects such as high rises. It does not have much repetitive work, is in a difficult location, and can be more challenging for a subcontractor to be profitable. On the other hand, the attraction is working at the zoo on a visible project.

¹ COBID refers to minority-owned enterprises, women-owned enterprises, emerging small businesses, and service-disabled veteran-owned enterprises that are certified by the State of Oregon Certification Office of Business Inclusion and Diversity.

Chair Hartnett asked about when staff will have to start pushing out the project schedule. Mr. Mitchell indicated that the project schedule is still showing “caution,” which is all related to the permits. He is optimistic about the City meeting the new mid-June timeframe for permits.

Later this summer bond staff will issue the Zoo Bond Equity in Contracting Report July 2019 Update with more details on COBID utilization. It will have an update from Metro on the Construction Careers Pathways Project (C2P2). The project is working on consistency around goal setting and apprentices, among other things. A Framework will be finished this summer and staff will share it.

3. **Interpretive Experience** – See agenda item G. for the Education Center interpretives evaluation.
4. **Percent-for-Art** – Staff provided photos of the Dam de Nogales commissioned artist team working on the aluminum sculptural artwork for Polar Passage. The work is on track to be completed and shipped to the zoo this summer for storage until it will be installed in 2020.
5. **Electrical Infrastructure** – Work is complete to replace the electrical generator on the lower service road and the related electrical feeders. The project was completed just under the budget \$1 million. This project will improve safety and provide needed infrastructure.
6. **Close-out Projects** – Heidi Rahn gave an update on a “Close-out Project,” which is a follow-up work item after a project has been completed. One example was repair of a door at Elephant Lands. Another ongoing Close-out Project is tree mitigation for trees cut in the course of construction in a conservation zone. The land use permit requirement is to plant two trees for each one cut. The bond team hired a wildlife biologist to count all the plantings and monitor them. Two years’ survivability is required on the trees, and the zoo replants those that don’t make it. It can be difficult to find space, good soil and sunlight on campus. The zoo may be able to plant some offsite, where they are more likely to survive. The Close-out Project budget has a balance of \$800,000.

D. Program Status and Financial Information at a Glance

Sarah Keane reported on the program finances. All of the contingency is allocated to the projects, as approved by the Metro Council reallocation in February 2019. This includes a balance of \$800,000 that is forecast to remain in the close-out projects contingency fund. Approximately \$600,000 of that is nonbond funds, which allow more flexibility for how they can be spent.

E. Program Schedule

See the schedule discussion above under C-2, Polar Passage/Primate Forest/Rhino Habitat project.

F. Committee Annual Report

Chair Hartnett will present the Committee’s new annual report to the Metro Council at its meeting on May 9, 2019, at 2 p.m., and members are invited to join her. The report covers activities for the calendar year 2018. She thanked members who had served on the report subcommittees and everyone who had helped prepare the report, including bond staff:

Projects Subcommittee: Kevin Spellman and Emma Stocker (co-chairs), Chin See Ming and Naomi Bishop.

Finances Subcommittee: Heidi Goertzen (chair), Javier Mena and Daniel Hauser.

As an example of the importance of the annual reports, Chair Hartnett shared news of an award that was in part based on previous Committee reports: The zoo bond program will receive an “outstanding case study award” from the Sustainable Purchasing Leadership Council, and be included in the SPLC Case Study Library. These awards recognize the contribution leaders make

when they pause to document and share their work with others. The case study was written by a procurement analyst at Multnomah County who felt that the efforts put into developing the zoo bond program process, including the Oversight Committee, and the successful results, would be inspiring to many people. She quoted from some of the Committee's previous annual reports. [*Post meeting update: At the SPLC national summit on May 22, the case study won the Leadership Award for a Special Initiative in Sustainable Purchasing, one of the top juried awards.*]

Chair Hartnett shared a note from Robyn Pierce who was not able to attend: she felt the report was well-written, concise on the facts and well-put-together. Chair Hartnett asked for other feedback on the report and the report preparation process. Some feel the report is too long, and suggested separating parts out, so the reader does not lose sight of main messages. Mr. Spellman gave kudos to Ms. Bishop and Ms. Stocker especially for the research they did on some of the completed projects. It was a good step to move completed projects to the appendix. Some members felt there is still a lot of redundancy in the report, and the Committee could decide where information is to be reported once and not repeat it. Mr. Mena acknowledged Heidi Goertzen who took the leadership and put together the Finance section. Councilor Shirley Craddick noted that since Chair Hartnett will be speaking to a new Metro Council, she advised giving a little background. Councilor Craddick asked about recommendations that were being carrying forward from last year's report. Some were carried forward because they were not completed, and others were because the Committee wanted to continue the recommendation. Daniel Hauser shared that he has some ideas about how to highlight the actual recommendations and distinguish them from the commendations and general recommendations carried forward. Chair Hartnett noted that there may be some global recommendations that apply to several projects. Katherine Porras suggested that it might be good to talk about an ideal length of the report -- perhaps 35 pages instead of 76. Chair Hartnett explained that they created the appendices to capture the detail of the whole program. Members indicated the report needs to better highlight and reference the main messages.

Ms. Goertzen said it felt like the report preparation went on longer this time than in previous years. Because it spanned more time, it felt like too much time. It makes it easier to commit for a more limited time. It will be good to restructure the process and report now. It would also be good to get new people involved to prepare the report.

Chair Hartnett reflected that it was challenging this year to spend the time to add the longer descriptions of the completed projects. She felt the Committee could get ahead of itself on the report for next year. She is interested and willing to put in time this summer, and wants to see if others would be willing to begin work soon on the report for 2020. Several more completed projects could be expanded with more detail to bring them up to the same level as the other projects in the report. These include the Veterinary Medical Center, Condors of the Columbia and the Water Main Building. Chair Hartnett offered to lead a subcommittee, and asked for those who would be interested to join her, to do the research over the summer. The following volunteered to help: Naomi Bishop, Christy Taylor and Laurel Brown. Members agreed to have more meetings to talk together about the report direction. Staff will notify all members about the opportunity, since not everyone is in attendance today, and organize meetings. Chair Hartnett thanked all for their help and the good discussion. She looks forward to the next report being even better.

G. Education Center Interpretives Evaluation

Grant Spickelmier, curator of zoo Inspiration, Learning and Action (formerly Education department) and project sponsor for the interpretive elements of the bond projects, spoke about the evaluation of the effectiveness of the interpretive exhibits in the Education Center. He was also the main project sponsor for the Education Center. He praised the foresight of the bond program that

provided adequate funding for interpretive elements, including evaluation. Often bond programs forget to allow adequate money to tell the story. It is rare in the zoo world to have that planning. When doing a summative evaluation, it is best to not try to do it internally, so the zoo brought in a contract evaluator, Terry O'Connor of O'Connor Consulting. She has former zoo experience, and worked for several months in 2018 to do the Education Center evaluation.

Ms. O'Connor used a PowerPoint presentation to review the Education Center interpretives evaluation (a copy of the presentation is included with the record). She echoed what Mr. Spickelmier said about the zoo bond program providing adequate funding for interpretives, and the commitment to evaluating how visitors respond. She reviewed the Education Center interpretive goals and core themes. Key questions were developed for the evaluation, and a number of evaluation methods were used, including a timing-and-tracking study, an online visitor intercept study; a barriers to visiting study; and family interviews. Ms. O'Connor had a colleague at California Institutional Review Board review the evaluation methods, and they were approved.

The **timing and tracking study** noting what people were doing and saying had a structured randomness. The study found that people spent an average of 11 minutes at the Education Center (compared to eight minutes at Elephant Lands and four minutes at Condors of the Columbia.) The most-visited area of the Education Center was the Insect Zoo, where 92 percent of those tracked spent an average of six minutes – which is a long time. The central area, the Nature Exploration Station (NESt), was also very engaging with 65 percent visitation. The species conservation lab was visited by 61 percent, with the young salmon and baby turtles being the most engaging.

Ms. O'Connor trained the zoo Visitor and Animal Studies Team (VAST) volunteers to conduct an online **visitor intercept survey** using Survey Monkey (volunteers talked with visitors of all ages on-grounds and had them take the survey). Seventy-eight percent rated their experience as excellent or very good. She reviewed their favorite experiences and respondent attitudes. Visitors agreed with the goals and themes, which is exactly what the zoo was striving for. Ms. O'Connor looked at whether these opinions were tied directly to people's experience at the zoo, and the impact of a visit to the Education Center on their feelings before and after a visit. Their conservation opinions were greater after a NESt visit than before. Results showing visitors' willingness to take conservation actions showed a high percentage of visitors interested in taking new actions as a result of their visit, or already taking those actions.

Visitor family interviews involved group discussions with 21 families and showed that 58 percent were influenced by the interpretives to take action.

An intern conducted the **barriers to visiting study**, and results suggested better signage explaining about the Education Center and directing visitors to it, and a more descriptive map.

The evaluation results confirm that the Education Center met its goals:

1. Connect with partners: NESt: 60%; outdoors: 55%
2. Learn ways to take conservation action:
 - found information they needed: 83%
 - inspired to do more to help local wildlife: 79%
 - learned environmentally responsible choices: 79%
3. Understand *Small things matter* = big impact: 96%
4. Nature is nearby – even in urban settings: 96%
5. Make backyards, gardens more wildlife friendly: 53%
6. Connection to, appreciation for small animals: 66%

Ms. O'Connor recommended:

- More promotion of the Education Center with signs, sandwich boards and table tents.
- Expand visitor interaction with staff, volunteers and partners
- Continue conservation conversations by volunteers
- Perhaps take up action campaigns, such as keep cats indoors
- Provide a directional sign to the access ramp to the Education Center

She said the zoo has a great Education Center, and the data to show it.

The data show that the Insect Zoo and the Species Conservation Lab are the most popular parts of the Education Center, confirming the earlier design decision to include live animals.

One big learning from the project was that the bird-friendly glass glazing on the Education Center can make it look dark and not as inviting – one third of those surveyed did not enter because they did not know it was there or what it was. Staff are working on increased signage and programming.

H. Education Center Outcomes Report

Mr. Spickelmier reviewed the Education Center outcomes memo that was included in the meeting packet. This report fulfills one of the Committee's annual report recommendations for reporting on operating outcomes of completed bond projects. This is an update to a preliminary report he provided in 2017, with the focus this time on Goals 3 to 5.

Goal 3 – Increase Capacity for Conservation Education: Participation in zoo summer camps has increased 24 percent from 2015 to 2018, and spring break camp 2019 broke all attendance records. The zoo brought in an artist to develop a human-sized nest together. The zoo used the hillside behind the classrooms for kids to plant and maintain a garden. The zoo now has permission to have kids sleep overnight in Conservation Hall and in the classrooms. In 2018, the zoo launched a new Critter Club early childhood program with 286 participants. Zoo Teens engaged more than 214,000 visitors in educational interactions. The Oregon Zoo Foundation contribution enabled more than 6,000 third graders from Title 1 schools across the region to visit the zoo and attend ZooSchool. The new zoo entry at the Education Center for camps and classes has improved the flow for camps/classes as well as for other visitors entering at the main entrance.

Chair Hartnett asked about the potential for growth with this building. Summer camp is currently at 89 percent capacity. There could be some potential for additional ZooSnooze programming. The Critter Club has room to expand, and Conservation Hall has availability for increased adult education. Mr. Spickelmier acknowledged the camps and classes team staff who helped make the facility into amazing educational spaces.

Goal 4 – Raise the visibility and support the work of nature, conservation and sustainability organizations by connecting them with zoo audiences: Many organizations would like to reach the zoo's 1.6 million visitors each year. U.S. Fish and Wildlife Service, Oregon Department of Fish and Wildlife and the Metro Natural Gardening program all have hired additional staff or interns to provide programming at the Education Center. Leah Schrodtt with USFWS brings USFWS Region 1 resources to the zoo, where she works part time. Ms. Schrodtt helped develop "CSI – Conservation Science Investigators" summer camp, featuring federal officers that prosecute wildlife trafficking in the U.S. This camp curriculum is now being offered to other zoos across the nation. Master Gardeners through Oregon State University have a half-time person working with the Wildlife Garden and have invested resources with the zoo space. Partners are paying off in huge ways. The zoo just had a tribal eagle summit to discuss the use of eagle feathers; some tribes are raising eagles

in their own aviaries, and a zoo eagle keeper talked with them. Zoo staff foster these partnerships and make partners feel welcome. Education Center coordinator Rachel Fort plays the role of floor manager to make sure the space is kept active.

Katherine Porras asked about the active partners. Thirty partners signed up, 25 participated in some programming in the last year, with eight to 10 being the most active. The real opportunity for a partner is to set up a table and interact with the zoo's guests, but some partners don't have resources for that, and others feel it is not the audience they want. Mr. Spickelmier still hopes more partners will come on, especially as the zoo has good results to show from the current partners.

Goal 5 - Generate revenue to offset costs of operating the building and grounds of the Education Center: The zoo Catering and Food and Beverage team have done a great job expanding revenue generation with sales of \$700,000 in 2018, well above initial projections and 2017 actuals. The team has found creative ways to make revenue. The Education Center won national awards for sustainability, giving it more credibility with potential clients. The decision to go for net-zero energy operations was key. Operating the building sustainably sometimes is challenging, such as to not leave doors open (to draw in visitors), but staff follow the rules, and the building walks its talk. The building is actually net-positive (producing more energy than it uses), and not just net-zero energy operations.

Mr. Spickelmier thanked all those who helped, and thanked the Committee for pushing and holding the zoo to evaluate its operating outcomes. Heidi Rahn thanked Mr. Spickelmier for his leadership, vision and commitment.

One of the lessons learned with the project is to make sure projects take into consideration the full range of parts needed for a project, not just the building: The interpretives and activities inside the building are important too. Members suggested this could be a lesson-learned for the Committee's next annual report.

I. Zoo and OZF Update

Utpal Passi, Oregon Zoo deputy director of operations, gave a zoo update in zoo director Don Moore's absence. Mr. Passi has been focusing on understanding zoo operations and enhancing the guest experience. Later this year the zoo will be bringing in a limited-time exhibit called Washed Ashore. The exhibit features big sculptures made with trash picked up on the Oregon Coast, and provides a powerful conservation message.

Sheri Horiszny, Oregon Zoo deputy director of Care/Connection/Conservation gave an update on animals and conservation. The zoo has several new animals, in part to attempt to raise the guest experience during construction. The red panda is now on exhibit, two new tigers are getting used to their habitat, and a new sea otter pup has arrived. A new giraffe is expected in the next couple of weeks [*post meeting note: The giraffe arrival has been delayed due to health issues*]. This spring the zoo released more than 700 Taylor's checkerspot butterfly larvae, collected 600 leopard frog eggs, and hatched eight California condor chicks. The California condor population has grown to more than 500 birds (with more than 300 in the wild and the remainder in captivity) from the 22 that were left and taken into captivity to breed and save the species. Soon the 1,000th condor chick will be hatched.

The zoo had its first staff conservation action trip in March when 80 zoo staff planted 300 trees in the Upper Nehalem River watershed to support lamprey and salmon habitat. Trips are designed to help staff see their connection to conservation through service. Lamprey are coming to the zoo, and

will stay until they are ready to spawn in the wild. The trip taught staff about lamprey, so staff will have their own story to tell. Native American groups are also involved with the zoo lamprey project. The zoo hired a new conservation impact manager, Dr. Kathayoon Khalil, who years ago was an Oregon Zoo Teen and went on to earn a doctorate.

In early April, the United States Department of Agriculture came to inspect the zoo unannounced, and the zoo got a clean report, with no noncompliant items. The USDA inspections are focused on animals and differ from those conducted by the Association of Zoos and Aquariums that look at all aspects of the zoo.

Nora, the young polar bear who was previously at the Oregon Zoo and is now at the Hogle Zoo in Utah, broke one of her front legs, and now has a plate in her leg and is doing well. The Oregon Zoo still does not know which bears it will get when it is ready for polar bears.

Members asked about locations for condor release. They will be released at several sites in California and Arizona, and some fly into Utah. Condors can sometimes be seen at the Grand Canyon south rim. The zoo hosted an informational meeting in Conservation Hall last night to discuss the release of an experimental population of condors in northern California. The zoo is involved with helping the Native American Yurok Tribe with its condor reintroduction initiative.

Andrew Scott, Metro interim chief operating officer, asked about whether the zoo is guaranteed to get polar bears. Ms. Horiszny responded that because of the great team the zoo has and the larger community being aware of the polar bear research and work at the Oregon Zoo, plus the new habitat under construction, the Oregon Zoo has a good chance of getting polar bears.

Oregon Zoo Foundation planned giving manager Susan Daigle gave a quick update on the \$8.5 million campaign OZF is undertaking. To date the foundation has raised 65 percent of its campaign goal. On May 17, 2019, OZF will host a fundraising Zoo Rendezvous kick-off event.

J. Adjournment

Chair Hartnett adjourned the meeting at 5:05 p.m.

Upcoming 2019 meeting dates –Wednesdays, 3 to 5 p.m. in Conservation Hall, Education Center, Oregon Zoo:

Sept. 18, 2019

Nov. 13, 2019

Feb. 12, 2020

May 13, 2020

Sept. 9, 2020

Nov. 18, 2020* ***Change in schedule to 3rd Wed. due to holiday**