



Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room
Wednesday, Sept. 14, 2016
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Sept. 14, 2016

Minutes

MINUTES

MEMBERS PRESENT

Ruth Shelly (Chair)
Noah Bishop
Linda S. Craig
Susan Hartnett
Mickey Lee
Robyn K. Pierce (Subcommittee Chair)
Kevin Spellman
Dick Stenson
Tom Turnbull

AFFILIATION

Portland Children's Museum
Bishop Bankruptcy Law, LLC
Retired CPA; nonprofit treasurer
Spectator Facilities and Development, City of Portland
MPower Oregon
Pierce, Bonyhadi & Associates
Spellman Consulting, Inc.
Retired healthcare executive; community volunteer
OpenSesame Inc.

MEMBERS ABSENT

Deborah Herron
Bill Kabeiseman
Daniel Morris
Mike Schofield
Karen Weylandt

AFFILIATION

Walmart
Bateman Seidel
Our Oregon
Gresham-Barlow School District
Providence Health & Services

GUESTS

Heidi Goertzen
Jill Mellen
Christi L. Taylor

AFFILIATION

Ferguson Wellman Capital Management
Research Biologist
Miller Nash Graham & Dunn

ELECTED OFFICIALS AND STAFF

Shirley Craddick
Caleb Ford
Sharon Glaeser
Mitchell Jacover
Jim Mitchell
Don Moore
Joel Morton
Linnea Nelson
Heidi Rahn
Scott Robinson
Brent Shelby
Marcia Sinclair
Nadja Wielebknowski

Metro Councilor
Metro Assistant Finance Director
Oregon Zoo research staff/PSU Ph.D. student
Oregon Zoo Strategic Program Director
Oregon Zoo Bond Construction Manager
Oregon Zoo Director
Metro Senior Attorney
Oregon Zoo Bond Program Coordinator
Oregon Zoo Bond Program Director
Metro Deputy Chief Operating Officer
Oregon Zoo Bond Project Manager
Oregon Zoo Marketing
Oregon Zoo Conservation and Research Manager

A. Welcome / Introduction

Ruth Shelly, Oregon Zoo Bond Citizens’ Oversight Committee chair, opened the meeting at 3:03 p.m. The new agenda format includes page references to the tasks identified in the Committee’s 2016 annual report. Members are encouraged to bring their copy of the annual report to refer to each meeting. Tracking of Oversight requested tasks and staff responses throughout the year will make it easier to complete next year’s report.

B. Committee membership

Heidi Rahn, bond program director, announced that five new Committee members with expertise in finance, law and animal welfare are scheduled to have their appointment confirmed by the Metro Council on Oct. 20. Three of the new members were in attendance, and Ms. Rahn introduced them and indicated that she is pleased with the strong skills they bring to the Committee:

Heidi Goertzen	Ferguson Wellman Capital Management
Jill Mellen	Research Biologist
Christi L. Taylor	Miller Nash Graham & Dunn

Chair Shelly welcomed the new members to be appointed, and all members and staff introduced themselves.

C. Approval of April 13, 2016, Oversight Committee meeting minutes

Members approved the minutes of the April 13, 2016, Oregon Zoo Bond Citizens’ Oversight Committee (“Oversight Committee” or “the Committee”) meeting.

D. Zoo Update

Scott Robinson, Metro deputy chief operating officer, announced that Teri Dresler, Metro manager of visitor venues, is retiring as of Oct. 14, 2016. Starting then, the zoo will report to Mr. Robinson, who will be filling Ms. Dresler’s position on an interim basis until another person is hired.

Zoo director Don Moore provided the zoo update. Sheri Horiszny was hired as the zoo deputy director of Living Collections and will oversee the zoo’s animal care, animal health, conservation and research, and horticulture staff. Formerly director of animal programs at the Santa Barbara Zoo and founder of three giraffe conservation initiatives, she is an expert in animal care. On a national level, she serves on the Association of Zoos and Aquariums’ Wildlife Conservation and Management Committee and is the AZA Species Survival Plan coordinator for giraffes.

Mr. Moore was pleased to announce that Nora, a 10-month old polar bear cub, had just landed at the Portland Airport with her keepers from the Columbus Zoo, and was being transported to her new home at the Oregon Zoo. She will be in quarantine for a month before being on exhibit.

Mr. Moore just returned from the annual AZA convention held this year in San Diego, California, where many Oregon Zoo staff gave presentations to the 2,700 attendees, and demonstrated the zoo’s expertise and leadership among its peers. The Oregon Zoo won prestigious top honors in the North American Conservation category for its collaborative western pond turtle recovery project.

The zoo is embarking on developing an Integrated Conservation Action Plan (ICAP) to help focus the zoo’s conservation and sustainability efforts for greater impact. This will provide a framework and solid process for evaluating how the zoo uses its expertise and resources to make the greatest possible effect. The first step in developing this plan is a workshop, which started today, to build a framework to guide the zoo’s decision making. The zoo invited a team of external experts in wildlife

conservation and related fields to collaborate with zoo staff, volunteers, guest experts, the Oregon Zoo Foundation, and a variety of Metro departments. The plan will take time to fully develop, but once completed, will inform the zoo's strategic plan, its animal population, and future budgets and resulting work plans.

E. Elephant Lands elephant welfare study

Chair Shelly noted that the Committee's annual report recommended that the zoo publicly share the outcomes of studies currently underway that are assessing the impact of the new Elephant Lands habitat on the elephants' well-being and health. As part of that effort, the Committee is getting an update today.

Nadja Wielebknowski, Oregon Zoo Conservation Research Manager, reported that the zoo has two decades of elephant research, wants to be an institution of caring for animals, and is in a great position to be a leader in that. The zoo will also do polar bear conservation research, and received data on the new cub Nora from her previous institution.

Ms. Wielebnowski introduced Sharon Glaeser, a Ph.D. student working with her on the elephant study. Ms. Glaeser used a PowerPoint presentation, a copy of which is included with the record. The zoo has been monitoring its herd over four years for this study, from September 2012 to December 2016. Researchers started monitoring in the old habitat to establish a baseline, and then continued as the herd moved into the new Elephant Lands habitats. As of December 2016, the elephants will have been in the new Forest Hall and barn for one year.

Ms. Glaeser reviewed the research goals, definition of animal welfare, welfare concepts, "good" vs. "bad" stress responses, types of welfare measurements in the study, and the process for the four-year study. Samples collected measured the elephants' behavior diversity and how they spent their time (7,446 video clips totaling 250 hours), distance walked and recumbence (154 sessions with GPS bracelets), and stress and reproductive hormones (1,493 fecal samples). The zoo also has 20 prior years of hormone data. Dedicated zoo volunteers did most of the videotaping. Processing the data and samples will take an estimated 3,000 hours, and the goal is to be complete by July 2017. Analysis of the data will look at standard welfare variables of housing features and management practices, as well as additional variables for this study: construction and moves, life events (births, deaths and transfers), and reproductive status and cycle phase.

Although the study is not complete, the researchers are observing some great changes as a result of Elephant Lands. Anecdotal observations show the elephants are using their resources – such as feeders and food delivery locations, habitat features and enrichment elements – more than they did before Elephant Lands. The animals are walking and foraging for food throughout the habitat by checking all the feeders, which are stocked to deliver food unpredictably. This is a change from the old habitat where keepers delivered the food on a schedule. The elephants are also showing a greater variability in social interactions since the new habitat allows them to choose where to be, who to be with, or whether to be alone. The new habitat complexity is leading the elephants to use more vocalizations to each other, when they are out of view in the same habitat.

Ms. Glaeser noted that the elephants at the Oregon Zoo have always had good care, but that now they have more resources. The study is not specifically measuring the effect of summer zoo concerts on the elephants, who have a choice to move to the northern habitat away from the concerts, but choose to stay in the Encounter Habitat next to the concert lawn instead. The zoo's 20 years of

cortisol (stress hormone) data does not show any chronic elevations that would indicate stress from the concerts. The Committee looks forward to receiving the final results of the study in 2017.

F. Budget Subcommittee

Robyn Pierce, chair of the budget subcommittee, reviewed the subcommittee's six members and staff, and its purpose and guiding principles. (A copy of the PowerPoint presentation used is included with the record.) The subcommittee had its first meeting on Sept. 8, 2016. Ms. Rahn noted that the subcommittee members were very attentive and focused, and the full Committee can be confident in the work they will do. The second subcommittee meeting will be in late fall or early winter because staff needs time to do some preparations first to enable the committee's work. The subcommittee's recommendations will all come to the full committee. Chair Shelly thanked the subcommittee members for their extra service. Susan Hartnett thanked staff for the preparation they had done to facilitate the subcommittee work. The Committee agreed to list the guiding principles without numbers, and move the principle referring to complying with the bond measure to the top of the list. Staff will send out the final list.

Linda Craig cautioned that the role of the Oversight budget subcommittee is different than pure "oversight," which is more strictly that of an auditor, whereas the subcommittee is now recommending a proposal. Mr. Robinson explained that the Oversight Committee charter calls for the Committee to consider and recommend project modifications if inflationary increases in construction costs exceed current budget estimates. Ms. Pierce observed that the Committee makes recommendations and not decisions.

Chair Shelly suggested revisiting the Oversight Committee charter at the November meeting. The more information the Oversight Committee has, the better it can help the zoo.

G. Zoo Bond Equity in Contracting Quarterly Report

Heidi Rahn presented the first Zoo Bond Equity in Contracting Quarterly Report, which is a response to the recommendation from the Committee's annual report to provide quarterly updates on the utilization of minority-owned businesses (MBEs), women-owned businesses (WBEs), emerging small businesses (ESBs) and disabled veteran-owned businesses (SDVs) that are certified by the state Certification Office of Business Inclusion and Diversity (COBID). The Committee also requested a breakdown of utilization for each COBID category. The data and activities will be updated quarterly, so that at the end of the program, the report will be a comprehensive summary of all efforts taken to enhance equity in contracting since the beginning of the program.

Ms. Rahn reviewed the first page of the report with a spreadsheet of the data. The numbers themselves will not change much with each quarter, but activities will be added each quarter. The data is based on COBID-eligible construction contract dollars. Some projects, such as Elephant Lands, had specialized scopes of work that are not provided by COBID firms, and those scopes were not included in the COBID-eligible contract dollars.

The program has an aspirational goal of 15 percent (by dollar value of COBID-eligible construction work) for each construction project. The Condors of the Columbia had 25.8 percent utilization, and although not complete, the Education Center currently has 26.7 percent. Elephant Lands had 9.7 percent, the Veterinary Medical Center had 10 percent, and the Penguinarium Filtration had 6 percent.

Ms. Rahn reviewed the COBID proposed activities of Lease Crutcher Lewis, the construction management general contractor for the Polar Passage project, that are detailed in the recent update in the report. She also noted that she and construction manager Jim Mitchell are participating in Metro's Construction Careers Pathway Project, a new regional effort to remove barriers for women and persons of color to participate in construction careers. Also this quarter, the zoo is hosting a regional workforce diversity summit.

The report is based only on construction contract dollars, as per the established program goal. Members asked about including design costs, and Ms. Rahn said staff could pull the design data, but may not have data from early in the program.

Chair Shelly thanked Ms. Pierce and Ms. Lee for reviewing the draft Diversity Report. Ms. Lee gave kudos to bond staff for preparing such a complete report. She appreciated Fortis Construction's policy of early payment to MWESB subcontractors on the Education Center project. She would like the bond program to focus on construction and the larger picture of workforce diversity, not just diverse business ownership. She feels the workforce diversity is a more viable measure of progress. She was disappointed that more minority-owned firms were not shown for the Education Center (*Post meeting note: the Education Center data was later corrected and showed some utilization of minority-owned firms.*) She acknowledged, though, that competition is currently very high for many projects trying to hire the same limited minority firms. Some COBID firms are raising their prices, so they are not always the low bid and do not get the job.

Kevin Spellman noted that Fortis Construction did a great job attaining a 26.7 percent COBID utilization for the Education Center, but not MBEs. He suggested looking into why Fortis did not get minority-owned firms and see what lessons could be learned from the Fortis experience. Ms. Lee noted the women-owned firms on the Education Center project were higher than expected.

Ms. Rahn reminded members that the bond program aspirational goal for COBID utilization on each construction project is for all COBID firms together, and not specific targets for MBEs, WBEs, ESBs or SDVs.

Chair Shelly indicated that it is a gift to successors to establish this report for the zoo and Metro. It will benefit bond projects to come in general, not just at the zoo.

Members discussed that the report contains lots of good information, but they have not had adequate time to read it all yet, and so are not prepared to approve it now. One suggestion was to add a contextual cover letter for future reports. The Committee agreed to postpone approving the report until the next meeting.

H. Monthly Project Updates

One member requested that future project monthly updates include the name of the architect and general contractor.

1. Education Center

Zoo project manager Brent Shelby continued the presentation and gave an update on the Education Center project. Construction is progressing well. The zoo applied in June for a Portland General Electric grant for \$388,000 to cover the cost of 760 solar panels, which are needed to bring the project to net-zero energy operations. The grant award date is currently

scheduled for Oct. 17. The Metro Council previously approved “back funding” for the solar panels so construction could proceed on schedule, in case the grant is not received.

Mr. Shelby showed images of some of the interpretive panels to be used in the Nature Exploration Station (NESt), with the overall theme of “Small Things Matter” and subthemes of explore, discover and take action. The zoo wants people to see that it is easy to take action and make a difference in the world and have a bigger impact collectively. Some of the “Heroes for Wildlife” interpretive panels use comics designed by different comic artists to tell the stories of people who took action. The “Take Action Now” interpretive includes touch screens for the featured animals, and when the viewer agrees to take an action on behalf of wildlife, the viewer’s name appears and the graph displays the cumulative benefit of all the actions combined. The “Get Outdoors” display includes a touch screen map of the region’s natural areas and how to explore them. The Education Center will also house the Species Conservation Lab for the western pond turtles. Outdoor spaces will include a Discovery Garden, provided by the Metro Recycling Conservation and Recycling. A United States Fish and Wildlife Service ranger will work out of the Education Center full time, piloting the first USFWS Zoo Field Station

The Education Center grand opening festivities are scheduled to start the week of Feb. 27, 2017, with the grand opening ceremony on Thursday, March 2, 2017.

2. Polar Passage

Polar Passage will hold its third design workshop next week with the CLR Design architect team and Lease Crutcher Lewis. This will provide a first-brush cost estimate on the concept drawing. Staff is working on managing costs. Interpretives will be a big part of the Polar Passage project, featuring polar bear research, climate change and the Oregon Zoo role in conservation. Metro issued an Opt-In survey that will go to more than 25,000 people who signed up for Opt-In and 300,000 Facebook fans. The summative evaluation will also conduct a zoo intercept survey on the zoo campus. Results are scheduled for late October. This will provide baseline information for planning.

3. Interpretive Experience

The bond program is currently conducting a summative evaluation of the Elephant Lands interpretive exhibits to measure their effectiveness. The three-part study is using an intercept study talking with visitors, timing and tracking what viewers look at, and focus groups. This will be supplemented by research studies from the University of Queensland and the University of Western Australia, done in partnership with a dozen additional zoos and aquariums in the U.S. and Canada, including the Oregon Zoo. Campus Wayfinding work is ramping up to install wayfinding around the zoo by late November before ZooLights opens.

4. Percent-for-Art

The Oregon Zoo Public Art Advisory Committee is assisting with selection of the third and final major bond program commissioned artist, which will be for the Polar Passage and Central Plaza project. Oversight Committee member Susan Hartnett represents the Committee on OZPAAC, which narrowed the pool to 12 finalists from the 179 artists that responded to the Request for Qualifications. Next week, OZPAAC will meet and select three to four finalists to be interviewed.

I. Program Status and Financial Information at a Glance

Heidi Rahn reviewed the monthly financial information. The program has \$11 million in unallocated contingency; the budget subcommittee will make a recommendation regarding allocation of this contingency to the remaining projects. Of that total, \$5.7 million were funds set aside for a potential Remote Elephant Center, which the Metro Council decided not to pursue. Some of those funds were from the Oregon Zoo Foundation, but they are not restricted to any project. One member asked if the solar panels are included in the Education Center budget, and staff clarified that the budget does include bond dollars for the solar panels.

J. Program Schedules

Project schedules are being affected by the City of Portland permitting, which is taking longer than before. The Bureau of Environmental Services is hiring 12 new staff to meet the demand for permits. Elephant Lands permitting took 16 weeks, and for Polar Passage, it is anticipated that it will take six months to get permits. The city laid off hundreds of people earlier, and is so busy they cannot process permits faster. Also, three or four colleges closed their construction inspection programs, so trained employees are not readily available. The city has disallowed phased permits, such as was used at Elephant Lands to permit some of the infrastructure work before the full building permit. This change added two and a half months to the Polar Passage construction start date. This is not showing as “Caution” on the Polar Passage monthly report, but it may end up overlapping the project with the Primates/Rhino project. The bond covenants allow 21 years for the bond money to be spent, so that does not affect the planned changes to the zoo bond schedule.

K. Open Discussion/Questions

Chair Shelly thanked members for their service and preparation time. As the new chair, she is eager to make each meeting worthwhile. She asked members to let her know of any items for the November 9 meeting agenda. She requested that the meeting include learning about Polar Bear husbandry best practices. Ms. Hartnett is interested in zoo director Don Moore’s “evolution of zoos” education and work experience background, and would like to hear more about that over time. Chair Shelly expressed interest in hearing more about ICAP when it intersects with the Oversight Committee.

L. Adjournment

Chair Shelly adjourned the meeting at 5:02 p.m.

Upcoming meeting dates –Wednesdays, 3 to 5 p.m.:

Nov. 9, 2016 Skyline Room, Oregon Zoo
Feb. 8, 2017 Skyline Room, Oregon Zoo
May 10, 2017 Conservation Hall, Education Center, Oregon Zoo
Sept. 13, 2017 Skyline Room, Oregon Zoo
Nov. 8, 2017 Skyline Room, Oregon Zoo