



## Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room  
Wednesday, Sept. 9, 2015  
3 to 5 p.m.

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

Sept. 9, 2015

Minutes

### MINUTES

#### MEMBERS PRESENT

Bill Kabeiseman (Chair)  
Noah Bishop  
Linda S. Craig  
Susan Hartnett  
Mickey Lee  
Daniel Morris  
Robyn K. Pierce  
Ruth Shelly  
Kevin Spellman  
Dick Stenson  
Karen Weylandt

#### MEMBERS ABSENT

Tony Butchart  
Sharon Harmon  
Deborah Herron  
Mike Schofield  
Tom Turnbull

#### GUESTS

Jon Gramstad  
Kirsten Gunst  
Barbara Spears  
Gary Thompson  
Peggy Thompson  
Mike Westling

#### ELECTED OFFICIALS AND STAFF

Shirley Craddick  
Teri Dresler  
Caleb Ford  
Bob Lee  
Jim Mitchell  
Joel Morton  
Linnea Nelson  
Heidi Rahn  
Scott Robinson  
Brent Shelby  
Marcia Sinclair  
Nadja Wielebknowski

#### AFFILIATION

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

#### AFFILIATION

Hummingbird Homes  
Oregon Humane Society  
Walmart  
Gresham-Barlow School District  
OpenSesame Inc.

#### AFFILIATION

Free the Oregon Zoo Elephants  
Brink Communications  
Free the Oregon Zoo Elephants  
Oregon Zoo Foundation Conservation Club members  
Oregon Zoo Foundation Conservation Club members  
Brink Communications

Metro Councilor  
Oregon Zoo Interim Director  
Oregon Zoo Budget and Finance Manager  
Oregon Zoo Elephant Curator  
Oregon Zoo Bond Construction Manager  
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**

Bill Kabeiseman, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:04 p.m.

**B. Approval of May 13, 2015, Oversight Committee meeting minutes**

Members approved the minutes of the May 13, 2015, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting.

**C. Zoo Update**

Teri Dresler, Oregon Zoo Interim Director, reported that the zoo had a slow start with revenues for the first two months of fiscal year 2016 (starting July 1, 2015), due to the extremely warm summer and resulting lower attendance. The zoo did have a successful concert season that just ended last week. The recruitment for a new zoo director continues, and six candidates were interviewed in a first round, with the recruitment team interested in two of them. Since then and in addition, Ms. Dresler has talked with two more potential candidates and plans to meet with three more next week at the Association of Zoos and Aquariums annual conference. She noted that the recruitment did not meet the Aug. 10 target date previously set for selecting a new director. She feels the people she is talking to now are really qualified candidates. Many zoo and Oregon Zoo Foundation staff are busy getting ready to do presentations at the AZA conference.

**D. Elephant Lands Design and Animal Welfare**

Nadja Wielebnowski, Oregon Zoo Conservation Research Manager, and Bob Lee, Oregon Zoo Elephant Curator, gave a presentation on animal welfare research and practices, especially with elephants, and how that informed the design of Elephant Lands (a copy of the presentation is included with the record). The zoo's research is helping animal management in the wild, and has been incorporated into the designs for the new zoo habitats, to maximize animal welfare. Animal welfare science has become very important to zoos, and the knowledge keeps evolving.

The World Association of Zoos and Aquariums just published a report "Towards Positive Animal Welfare," a copy of which is included with the record.

The Association of Zoos and Aquariums has been on the forefront of using the specific term "animal welfare." Ms. Wielebnowski and David Shepherdson, Oregon Zoo Deputy Conservation Manager, have served on the AZA's animal welfare committee since it started in 2001, and Ms. Wielebnowski served as the chair the past six years until 2014.

She clarified terms: "Animal rights" refers to the legal rights of animals, and is seen as a spectrum from animals having the same rights as humans to animals having no rights. "Animal welfare" refers to an animal's collective physical, mental and emotional states over a period of time and is measured on a continuum from poor to excellent. It measures how animals are thriving, and recognizes that the emotional and cognitive are integrated. Some "tradeoffs" may temporarily raise stress levels (such as transport or introductions to new animals, etc.), but ultimately have a greater benefit for the animal over its lifetime.

The Oregon Zoo just went through AZA accreditation this summer. AZA Animal accreditation standards and related policies are updated every five years, to maximize the welfare potential for animals.

Animal-based welfare assessment looks at individual animals, is relative and not absolute (with each animal being different with its own history), and recognizes that no single measure is adequate, but

rather needs to be a conglomerate measure. Three types of welfare assessment are used: behavior, physiology, and physical appearance and health.

The Oregon Zoo now has a behavior lab that uses ipads, video recordings, and trained volunteers and staff to collect data. The zoo also has an endocrine lab to measure animals' hormone levels via fecal matter, urine and serum. Cortisol levels can indicate if an animal has chronic (or bad) stress.

The zoo has been monitoring and collecting data on its elephants for more than 30 years, including 25 years of elephant hormone data. One of the first zoos to have this long, continuous history of research, the Oregon Zoo has contributed to the active management of wild elephant herds in Asia. Elephant Lands includes what the zoo has learned from its years of research, and from the results of an AZA-wide 2010-2014 welfare study of 255 elephants at 70 AZA zoos that included 40,000 samples. The results are planned to be published in nine papers that are currently under review and expected to be released soon. Ms. Wilebnowski provided a rough overview of those results. The zoo's baseline data will enable staff to measure changes with the transition to Elephant Lands, and beyond as well.

The Oregon Zoo is currently conducting an exhibit transition study to see how the elephants are handling the transition. They are already moved into Forest Hall and parts of the new habitat, and data analysis has just started. Several trends are emerging showing an increase in exploratory behaviors, resource use (greater diversity in food and enrichment) and social contact frequency. The zoo invented a new way to measure social complexity of the elephants and how much chance they have to take advantage of opportunities for interaction. The data collection will continue at least six months past when Elephant Lands officially opens.

Mr. Lee talked about the design of Elephant Lands and the focus on giving the elephants choices. Now keepers are seeing how the animals are taking advantage of that design. The design includes sand and a variety of substrates, substrate with which the elephants can interact, a complexity of spaces, high diversity of options and choices, and unpredictable food sources. He has seen a change in the elephants' social dynamics, since in the old habitat the herd was more dependent on the staff. Now the animals are more self-motivated, and staff are functioning more as habitat managers.

Foraging for food from the new overhead boom feeders are important for the elephants to develop their head muscles, which are also important for getting up from laying down. An air curtain door that can stay open down to 32 degrees will allow the animals to go in or out as desired. The sand is staying soft, and is spruced up periodically with a tractor. The elephants enjoy the sand hills, which promote social interaction, and the mud wallows. With overhead misters inside and out, the elephants don't know where or when rain or food will come. The elephants' foot pads are developing ridges, as they would in the wild. The animals have not shown reaction to the construction or concerts, and seem to be quite comfortable in their new space.

Packy, the senior male elephant, is taking oral medications for tuberculosis and is in his own space. After successfully completing treatment, if tests indicate he has no signs of the disease, he can rejoin the herd.

The staff monitors and manages the elephants' weight gain. Most of the herd has had stable weight, but Shine as the dominant female has gained some weight, so the staff will adjust the timing and location of feeders accordingly so she is not dominating access to the food. Lily, the baby elephant, continues to gain two to three pounds a day. Recently it took the elephants one and a half hours to

graze from an overhead feeder, which is very different from the old habitat where food was placed before them on the ground and consumed immediately.

Heidi Rahn, Bond Program Director, noted that animal welfare, along with conservation education and sustainability, were the focus of the bond measure, and will be addressed in a planned mid-program report to come.

**E. Monthly Project Updates**--A copy of the PowerPoint presentation is included with the record.

**1. Elephant Lands**

Jim Mitchell, Construction Manager, gave an update on the Elephant Lands project, the largest construction project in the zoo's history, which is now 93 percent complete. Construction is scheduled to be done Nov. 30, 2015, and the grand opening is set for Tuesday, Dec. 15, 2015. This will be a soft opening, with a greater marketing push and more opening events in the spring of 2016. The project has \$4 million left of planned expenditures. Elephant Lands will provide a new great vista for visitors to view both the elephants and the zoo concerts and activities on the concert lawn. The splash pool is being plumbed, and the big pool will have water in it by mid- to end of October. It will be run for two weeks for testing before commissioning.

Councilor Craddick noted problems with a product used on some Portland Community College roofing construction. Mr. Mitchell confirmed that the zoo did not use similar products at Elephant Lands to those used at PCC. He further noted that the PCC materials were not managed on site in a manner that would avoid exposure to the elements. Mr. Mitchell addresses such risk by walking the construction site several times a day.

Chair Kabeiseman complimented Mr. Mitchell and the bond program on excellent work and the remarkable job of staying within budget.

**2. Education Center**

Brent Shelby, Project Manager, continued the presentation and gave an update on the education center project. The groundbreaking was held Sept. 1, 2015, was well attended and provided inspirational speakers. The event was videotaped, and links to a [short video](#) and [full-length video](#) will be provided. The general contractor is Fortis Construction and the architectural team is headed by Opsi Architecture, with a local firm, Jones & Jones, providing landscape architecture. Contractors are now onsite, marking utilities.

One goal of the project was to leverage the bond investment for the public by creating partnerships, a partial list of which was presented. One significant partner is the United States Fish and Wildlife Service, and the regional director Robyn Thorson spoke at the groundbreaking. USFWS has committed to provide a staff person at the new education center, and she characterized it as a new and exciting model for her agency to reach an urban audience. The Oregon Zoo Foundation is also a partner and contributed \$1.47 million, with roughly one third of that for capital improvements and two thirds for teen outreach programs. The Collins Foundation contributed \$200,000 toward the OZF contribution.

OZF also assisted in securing from Solar World discounted solar arrays with a contribution value of more than \$100,000 of material donation. As well, these solar arrays will go toward meeting the requirement for the Oregon Department of Energy green power requirement, and the \$100,000 value of offsets go into the project contingency. Solar World has also agreed to assist with the project effort for net-zero energy operations. This is a bid add alternate that is

contingent on the zoo receiving a Portland General Electric Renewable Energy Development Fund Grant, which it will apply for when the RFP is out.

Other Metro departments are also partners in the project. The Nature Exploration Station, referred to as the “Nest” and a core visitor hub with an action center, will have content partly provided by Metro Resource Conservation and Recycling. They are also providing the Backyard Habitat display. Metro Parks and Nature is providing an interactive map of the region showing natural areas, how to get there, and what you can do at each. It will show the interconnected tapestry for us all to engage in conservation. With many partners galvanized, the zoo can move forward with developing programming.

One member asked about the project budget and tools for meeting cost escalation. Mr. Shelby explained that the team recognized the risk of cost escalation, and structured the project accordingly. The project has a contingency of almost 9 percent (although the team would have preferred 10 percent.) The team created additive and deductive alternates in the bid package to accommodate available funding. The schedule and contract finish date will be set with the Guaranteed Maximum Price after the subcontractor bids are received. Construction is expected to finish the end of 2016.

### **3. Interpretive Experience Design Services**

Mr. Shelby continued with an update on the interpretive experience design for Elephant Lands. Work has been progressing on the interpretive for as long as the construction. The interpretives can have an emotional impact on the visitor, and help them have a deeper connection with the animals and take their zoo experience to the next level that hopefully leads to taking action on behalf of the animals. Many zoo departments have contributed to developing the interpretives, and the interpretives will be an amalgam of what zoo visitors want and what the zoo wants for them – a conservation education goal.

The interpretives are built around three core concepts: 1.) Being an elephant – physically and emotionally; 2.) Elephant Lands is the zoo’s vision for elephants in practice; and 3.) A shared history of humans and elephants, both at the zoo and externally over time. The interpretive will include all modalities of learning, including tactile, smell (the musk scent of an elephant), activity cards, comparing you and your friends’ weight to a baby elephant, etc. A kiosk at the Elephant Plaza will display a large map with four monitor screens tied to live feed cameras around the habitat that will show where the elephants are at that time. Icons on the map will highlight the various features of the habitat that elephants can choose to use and explore.

The gallery space in Forest Hall will feature full-size elephant images displayed on glass panels, a timeline of all Oregon Zoo elephants since Rosie, the first Oregon Zoo elephant, and a history of elephants in Oregon. Some items from the former elephant museum will help to tell the global story of elephants, and lead to the conservation message. One of the interpretive stations will demonstrate how elephants are very smart and work cooperatively, and provide visitors an opportunity to try their hand at the same problem-solving. An elephant trunk model will give visitors a chance to operate a trunk that sprays. Six panels will teach visitors how to identify each individual elephant in the habitat.

Thanks to a generous grant from OZF, a mobile phone app has been developed that will also enable visitors to identify the elephants and submit data reports on what elephant behavior they observe. The app will display the trend of the last 100 data reports, and also include quizzes, activities, and the chance to earn badges. It will encourage visitors to explore, and take

a pledge for elephants, which can be posted on social media. Visitors can also use an “Elphie Selfie” mobile phone app to create a picture of themselves with an elephant trunk.

Interpretive costs used to be listed under a separate Interpretives project, but starting with the education center, are now included in the project cost. The program found it was more efficient to have the project architects manage the interpretive for the project. The project budgets for the education center and other remaining projects were adjusted accordingly.

### **Wayfinding**

The interpretive project also includes revamping wayfinding at the zoo. A wayfinding RFB is set to go out in September, with the installations planned for early 2016. The design will be fully funded by the bond program, and fabrication and installation will be funded by both the bond and zoo operations. Three kiosks will be provided for trip planning, and zoo operations will pay for wayfinding upgrades to the front entry. Most of the interpretive work will be done in this first phase, with the remainder to be done after Polar Bears with the central plaza construction.

One member asked about the zoo budget for maintenance and replacement of the interpretives. The new interpretives have a 10-year warranty, with ultraviolet protection for maintaining the colors. Caleb Ford, zoo Finance Manager, explained that all assets at the zoo are tracked, and based on their expected life, funds are deposited into a maintenance and replacement fund.

#### **4. Percent-for-Art**

The first major art commission for the bond program will include an installation by Catherine Widgery of Massachusetts on the Forest Hall entry and three towers delineating Elephant Lands from the concert lawn area. All of the towers will be installed in September. Titled “Forest Lights,” the structures suggest bamboo and contain dichroic glass panels that cast changing colors of light.

The second major art commission is being done by Rob Ley of Los Angeles for the education center. The zoo’s Public Art Advisory Committee made a recommendation that will be presented to the Metro Council to proceed with the art concept, which is still under final development. The vast majority of the zoo’s art collection is already local artists. Metro worked with the Regional Art and Culture Council to conduct the solicitation and select the best artist. Zoo Oversight Committee member Ruth Shelly also serves on the art committee and said she felt the process was exceptionally fair. She noted that the finalists did include some local artists, but that the selected artist was most qualified.

Members asked about recognition for the artists, and suggested that it would be nice to tell more about the artists, possibly on the zoo website. Ms. Shelly said the art committee had discussed the possibility of developing an art guide. She also noted that the bond program is refurbishing several significant art pieces as part of the bond program, including two totem poles and the historical Willard Martin mosaic.

#### **5. Remote Elephant Center**

Three Oversight Committee members – Daniel Morris, Karen Weylandt and Tom Turnbull – are serving on a third-party task force to make a recommendation to Metro’s Chief Operating Officer Martha Bennett on whether Metro should proceed with a remote elephant center. The task force has met once and is expected to meet three more times in the coming months to

review due diligence done to date and all pertinent materials. They will have more to report at the next Nov. 4 Oversight Committee meeting.

After extensive study, Metro determined in mid-August that the Roslyn Lake site is not suitable for elephants due to environmental challenges. A news feed announced the decision.

**F. Program Status and Financial Information at a Glance**

The bond program has spent approximately \$77 million to date. Metro plans to issue a round of \$30 million in bonds in the spring of 2016 and the remaining \$10 million in 2018 in partnership with a Metro Parks and Natural area bond sale. Looking at external program resources, The Energy Trust of Oregon contributed \$107,000 for energy efficiencies at Elephant Lands. The education center project has many contributing partners. The bond program is moving into planning for the Polar Bear project.

**G. Program Schedules**

The start of the Polar Bear project schedule was extended to accommodate the additional time added to finish Elephant Lands. The new project start date did not change the overall program end date in 2020, and the program continues to be on schedule.

**H. Open Discussion/Questions--none**

**I. Other**

Chair Kabeiseman's term on the Oversight Committee ends in December 2015, and he asked members to let him or Heidi Rahn know if they are interested in serving as vice chair. He hopes to appoint someone by the November meeting.

Members watched a [video](#) produced by OZF about how polar bear research done at the zoo is benefitting efforts to protect polar bears in the wild. A copy is included with the record.

**J. Adjournment**

Chair Kabeiseman adjourned the meeting at 4:45 p.m.

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

Nov. 4, 2015	Skyline Room, Oregon Zoo
Feb. 10, 2016	Skyline Room, Oregon Zoo
May 11, 2016	Kalahari Room, Oregon Zoo
Sept. 14, 2016	Skyline Room, Oregon Zoo
Nov. 9, 2016	Skyline Room, Oregon Zoo