



## Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Kalahari Room  
Wednesday, May 13, 2015  
3 to 5 p.m.

### MINUTES

#### MEMBERS PRESENT

Bill Kabeiseman (Chair)  
Noah Bishop  
Tony Butchart  
Sharon Harmon  
Susan Hartnett  
Mickey Lee  
Daniel Morris  
Robyn K. Pierce  
Mike Schofield  
Kevin Spellman  
Dick Stenson  
Tom Turnbull  
Karen Weylandt

#### AFFILIATION

Garvey Schubert Barer  
Bishop Bankruptcy Law, LLC  
Hummingbird Homes  
Oregon Humane Society  
Spectator Facilities and Development, City of Portland  
MPower Oregon  
Our Oregon  
Pierce, Bonyhadi & Associates  
Gresham-Barlow School District  
Spellman Consulting, Inc.  
Retired healthcare executive; community volunteer  
OpenSesame Inc.  
Providence Health & Services

#### MEMBERS ABSENT

Linda S. Craig  
Deborah Herron  
Ruth Shelly

#### AFFILIATION

Retired CPA; nonprofit treasurer  
Walmart  
Portland Children's Museum

#### GUESTS

Jon Gramstad  
Barbara Spears  
Gary Thompson  
Peggy Thompson

#### AFFILIATION

Friends of Oregon Zoo Elephants  
Friends of Oregon Zoo Elephants  
Oregon Zoo Foundation Conservation Club members  
Oregon Zoo Foundation Conservation Club members

#### ELECTED OFFICIALS AND STAFF

Shirley Craddick  
Teri Dresler  
Caleb Ford  
Jani Iverson  
Jim Mitchell  
Joel Morton  
Linnea Nelson  
Heidi Rahn  
Scott Robinson  
Grant Spickelmier

Metro Councilor  
Oregon Zoo Interim Director  
Oregon Zoo Budget and Finance Director  
Oregon Zoo Foundation Director  
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 Education Curator

#### **A. Welcome / Introduction**

Bill Kabeiseman, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:01 p.m. Heidi Rahn, zoo bond program director, introduced six new members who were appointed by the Metro Council on April 9, 2015, and identified their areas of expertise for which they were chosen and that will contribute to the work of the Committee:

Susan Hartnett      Spectator Facilities and Development, City of Portland, Office of Management and Finance

Robyn K. Pierce      Pierce, Bonyhadi & Associates

Kevin Spellman      Spellman Consulting, Inc.

Dick Stenson      Retired healthcare executive; community volunteer

Karen Weylandt      Providence Health & Services

Linda S. Craig      Retired CPA; nonprofit treasurer (Not in attendance)

The remainder of the members and guests introduced themselves.

#### **B. Approval of Feb. 11, 2015, Oversight Committee meeting minutes**

Members approved the minutes of the Feb. 11, 2015, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting.

#### **C. Zoo Update**

Teri Dresler, Oregon Zoo Interim Director, gave an update on recent zoo activities. On April 25, 2015, the zoo celebrated Elephantastic with 4,500 people attending and walking through the new Elephant Lands North Meadow Habitat before the elephants move in. The Elephant Plaza was also open with a place for guests to rest, new restrooms and a first-on-campus family restroom, catering space, space for food carts and a multi-purpose area for zoo operations. Visitors were very impressed with the new facilities, and the zoo Facebook page lit up with excitement and activity.

Metro has hired DHR International from Chicago to recruit for the new zoo director, which is in progress. Interviews are planned for the last week of June and the first week of July for the initial candidates, and the last week of July for finalists to meet with a broader zoo group. The goal is to have a new director start by Labor Day, Sept. 7, 2015, and the recruitment is on track for that schedule. After a transition period with the new director, Ms. Dresler will go back to serving as the Metro General Manager of Visitor Venues, in which role she will continue to have zoo oversight.

Chris Pfefferkorn, the zoo deputy director of living collections, recently resigned effective June 9 after 18 years at the zoo, to take a leadership position at the Birmingham, Alabama zoo. The Oregon Zoo will be recruiting for his vacated deputy director position as well.

The zoo recently hired Mitchell Jacover as strategic program director on a two-year limited-duration basis to implement the zoo's strategic plan, which was started 10 months ago. He has 30 years of experience with organizational development and nonprofits.

#### **D. Committee Annual Report presentation to the Metro Council, April 9, 2015**

Chair Kabeiseman presented the Oversight Committee's 2015 Annual Report to the Metro Council on April 9, 2015, at its meeting at the zoo. He reviewed the recommendations contained in the report, and especially noted the Committee's recommendation that the Council make a decision on the Remote Elephant Center in 2015. The Council said it would work on doing so. The Council was very appreciative and complimentary of the Committee's diligent work. Bond Program Director

Heidi Rahn noted that the Council asked about how to continue utilizing minority-owned, women-owned and emerging small businesses (MWESBs), and she welcomes feedback on that.

#### **E. Education Center design**

Bond Project Manager Brent Shelby and Education Curator Grant Spickelmier gave a presentation (a copy of which is included with the record) on the new Education Center project. The project is scheduled to break ground in September 2015 and have its grand opening in the spring of 2017. The new center will be two buildings at the original zoo entrance that will make sustainability visible and be a building that teaches. The goal is for at least silver certification from Leadership in Energy and Environmental Design (LEED), and the project is currently tracking to LEED Gold. It will have 3,900 feet of ecoroof that will be visible from the upper main parking lot. A sustainability dashboard will include a periscope to allow visitors to see the ecoroof from inside. The buildings will also capture rainwater and have windows to reduce bird impacts.

The zoo is applying for a Portland General Electric renewable energy grant to help fund solar panels on the roof, and is hoping to achieve net zero energy use for the project. The grant RFP will be out by the end of May, and the zoo plans to apply for an estimated \$1 million in funding, which would increase the number of solar panels above the baseline generation of 30 kilowatts. This would also help the zoo meet its goal of net-zero energy for Education Center operations annually. Zoo staff met with PGE, and PGE seemed excited about the zoo project. Staff are preparing with the project contractor to be able to expand the project scope accordingly if the grant is funded.

The project is a catalyst for regional conservation education, and the zoo has sought input on the design to make that happen. A public Opt-In survey with 3,600 responses indicated that people want to know how to connect with nature, how to remove barriers to doing so, and what actions they can take in their lives to benefit nature. Early project designs were displayed on zoo grounds and volunteers solicited visitor ideas. Thirteen school districts and more than 14 conservation education groups have given design feedback. A program advisory group was created and meets quarterly to help inform the project. Diversity partners are invited to participate. The Metro Sustainability Center provided feedback on addressing more diverse audiences in messaging and visitor experiences.

The three key project partners are Metro Sustainability Center, United States Fish and Wildlife Service, and the Intertwine Alliance. The national director of USFWS recently visited the zoo, and explained that USFWS is planning to have a full-time staff in the Education Center, to serve as a new kind of field station to connect with zoo visitors and a more urban audience than it has in the past. The zoo has been working with USFWS for decades and has a trusted relationship. Metro Councilor Shirley Craddick thanked the zoo for partnering with USFWS, and noted that USFWS is also a partner with Metro on the Willamette Falls project. By positioning itself as a facilitator, the zoo can use and engage the expertise of USFWS and other partners. Metro Sustainability Center includes staff from parks, natural areas, waste reduction and toxics. The Intertwine Alliance is a coalition of 130 organizations, and plans to launch a new mobile app, "Daycation," to help people plan nature trips in the region.

The project theme is "Small things matter," and the zoo will use the new space to enlist the zoo's 1.5 million annual visitors to get involved and take actions to help wildlife. The project will include *small* animals (insect zoo, turtle lab, backyard habitat), focus on *small* people (children) that will pass on

values to the next generation, and the *small* actions visitors can take to make a difference (e.g., writing a letter on sustainable palm oil).

The two buildings will have indoor/outdoor connections and include four classrooms, three flexible learning and event spaces, and two tent pads, for a total of nine program spaces. The project will provide a new entrance to the zoo for camps, classes and evening events. The historic Willard Martin mosaic from the zoo's original entrance is being restored and will be reinstalled at the new entrance. At the heart of the Education Center will be the Nature Exploration Station, or NEST, a public space open to zoo visitors whenever the zoo is open, with the insect zoo, turtle lab and exhibits that invite participation. They will suggest four types of actions:

1. Use less-- Consider what you use.
2. Explore—Go out and connect with nature.
3. Speak out—Advocate for animals and nature.
4. Give back—Volunteer and give financially to organizations that protect nature and animals you want to save.

An action center within the NEST will further facilitate conservation action by allowing people to share their stories of how and why they took environmental actions, inspiring others to take their own actions. A demonstration zone will allow partner organizations to present programs. A teen office space will better accommodate the 300 teens in zoo programs annually, including the Zoo Animal Presenters (ZAP), 30 teens from underserved and diverse backgrounds. The backyard habitat area will show that “nature is closer than you think,” and highlight urban backyard applications as well. Other facilities will include a council/campfire ring, children's play area, café, retail space and restrooms, including some restrooms that can be sectioned off for exclusive camp use.

The project construction documents are nearing 50 percent, and interpretives are in the design development stage (interpretives typically trail construction). Groundbreaking is planned for Sept. 1, 2015. Staff are doing surveys this summer to get updated demographics on youth and adults visiting the zoo, and will share the results with the Committee once compiled.

## **F. Monthly Project Updates**

### **1. Elephant Lands**

The [Portland Business Journal](#) staff nominated Elephant Lands for a PBJ Better Bricks award, primarily for the project's focus on sustainability and use of cross-laminated timber for the roof of the Elephant Plaza restroom, the first commercial building in the state to use CLT. [Cross-laminated timber](#) is a new engineered wood product made of 2-by-6s glued together in huge sheets and cross-hatched in three to nine layers. It provides structural strength and can be less expensive and faster to install than traditional concrete and steel construction. Made of a naturally renewable resource, CLT is considered a greener choice since it takes less energy to produce than steel and concrete and can be made of smaller, lower-grade timber that avoids cutting old-growth trees. The PBJ award is scheduled to be presented June 4.

Jim Mitchell, construction manager, indicated that the project schedule shows “caution” since the substantial completion is being moved out six weeks from October 19 to the end of November. This is due to new requests from keepers for additional animal welfare items, primarily mesh protection in the Elephant Barn and hydraulic door control revisions. Elephants are moving into the new buildings in the next two weeks, and will later walk with keepers along

the transfer chute to access the North Meadow. The project is 88 percent complete and within budget. The last portion of the project is all civil work.

**2. Education Center**

Subcontractor bidding on the Education Center project is scheduled for July. Some items in design were value engineered (removed), and the project is on budget, per the contractor Fortis Construction. The project is expected to see some escalation in cost. Members noted that Portland Public Schools and Portland State University projects have also experienced cost escalations due to a lack of construction competition. Staff agreed to provide a breakdown of minority, women and emerging small business utilization on the project once it is available.

**3. Interpretive Experience Design Services**

A wayfinding bid package is scheduled to go out in June, and staff agreed to provide a report on it at the next Committee meeting. A mobile phone app is being tested that will help visitors identify individual elephants, and video cameras will show where the elephants are located.

**4. Percent-for-Art**

An art tower is visible in Elephant Plaza, and is one of three towers that will be part of the commissioned art by Catherine Widgery for Elephant Lands.

**5. Remote Elephant Center—No discussion.**

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

The bond program is on budget, and leveraging bond dollars with additional community investment. The Education Center budget is carrying an 8 percent contingency, with some optional items being add-alternates. In addition, the bond program has a contingency. Kevin Spellman reported that Portland Public Schools has a 10 percent contingency for smaller projects, which have come in under that, but has concerns for the high school project budgets. Ms. Rahn asked members to let her know if they have suggestions for improvements.

The recent increase in construction activity and limited availability of contractors in the region has not yet directly affected the bond project budgets. The zoo Comprehensive Capital Master Plan done in 2011 included pre-schematic designs for each project to set a budget, but then each project as it comes up for construction is fully designed within that existing budget. The recent increase in demand for construction in the region has not been a problem for those bond project budgets, which factored in a 3 percent escalation per year. Construction management by general contractor (CMGC) also helps manage costs. The consultant team's estimate and the contractor's estimate are reconciled, which helps reduce the risk of cost overruns. The projects have had good collaboration to manage costs.

Metro is planning to sell more bonds in the spring of 2016, with the sale date based on the construction schedule and expected expenditures. Metro does expect to receive a premium on that sale, but not as large a premium as on the previous 2012 sale. The previous zoo bonds were also packaged with Metro natural areas bonds to maximize the premium. Staff is keeping a close watch on the market given the increase in construction.

**H. Program Schedules**

Since the Elephant Lands schedule has been extended six weeks, staff will be looking at the schedule for the Polar Bear project design and determining if it needs to be moved too. The polar bears will go to another zoo during that project construction, and zoo staff are already working on finding another zoo for them.

**I. Adjournment**

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

**Upcoming 2015 meeting dates –Wednesdays, 3 to 5 p.m.:**

Sept. 9, 2015, Skyline Room, Oregon Zoo

Nov. 4, 2015, Skyline Room, Oregon Zoo