



Oregon Zoo Bond Citizens' Oversight Committee

Skyline Room, Oregon Zoo
Wednesday, Feb. 10, 2016
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda

AGENDA

- | | |
|---|--|
| A. Welcome / Introductions | Bill Kabeiseman |
| B. Approval of Committee meeting minutes | Bill Kabeiseman |
| 1. Nov. 4, 2015, meeting | |
| 2. Jan. 8, 2016, special phone-in meeting | |
| C. Zoo Update | Teri Dresler |
| D. Preparing Oversight Committee's 2016 annual report to the Metro Council | Bill Kabeiseman |
| Three reporting areas: program progress, finances, and project modifications. | |
| E. Monthly Project Status Reports | Heidi Rahn, Jim Mitchell, Brent Shelby |
| 1. Elephant Lands | |
| 2. Education Center | |
| 3. Polar Bear Habitat | |
| 4. Interpretive Experience | |
| 5. Percent-for-Art | |
| 6. Remote Elephant Center | |
| F. Program Status and Financial Information at a Glance | Heidi Rahn |
| G. Program Schedules | Heidi Rahn |
| 1. Active Projects Schedule | |
| 2. All Projects Schedule | |
| H. Open Discussion/Questions | Bill Kabeiseman |

Upcoming 2016 meeting dates –Wednesdays, 3 to 5 p.m.:

May 11, 2016 Kalahari Room, Oregon Zoo

Sept. 14, 2016 Skyline Room, Oregon Zoo

Nov. 9, 2016 Skyline Room, Oregon Zoo



Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Feb. 10, 2016
Agenda item B-1

Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room
Wednesday, Nov. 4, 2015
3 to 5 p.m.

MINUTES

MEMBERS PRESENT

Bill Kabeiseman (Chair)
Noah Bishop
Linda S. Craig
Sharon Harmon
Susan Hartnett
Mickey Lee
Robyn K. Pierce
Mike Schofield
Ruth Shelly
Kevin Spellman
Dick Stenson
Tom Turnbull
Karen Weylandt

AFFILIATION

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

MEMBERS ABSENT

Tony Butchart
Deborah Herron
Daniel Morris

AFFILIATION

Hummingbird Homes
Walmart
Our Oregon

GUESTS

Jon Gramstad
Courtney Scott
Barbara Spears

AFFILIATION

Free the Oregon Zoo Elephants
Free the Oregon Zoo Elephants
Free the Oregon Zoo Elephants

ELECTED OFFICIALS AND STAFF

Shirley Craddick
Amy Cutting

Teri Dresler
Caleb Ford
Jim Mitchell
Joel Morton
Linnea Nelson
Heidi Rahn
Scott Robinson

Metro Councilor
Oregon Zoo Curator of Marine Life and North America;
Temporary Curator of Africa
Oregon Zoo Interim Director
Oregon Zoo Budget and Finance Manager
Oregon Zoo Bond Construction Manager
Metro Senior Attorney
Oregon Zoo Bond Program Coordinator
Oregon Zoo Bond Program Director
Metro Deputy Chief Operating Officer

A. Welcome / Introduction

Bill Kabeiseman, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:08 p.m.

B. Committee Leadership

Chair Kabeiseman announced that he is appointing Ruth Shelly to serve as vice chair of the Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee"). With two years of experience on the committee, she can assist with leadership responsibilities. Chair Kabeiseman and Sharon Harmon have agreed to serve on the Committee until April when the annual report is completed. Tony Butchart changed jobs and is now a general contractor, and has decided not to continue as an Oversight Committee member for his second term. All other seven members who were appointed in December 2013 are willing to serve for a second two-year term. They will be recommended for reappointment by the Metro Council in the spring. This will complete resetting all the member terms to start and end in the spring, allowing experienced members to assist with the report preparation.

C. Approval of Sept. 9, 2015, Oversight Committee meeting minutes

Members approved the minutes of the Sept. 9, 2015, meeting with one correction (two guests' affiliation was incorrectly listed, and will be changed to "Free the Oregon Zoo Elephants"), and the minutes of the Oct. 13, 2015, special phone-in meeting.

D. Zoo Update

Teri Dresler, Oregon Zoo Interim Director, gave an update on recruitment for a new zoo director. Several other high level zoo or zoo-related positions across the country are also under recruitment, creating competition. The recruitment team is conducting interviews and is close to naming finalists that would be introduced for wider consideration.

A ZooLights preview will be open to Metro employees and their families on Monday, Nov. 23 at 5 p.m., and Oversight Committee members and their families are invited to attend. On this special night only, the new Elephant Lands Forest Hall will be open with the elephants.

Attendance at the zoo in recent months has been strong, with strong spending in addition to admission. This represents an improvement over the first few months of the fiscal year when the weather was quite hot and attendance was low.

Education center construction is underway. Elephant Lands Grand Opening will be Tuesday, Dec. 15 at 9:30 a.m. in Elephant Plaza, and Oversight Committee members are invited to attend.

E. Polar Bear research and partnerships at the Oregon Zoo

Amy Cutting, Oregon Zoo Curator of Marine Life and North America, and Temporary Curator of Africa, reported on polar bear research and partnerships at the Oregon Zoo. A copy of her presentation is included with the record. As the bond program prepares for constructing a new polar bear habitat, it will be helpful for the Oversight Committee to understand more about the polar bear program and the momentum with partner organizations. Two-thirds of the world's polar bear population is predicted to be lost by the end of the century if current warming trends continue. The polar bears at the zoo provide a direct connection for visitors to the impacts of global warming and the loss of habitat. The zoo delivers a key conservation message to its 1.6 million visitors each year about the causes and impacts of global warming, as well as what they can do in their daily lives to

reduce carbon emissions and create a better future for polar bears. In addition, The Oregon Zoo has a role to play in answering researchers' questions about where the remaining one-third of the bears will live and how they will interact with their habitat

Polar bear research at the zoo also enhances the animal's welfare at the zoo. They benefit from increased interaction with keepers. Keepers developed creative techniques using a special crate that allows them to give the bears eye drops for diagnostics and treatment without anesthetizing them. Similarly, keepers were able to take an x-ray of a problem bear foot without anesthesia. It was discovered that the bear had allergies, and was treated with allergy injections and topical foot treatment.

Almost all the large cats at the zoo are trained for voluntary blood draws without anesthesia, but the zoo was the first known to take voluntary blood draws from the polar bears. One keeper feeds the bear while another administers the treatment. When the bears are being treated, the door from the crate to the rest of the habitat is open, so that the animal can exit at any time, if desired. The Oregon Zoo Foundation provided funding to build a custom crate with an extended head cage, and removable doors and sections. In addition to enabling keepers to interact with the bears for voluntary treatments, it also allows keepers to treat with anesthesia, when necessary, and not have to remove the bear from the crate. The zoo has sent its unique bear crate design to several different facilities that requested it. The bears like to hang out in the crates on their own, enjoying the 360-degree view and interaction with keepers.

The voluntary blood draws opened the door for more research. The United States Geological Survey has been researching polar bears for 25 years, and the United States Fish and Wildlife Service regulates them. USGS wanted to know what bears in the wild are eating in good and bad ice years, by analyzing isotopes in hair and blood. USGS designed research with the Oregon Zoo polar bears eating a terrestrial diet for five weeks and then switched to an all-marine diet. Zoo staff worked with the researcher to ensure that the bears maintained their high quality care. Isotopes provide a signature that is used to estimate the diets of free-ranging bears. The data collected at the zoo enabled researchers to examine long-term trends in the diet of two polar bear populations using blood and hair samples banked as far back as the 1980s.

A second research project with USGS involved putting a collar with an accelerometer on the zoo's female bear and videotaping her actions to determine her minute-to-minute activity. This will help researchers remotely identify polar bear behaviors in the wild and quantify energetic costs, which will help determine the effects of declining sea ice on polar bears. They can correlate the data collected from bears in the wild that have collars, and better understand their activity. The Oregon Zoo trained the bears to voluntarily wear the collars, but other zoos that participated in the study had to use anesthesia. The Oregon bears were featured in national Nature magazine report on using accelerometers to study animal behavior.

Moving forward, researchers with USGS and University of California Santa Cruz want to look at the energy use of polar bears, and what energy it costs the bears to swim further between ice patches as Arctic sea ice contracts. Metabolic chambers with a treadmill can be used to measure changes in oxygen and carbon dioxide during animal activity. The zoo now has a treadmill onsite, fabricated at Washington State University, but is waiting for a research permit from USFWS to be able to use it. The metabolic cost of polar bears swimming has never been measured before. The zoo has a wave room that, with a continuous swim motor, could be used for such research. OZF raised the money to

build the needed swim chamber, and construction is planned to start in December. This will help with measuring the energy polar bears will need to take in and expend in their changing world. Key partners for the research include USGS, Polar Bears International, UC Santa Cruz, KPFF Engineering and OZF.

The new polar bear habitat bond construction project will be designed for the animal's welfare and for continued research with the bears. Partner organizations such as USGS will be a part of the planning. The zoo keepers have a stunning relationship with the bears, and the team is thinking about including a training stage for visitors to better see that interaction up front.

The zoo bears will be cared for by another facility for two years while the new habitat is constructed. Zoo staff are working on identifying where they will go. They want it to be relatively close, so Oregon Zoo staff can go visit the bears and so the transport will not be too long. They also require a good training program and good veterinary staff. The bears are 31 years old, which is considered elderly compared to the median age in the wild of 22 years for females and 23 years for males.

The polar bear team is wrestling with how to best provide natural substrate in the new habitat. Dirt in the wild tundra is relatively dry, but not in Oregon. One option they are considering is a type of paver or gravel with foliage on top that allows drainage. The zoo will be sending a survey to other zoos to gather data on their facilities. Staff will also take trips to other zoos to learn best practices.

Heidi Rahn spoke about the new polar bear habitat project that will be in the same location, adjacent to the Elephant Lands North Meadow. The preschematic design was prepared as part of the Zoo Comprehensive Capital Master Plan. The project will provide a new and larger habitat that will encourage and promote natural behaviors. The bears will have long views, like they do in the wild. The bond team will work closely with the keeper staff for a very innovative design that will bring zoo research to the forefront. The design request for proposals (RFP) will go out in January 2016. Staff will arrange for Oversight Committee members to tour the existing polar bear facility.

F. Minority-owned, women-owned and emerging small business (MWESB) utilization

Heidi Rahn reported on MWESB utilization. Diversity in contracting helps expand economic opportunities for disadvantaged groups, builds capacity of MWESB firms, increases competition and adds different perspectives. The bond program goal is for 15 percent of the contract value to go to MWESB firms. She presented the results of the recent major projects with the Veterinary Medical Center at 17 percent, Penguin Filtration at 6 percent, Condors of the Columbia at 26 percent and Elephant Lands at 10 percent. The Elephant Lands MWESB contract value was \$4.3 million. The upcoming Education Center project is expected to exceed the 15 percent goal. The total bond program MWESB expenditures are about \$6 million. Of that, \$5.4 million was for construction contracts, with a breakdown of 62 percent (\$3.4 million) minority-owned businesses, 20 percent (\$1 million) emerging small businesses, and 18 percent (\$1 million) women-owned businesses. Metro does not have goals for the breakdown of MWESB utilization.

Ms. Rahn reviewed lessons learned in diversity contracting. Using construction management by general contractor (CM/GC) allows the contractor to start recruiting MWESBs earlier and help get them ready by bid day. The education center CM/GC Fortis Construction hosted two workshops on site before bid day. Breaking down the bid packages for subcontractors makes them not too overwhelming for smaller firms to bid. Lease Crutcher Lewis (LCL), the Elephant Lands CM/GC

mentored a minority firm to learn to become a general contractor. Since then, that minority firm has gone on to secure two GM/GC jobs of their own.

Ms. Rahn stressed that data from Metro and the zoo cannot be compared to other agencies, since all use different methods for calculating MWESB utilization. Another way to assist MWESB firms is for the general contractor to pay them quickly, including retainage withheld. LCL paid all of the retainage to its MWESB firms, even though Metro has not yet paid LCL its retainage.

Mickey Lee requested to see the specific breakdown of minority, women and emerging small businesses by each project, and staff agreed to provide it.

Agency-wide, Metro is looking at how to encourage workforce diversity. It has not established specific targets for the diversity of the workforce on the job. Some contractors are already focusing on enhancing workforce diversity. It is important to look at the supply of the diverse workforce in specific contracting fields, because in some it is quite limited. In some cases, it is best to look at what is the best role to build and foster the *pipeline* for a diverse workforce. Scott Robinson, Metro deputy chief operating officer, spoke about the fundamental disconnect of apprentices entering and exiting programs. Sustaining a diverse workforce pipeline will take a collaborative effort with unions, contractors, agencies, educators and community partners. It is a systemic issue, not a project-by-project issue, of how to increase diversity in the trades, with living-wage jobs.

Ms. Lee referred to a market study conducted by the City of Portland. The City has set targets for workforce diversity and will charge a penalty to the contractors if they are not met. She noted that we need to be clear that focusing on apprentice programs is good, but doesn't address the full workforce. Also, she noted that a firm can be certified as MWESB, and not have a diverse workforce.

Robyn Pierce asked if the zoo bond CM/GCs had met their goals. Ms. Rahn answered that all of them know the bond goal is 15 percent. For Elephant Lands, 25 percent of the bids were MWESB, but not all of them were the low bid. Subcontracts were awarded to the lowest qualified bidders.

Mr. Robinson explained that the VMC was a more traditional building than Elephant Lands, which is very specialized, including special caging and glass from out of the country. The education center will be a more traditional building, and the project will likely be able to get more MWESBs.

Ms. Pierce emphasized that it is important for the zoo to hold contractors accountable to the project goals. It is her experience at Portland State University, that when University project management staff worked closely with the contractor, better results were achieved. For example, on the Lincoln Hall restoration project, JELD-WEN and other subcontractors were able to fabricate and assemble over 300 windows for the building locally using MWESB-certified firms. Ms. Rahn said the zoo did push hard on LCL, and LCL submitted an extensive report on their MWESB outreach, mentoring, apprentice work and subcontract bids.

Ms. Lee said she understands the difficulty of MWESB utilization with low bids and providing living wage jobs. Many of the MWESB firms can't afford to be the lowest bidder. She gave kudos to LCL for their fronting the retainage for the MWESB subcontractors.

Kevin Spellman encouraged the zoo to look at the language Portland Community College used in its RFP that encouraged the contractor to incorporate an MWESB into the proposal. Hoffman

Construction submitted with Pacific Mark Construction, and mentored Pacific to manage an \$8 million portion of the contract. It builds capacity for the future. The subcontractors of Pacific could also be counted toward the MWESB utilization. All proposers on that project brought an MWESB into the proposal.

Jim Mitchell noted that LCL did that on their own with Elephant Lands, even though it was not required. They mentored R & R General Contractors, which did all the work on Tiger Plaza. Oftentimes drywall is a trade that utilizes MWESBs, but Elephant Lands had low amounts of drywall. The MWESB percentages directly reflect the style of the building. Ms. Rahn said the team will look at PCC's language. She asked members to let her know if they have other suggestions.

G. Preparing Oversight Committee's 2016 annual report to the Metro Council

Chair Kabeiseman discussed the procedure for preparing the Oversight Committee's annual report to the Metro Council. The report will be submitted to the Metro Council in February or March, after the February Committee meeting. This is an important role of the Committee, and a chance to tell the Council how the program is doing. Members volunteered to serve on two subcommittees to meet over the next few months to prepare the two areas of the report:

Reporting Item #1 on progress of projects: Ruth Shelly, Tom Turnbull, Robyn Pierce and Susan Hartnett.

Reporting Item #2 on finances: Bill Kabeiseman, Noah Bishop, Kevin Spellman and Linda Craig.

Daniel Morris was not in attendance, but volunteered to help. A third committee is not needed since there have not been project modifications to review.

Heidi Rahn mentioned that she will be working on preparing a bond mid-program report in January and February.

H. Monthly Project Updates

1. Elephant Lands

Jim Mitchell, construction manager, gave an update on the Elephant Lands project. He showed a photo of the new elephant pool, which is 12 feet deep. The bridge was poured today, and the interpretive are mostly in place. The South Habitat is being finished with boulders, trees, and mulch with grass seed, and is planned for the elephants to enter by the end of the month. The building is commissioned and the elephants have been occupying it. The zoo is working through the punch list with the architect and contractor, and the project is on time and budget.

Krista Swan with zoo Marketing presented on the Elephant Lands marketing plan. The staff preview is set for Monday, Nov. 23, and the grand opening for Tuesday, Dec. 15, 2015. After that, it will be open to the public. Metro is not mounting a big media campaign for December, since the zoo is busy with ZooLights and Forest Hall will not be open for ZooLights (except for the staff preview night on Nov. 23). Instead the zoo will focus on advertising in January and February leading up to an Elephantastic celebration Feb. 13-15, 2016, over Valentines and the Presidents' Day weekend.

She presented pictures of the current MAX train wraps announcing “This is going to be huge!” and the 7,500 square-foot billboards near the Moda Center with “Home is where the herd is.”

2. Education Center

The education center project is progressing well. On Oct. 20 the Metro Council indicated it will re-allocate \$975,000 from the unallocated bond premium for the project. That decision will be formalized at the Nov. 19 Metro Council meeting as part of the Metro budget.

3. Interpretive Experience

Elephant Lands’ interpretives are installed and looking good. The zoo is getting ready to install new wayfinding in early 2016.

4. Percent-for-Art

Rob Ley of Urbana Studio has been selected as the second major commissioned artist, in conjunction with the education center project.

5. Remote Elephant Center

The REC Task Force appointed by the Metro Council and including three Oversight Committee members, is still meeting and scheduled to make a recommendation to the Metro Chief Operating Officer by the end of the year.

I. Program Status and Financial Information at a Glance

The education center budget will be updated next month with the reallocation of funds upon Metro Council approval. Budgets for Polar Bear, and Primates/Rhinos will be recalculated based on new market conditions. The project budgets were originally set in 2011 when the Master Plan was prepared. Since then, some of the start times have changed and construction costs have escalated more than originally estimated. The program does have unallocated funds available to address such needs, and approval is needed by the Metro Council to adjust the project budgets. Elephant Lands had 3 percent escalation and Polar Bear Habitat was figured at 6 percent, as well as Primates/Rhino. The education center was calculated at 4.5 percent cost escalation. These estimates will be updated with actual and projected cost escalation rates to ensure the remaining projects will be appropriately budgeted.

Sharon Harmon expressed concern about having enough funds for all the projects and whether value engineering had over-compromised a project. Scott Robinson assured the Committee that Metro is confident it will deliver all projects within the bond funding. The Oregon Zoo Foundation has done fundraising for enhancements that are incremental to the projects, including equipment for the Veterinary Medical Center and zoo teen program funding for the education center. Susan Hartnett noted that the region may be coming to the end of the construction escalation cycle, and there could be a downturn before the end of the bond program. The remaining project budgets will be recalibrated and staff will report on them at the February Committee meeting.

J. Program Schedules

The program will transition to showing the Polar Bear project in upcoming schedules. Chair Kabeiseman noted that the program is now two-thirds of the way through the bond projects, and amazing changes have happened at the zoo since he started with the program in 2010.

K. Adjournment

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

Upcoming 2016 meeting dates –Wednesdays, 3 to 5 p.m.:

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



Oregon Zoo Bond Citizens' Oversight Committee

Special Phone-in Meeting
Friday, Jan. 8, 2016
4 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda item B-2

MINUTES

MEMBERS PRESENT

Bill Kabeiseman (Chair)
Noah Bishop
Linda S. Craig
Sharon Harmon
Susan Hartnett
Deborah Herron
Dick Stenson
Karen Weylandt

AFFILIATION

Garvey Schubert Barer
Bishop Bankruptcy Law, LLC
Retired CPA; nonprofit treasurer
Oregon Humane Society
Spectator Facilities and Development, City of Portland
Walmart
Retired healthcare executive; community volunteer
Providence Health & Services

MEMBERS ABSENT

Mickey Lee
Daniel Morris
Robyn K. Pierce
Kevin Spellman
Mike Schofield
Ruth Shelly
Tom Turnbull

AFFILIATION

MPower Oregon
Our Oregon
Pierce, Bonyhadi & Associates
Spellman Consulting, Inc.
Gresham-Barlow School District
Portland Children's Museum
OpenSesame Inc.

ELECTED OFFICIALS AND STAFF

Teri Dresler	Oregon Zoo Interim Director
Caleb Ford	Oregon Zoo Budget and Finance Manager
Jani Iverson	Oregon Zoo Foundation Director
Jim Mitchell	Oregon Zoo Bond Construction Manager
Joel Morton	Metro Senior Attorney
Heidi Rahn	Oregon Zoo Bond Program Director
Scott Robinson	Metro Deputy Chief Operating Officer

A. Welcome / Phone-in meeting protocols

Attendees phoned in to participate in the meeting via conference phone. Bill Kabeiseman, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 4:00 p.m. Heidi Rahn, Zoo Bond Program Director, indicated that she had called this special meeting to have the Committee weigh in on the two agenda items before they go to the Metro Council. She sent two memos with background information to Committee members in advance of the meeting.

B. Remote Elephant Center

Scott Robinson, Metro Deputy Chief Operating Officer, reviewed the progress to date on the Remote Elephant Center feasibility analysis, also outlined in the Jan. 7, 2016, memo provided to

members. An independent REC task force met four times and recommended to Metro Chief Operating Officer Martha Bennett that “the construction and operation of a Remote Elephant Center is not a feasible undertaking for the Oregon Zoo.”

After gathering additional input from other stakeholders, Ms. Bennett is scheduled to make her own recommendation to the Metro Council on Thursday, Jan. 21, 2016. The item is open for public comment starting at that meeting and continuing until Feb. 18, 2016, when it is scheduled for Council action.

Members discussed the issue. Three members had served on the REC Task Force, and one of those three, Karen Weylandt, was in attendance at the meeting. She confirmed that Mr. Robinson provided an accurate summary. Susan Hartnett framed the discussion, indicating that the staff memo provided a comprehensive analysis and clearly indicated the issue had been carefully and thoroughly reviewed, with a fairly obvious conclusion. If the Metro Council decides not to pursue the REC project, Bond Program Director Heidi Rahn will create a process to get guidance from the Zoo Oversight Committee at a future meeting regarding how to reallocate those funds (\$5.8 million in bond funds and \$1.3 million from the Oregon Zoo Foundation). Part of the Oversight Committee charter specifically calls for the Committee to review reallocation of bond funds.

Sharon Harmon, Oregon Humane Society Executive Director, indicated that she agreed with the recommendations of the task force given the totality of the landscape, financial and feasibility. She shared her belief that there were some missteps with the campaign, leading her constituents to think this project was going to occur.

The eight members participating in the phone meeting provided a quorum to support the REC Task Force recommendation not to pursue an REC.

C. Polar Bear Habitat Budget

Heidi Rahn reviewed the Polar Bear Habitat project budget, also outlined in the Jan. 7, 2016, memo provided to members. The item is scheduled to be considered by the Metro Council on Thursday, Feb. 4, 2016. Right after that, in order to stay on schedule, staff is scheduled to release a request for proposal for the project design, followed soon after by another RFP for the construction management by general contractor.

In 2011, the project budget was set at \$20.1 million, with a cost escalation estimate of 6 percent. Actual escalation to date and forecasted escalation at the start of construction in 2017 is estimated to be 18 percent. In addition, updated staffing, contingency and interpretive cost estimates have increased the project estimate. To keep the Polar Bear project whole as in the preschematic design and as promised to voters, \$3.6 million more is needed.

Staff presented three options as outlined in the memo: A.) Reduce the project scope to stay within the original budget, significantly limiting the scale and diversity of the planned natural habitat; B.) Add \$3.6 million from program unallocated contingency, leaving \$1.2 million contingency for the remaining projects; and C.) Reduce the scope by \$1 million and add \$2.2 million from program contingency.

Members discussed the issue, and expressed their support for Option C. This option would preserve the scale of the project civil and site work, while still leaving \$2.6 million in program contingency.

Members wanted to make sure that adequate contingency remained for the last two projects, Primates and Rhino. Since the final two projects are smaller, simpler and do not include major infrastructure work, staff estimates the remaining contingency to be adequate.

Members asked that if Metro does not pursue the REC and those funds are reallocated, that a priority be given to restoring the \$1 million in scope reductions for the Polar Bear project. Staff is proceeding with a budget amendment for the Polar Bear project prior to the Metro Council decision regarding the REC because they need to proceed with the RFPs earlier to stay on schedule. Staff felt that adding in the \$1 million after an REC decision is made would still allow for an efficient design process as the architect would likely not be on board until May and the project would still be in schematic design. Member Kevin Spellman was not present, but indicated before the meeting that he supported Option C, provided adequate program contingency remained.

Members discussed the program funding. Susan Hartnett framed the discussion by asking about the total program contingency and how that relates to the remaining dollars to be spent. To date, \$80 million has been spent. The program received a \$10.7 million bond sale premium, and \$4.8 of that remains unallocated. In March, Metro is going out for a \$30 million bond sale, and due to lack of competition and Metro's solid rating, is hopeful for a bond premium of a "material amount" (\$1 million to \$2 million). For now, Metro is working with the funding it has, and is not counting on a premium. Members considered a "worse case scenario" in which no additional funding was available from the REC budget or a new bond premium. Staff indicated it would be tight, but the program could still deliver on all the projects.

Members agreed that it is best to not delay the Polar Bear project given that construction is still in high demand, and support expanding it in the future if funding is available. They noted that it is easier to expand the project later than have to shrink it later.

Deborah Herron observed that economics and dynamics have changed over the last five years, and will change again in the next five years. That is what happens with bond projects. Much as you want to be able to predict where you will end up, that just doesn't happen. The job of the Committee is to be the preserver of flexibility to the extent that it can, when it has to make these decisions. She is glad the Committee could have this conversation.

All expressed their support to move forward with the staff recommendation, Option C.

In the spring, the Committee will talk again about the unallocated bond funds.

D. Adjournment

Ms. Rahn and Chair Kabeiseman thanked everyone for their help in thinking through the options, and for their dedication to calling in on a Friday afternoon. Chair Kabeiseman adjourned the meeting at 4:55 p.m.

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

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



Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda item E

Oregon Zoo Bond Citizens' Oversight Committee meeting

Feb. 10, 2016

Agenda Item E. Monthly Project Status Reports

1. Elephant Lands
2. Education Center
3. Polar Bear Habitat
4. Interpretive Experience
5. Percent-for-Art
6. Remote Elephant Center



Oregon Zoo Bond Project Status Report Elephant Lands

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda item E-1

Project Title: Elephant Lands and Related Infrastructure	Project Manager: Jim Mitchell
Reporting Period #056/Status Date January 25, 2016	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	
ESTIMATED	CONTRACT	ESTIMATED	CONTRACT
8/30/11	9/13/11	4/14/15	12/7/15

Project Budget and Expenditures

ORIGINAL BASELINE	REVISED BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$53,847,389	\$57,561,443*	\$57,127,616	\$57,561,443	\$0

* The Budget Baseline reflects the additional funds approved by the Metro Council.

Critical Issues

None at this time.

Summary Status

Milestones/deliverables/information items for this reporting period:

- The overall project is 99 percent complete based on total dollars expended.
- Change orders with the general contractor total 5 percent of the Guaranteed Maximum Price to date.
- The marketing plan is targeting zoo members to the opening of Elephant Lands in January and the general public in February as part of the zoo's annual celebration of elephants, Elephantastic (Feb. 13-15, 2016).
- Construction progress:
 - All construction is complete except for a few punch list items.

Planned milestones/deliverables/information for the next reporting period:

- Continue addressing punch list items.
- Prepare the report, required by the State, for using a CM/GC on capital construction projects.



Oregon Zoo Bond Project Status Report Education Center

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda item E-2

Project Title: Zoo Education Center	Project Manager: Brent Shelby
Reporting Period #027/Status Date: January 5, 2016	Project Manager Phone: 503-525-4240
Project Description: The zoo Education Center will be located at the site of the original zoo entrance. It will provide flexible and engaging education program activity spaces for camps, classes, and zoo visitor and program partner use. In addition to the education programming at the Center, the project includes visitor comfort amenities identified for the "West Hub" in the Comprehensive Capital Master Plan, including but not limited to: train ticket sales, restrooms, wayfinding/trip-planning material, seating and food. Finally, this project includes a portion of infrastructure improvement work, identified in the Master Plan, to address storm water and aging site utilities.	

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	
ESTIMATED	CONTRACT	ESTIMATED	CONTRACT
4/21/14	6/25/14	3/1/17	n/a

Project Budget and Expenditures

ORIGINAL BASELINE	REVISED BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$12,899,510	\$16,386,635*	\$3,318,847	\$16,386,635	\$0

* The Education Center budget was updated in November 2015 with \$975,000 from unallocated bond contingency (authorized by Metro Council), plus additional funding for south entry storm pipe construction (co-funded with City of Portland), Metro Parks and Nature funds for interpretives, Metro Resource Conservation and Recycling funds for the Backyard Habitat construction, and previous bond project savings reinvested to meet state solar requirements and security infrastructure.

Critical Issues

None at this time.

Summary Status

Milestones/deliverables/information for this reporting period:

- Contractors poured the project's first concrete building footings on Jan. 18. Work continues on retaining walls, building foundations and utilities.
- Demolition of the train station is underway. A new station is being built as part of this project, though funded through non-bond zoo operations funds. The new train station is anticipated to be complete in May 2016.
- Pursuit of a PGE renewable energy development fund grant to fund net-zero energy operations at the center continues. The General Contractor is working on scenarios to incorporate additional PV panels for a net-zero array when the grant funding becomes available.

Planned milestones/deliverables/information for the next reporting period:

- Construction (building foundations, site work and utilities)



Oregon Zoo Bond Project Status Report Polar Bear Habitat

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda item E-3

Project Title: Polar Bear Habitat and Related Infrastructure	Project Manager: Jim Mitchell
Reporting Period #001/Status Date January 25, 2016	Project Manager Phone: 503-914-6025
Project Description: The new polar bear habitat is needed to increase access to natural substrate; increase the efficiency of the water-filtration system; reduce temperatures; chill the pool water; and increase both land and pool space. Construct modern natural holding areas with better lighting and ventilation, allowing better care for the animals. Space requirements, water quality, and housing conditions will meet or exceed the Manitoba Protocols established for zoo polar bears. New utilities will complete the system upgrade installed with previous bond-funded projects. Guest services will be enhanced at the new central plaza.	

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	
ESTIMATED	CONTRACT	ESTIMATED	CONTRACT
05/2016*	TBD	03/2019	TBD

Project Budget and Expenditures

ORIGINAL BASELINE	REVISED BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$20,107,853		\$30,753	\$20,107,853	\$0

*Estimated contract start date with design consultant.

Critical Issues:

Budget Caution:

The bond team has completed an analysis of project escalation costs, including construction escalation, which has increased 18 percent from the Polar Bear Habitat project's initial estimate completed in March 2011. The initial estimate included a 6 percent construction escalation cost.

The team has determined the total project escalation amount to be \$3.6 million, which includes increases in costs related to construction, design consultants, bond labor, permit costs and contingency on the added costs. The bond program has approximately \$4.8 million in program contingency related to the bond sale premium and additional projects to complete, Primate and Rhino habitats, after the Polar Bear Habitat. Due to the limited funds available, the bond staff proposes to increase the Polar Bear Habitat budget by \$2.6 million, manage the design process to keep within the budget amount, and maintain a bond program contingency amount of approximately \$2.2 million.

The bond team is scheduled to present to the Metro Council on February 4, 2016, a plan to increase the Polar Bear Habitat budget, seeking approval to transfer \$2.6 million of bond program contingency to the Polar Bear Habitat project.

Summary Status

Milestones/deliverables/information items for this reporting period:

- The Zoo Bond Steering Group and the Zoo Bond Oversight Committee both agreed with the recommendation to increase the project budget with \$2.6 million from the Bond Program contingency.

Planned milestones/deliverables/information for the next reporting period:

- Present the recommendation to increase the project budget to Metro Council on February 4, 2016.
- Publish RFP for Design Consultant, currently scheduled for February 9, 2016.
- Publish RFP for Construction Manager/General Contractor, currently scheduled for February 23, 2016.

- Construction progress:
 - Construction is estimated to start in October 2017.



Oregon Zoo Bond Project Status Report Interpretive Experience

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda item E-4

Project Title: Interpretive Experience	Project Manager: Brent Shelby
Reporting Period #49/Status Date: January 22, 2016	Project Manager Phone: 503-525-4240
Project Description: Interpretive elements are the printed, graphical and electronic activities, experiences and signage in and around exhibits that provide mission-based communication to connect guests with the zoo's animals, mission and values. In addition to explaining information at exhibits, the interpretive experience will address campus orientation and navigation, branding, amenities, and the holistic guest experience.	

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	
ESTIMATED	CONTRACT	ESTIMATED	CONTRACT
2/27/12	3/12/12	12/31/16	12/31/15

Project Budget and Expenditures

ORIGINAL BASELINE	REVISED BASELINE	COSTS TO DATE	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$3,876,412	\$2,489,647*	\$1,863,859**	\$2,489,647	\$0

*Interpretive budgets were historically allocated and included with each major project budget. The program originally determined it would be best to track and manage Interpretives as a stand-alone project. The budgets were modified for this change. As of January 2014, Interpretive budgets were reallocated back to the remaining projects (Education Center, Polar Bears and Primate/Rhino).

** Project costs to date include production of condor interpretive videos paid for by a \$25,000 grant from US Fish and Wildlife Service.

Critical Issues

No critical issues to report for this period.

Summary Status

Milestones/deliverables/information for this reporting period:

- The zoo team and Ramsay Signs launched the first phase of the campus wayfinding project. Fabrication on the bulk of the campus wayfinding signs will begin soon once submittals and final art files are approved. Roll-out of the new system will coincide with one of the roughly quarterly visitor map releases. Installation is scheduled for early Summer 2016.

Planned milestones/deliverables/information for the next reporting period:

- Campus wayfinding system fabrication.



Oregon Zoo Bond Project Status Report Percent-for-Art

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda item E-5

Project Title: Percent-for-Art	Project Manager: Brent Shelby
Reporting Period #48/Status Date: January 22, 2016	Project Manager Phone: 503-525-4240
Project Description: Metro Council Resolution 11-4282 approved the recommendation to use the Percent-for-Art funds for zoo bond program programmatically rather than on a project-by-project basis. This enables a more strategic approach to the selection and installation of public art at the zoo and leverages the monies to greater effect for the public and the campus.	

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.

Project Schedule*

START DATE		COMPLETION DATE	
BASELINE	REVISED	BASELINE	REVISED
n/a	n/a	n/a	n/a

Project Budget and Expenditures

BUDGET BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$843,154**	\$407,369	\$842,467	\$687

*This is an ongoing initiative, throughout the duration of the bond program, and does not have a definitive start and end date.

** Budget baseline includes \$20,000 from Oregon Cultural Trust grant and \$30,000 donated by Oregon Zoo Foundation to help fund Willard Martin Mosaic restoration and reinstallation efforts.

Critical Issues

None at this time.

Summary Status

Milestones/deliverables/information for this reporting period:

- Artist Rob Ley is refining design details, working with engineers and coordinating with architects for his Education Center art commission.

Planned milestones/deliverables for the next reporting period:

- Second percent-for-art commission (at Education Center) – design phase coordination.



Oregon Zoo Bond Project Status Report Remote Elephant Center

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 10, 2016

Agenda item E-6

Project Title: Remote Elephant Center – Phase II	Project Manager: Heidi Rahn
Reporting Period/Status Date: January 11, 2015	Project Manager Phone: 503-220-5709
Project Description: Metro Council Resolution No. 11-4230 authorized the COO to enter into options to purchase real property for the purpose of providing a Remote Elephant Center under the 2008 Oregon Zoo Bond Measure. Staff was also authorized to continue financial feasibility planning. A feasibility report is scheduled to be delivered to the Metro Council for direction in 2015.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	TBD		
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
10/19/2009		TBD	

Project Budget and Expenditures

BUDGET BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$7.2 million*	\$117,864**	TBD	\$

*The Metro Council adopted Bond Implementation Plan allocates \$7.2 million for the potential offsite facility 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.

** \$78,192 has been spent from the zoo capital fund for property due diligence; \$39,672 has been spent from the zoo bond fund for feasibility assessment.

Critical Issues for Corrective Action:

- Policy direction from the Metro Council is needed to identify next steps. Project constraints include identification of capital and operating funds.

Summary Status

Milestones/deliverables/information for this reporting period:

- The Remote Elephant Center task force met four times to assess the feasibility of the Oregon Zoo constructing and operating a remote elephant center. The discussions focused on purpose, conservation need, projected operating and capital expenses, zoo finances, revenue sources, input from the broader zoo community, and experiences of other offsite facilities. The Remote Elephant Center Task Force determined that the construction and operation of a Remote Elephant Center is not a feasible undertaking for the Oregon Zoo. The task force shared their recommendation with Metro's COO at their final meeting in November.
- Metro's Chief Operating Officer, Martha Bennett, discussed task force recommendation and rationale with key stakeholders across the zoo, including the elephant curator and elephant care team, the zoo's conservation manager, executive team and bond steering group, the Oregon Zoo Bond Citizens' Oversight Committee, Oregon Zoo Foundation Executive Committee of the Board of Trustees, other staff and volunteers.

Remote Elephant Center - Status Report

- On January 21, Chief Operating Officer Bennett presented her recommendation and Resolution No. 16-4683 to the Metro Council. Approval would effectively terminate the Remote Elephant Center project and allow Metro and the Oregon Zoo, with the support of the Oregon Zoo Bond Citizens' Oversight Committee and Oregon Zoo Foundation Board of Trustees, and affected program staff to determine appropriate next steps for the remaining \$7.1 million in funds (\$5.8 million in bond funds and \$1.3 million in OZF funds) allocated to the project.
- Support for the recommendation not to proceed with a remote elephant center came from the Interim Director of the Oregon Zoo, chair of the Zoo Bond Citizens' Oversight Committee, member of the REC Task Force, and members of the OZF Board. One public comment opposing the recommendation was provided by a representative of Free the Oregon Zoo Elephants.

Planned milestones/deliverables/information for the next reporting period:

- Metro Council votes on Resolution No. 16-4683 on February 18, 2016.



Oregon Zoo Bond Program
 Project Status and Financial Information at a Glance
 Expenditures through December 30, 2015

Oregon Zoo Bond
 Citizens' Oversight
 Committee Meeting
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Program Budgets and Expenditures - note 1; note 2						Project Budgets	Project Expenditures	Project Forecast Total Expenditures
Construction Projects	Pre-Schematic Design	Design Development	Construction Docs	Contracting	Construction			
Veterinary Medical Center	Complete	Complete	Complete	Complete	Complete	\$ 9,464,299	\$ 8,840,329	\$ 8,840,329
Penguin Life Support System	Complete	Complete	Complete	Complete	Complete	\$ 1,800,000	\$ 1,762,250	\$ 1,762,250
Water Main Building	Complete	Complete	Complete	Complete	Complete	\$ 267,459	\$ 242,495	\$ 242,495
Elephant Lands	% Complete	Complete	Complete	Complete	99%	\$ 57,561,443	\$ 57,127,616	\$ 57,561,443
Condors of the Columbia	% Complete	Complete	Complete	Complete	Complete	\$ 2,628,592	\$ 2,215,609	\$ 2,215,609
Education Center	% Complete	Complete	Complete	99%	20%	\$ 16,386,635	\$ 3,318,847	\$ 16,386,635 see note 8
Polar Bear Habitat	% Complete	Complete				\$ 20,107,853	\$ 30,753	\$ 20,107,853
Primate/Rhino Habitats	% Complete	Complete				\$ 14,240,221	\$ 1,909	\$ 14,240,221
Remote Elephant Center	% Complete					\$ 7,200,000	\$ 117,864	\$ 7,200,000 see note 3 see note 4
Interpretives	Condors Interp.	Elephants Interp.	Education Ctr Interp.	Polar Bears Interp.	Primate/Rhino Interp.			
Program Interpretive Experience	Complete	Complete	50%			\$ 2,489,647	\$ 1,863,859	\$ 2,489,647
% Complete								
Percent-for-Art	VMC Art	Art Program Planning	East Plaza Art	West Plaza Art	Central Plaza Art			
One-Percent-for-Art Requirement	Complete	Complete	Complete	25%		\$ 843,154	\$ 407,369	\$ 842,467
% Complete								
Planning Projects	Proposals Submitted	Contract Award	Interim Reports	Final Deliverables	Close-out			
Comprehensive Capital Master Plan	Complete	Complete	Complete	Complete	Complete	\$ 1,850,000	\$ 1,691,504	\$ 1,691,504
Stormwater/ Wastewater Analysis	Complete	Complete	Complete	Complete	Complete	\$ 160,000	\$ 159,979	\$ 159,979
Stormwater Minor Projects & Campus Surv	Complete	Complete	Complete	Complete	Complete	\$ 386,797	\$ 386,797	\$ 386,797
Land Use Processes	Project Scope and Baselines	Technical Studies and Application	Public meetings	Submit CU MS to City for Approval	Land Use Approval Process			
Land Use – New CUMS	Complete	Complete	Complete	Complete	Complete	\$ 796,785	\$ 816,777	\$ 816,777
Land Use – Amended CUMS	Complete	Complete	Complete	Complete	Complete	\$ 110,429	\$ 142,617	\$ 142,617
Program Administration								
Program Administration, Metro Central Support & Bond Issuance						\$ 3,912,881	\$ 3,634,238	\$ 4,950,361
Totals						\$ 140,206,195	\$ 82,760,811	\$ 140,036,983

Program Resources	Expected Amount	Issued or Received	Unallocated Amt. Held for Contingency
General Obligation Bonds	\$ 125,000,000	\$ 85,000,000	\$ -
May 2012 Bond Issuance Unanticipated Premium	\$ 10,705,459	\$ 10,705,459	\$ 4,830,459
Oregon Zoo Foundation - Note 5	\$ 5,848,000	\$ 5,330,000	\$ -
Interest Earnings - Note 6	\$ 1,500,000	\$ 911,262	\$ -
Grants, donations, rebates and partner investments - Note 7	\$ 1,159,087	\$ 274,066	\$ -
Resource Totals	\$ 144,212,546	\$ 102,220,786	\$ 4,830,459

Note 1 - Projects not loaded for program administration, Metro service charges or other allocated costs.
Note 2 - As of May 2014, budgets and expenditures include nonbond funds (Oregon Zoo Foundation, grants, donations, rebates, etc.)
Note 3 - The Metro Council-adopted Bond Implementation Plan allocates \$7.2 million for the offsite facilities capital improvements, which includes Oregon Zoo Foundation funds to support property due diligence. 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.
Note 4 - Includes \$78,192 of zoo Capital Fund (nonbond) costs.
Note 5 - The OZF pledge includes \$3.2 million for Elephant Lands, \$130,000 for Elephant Lands ID application, \$488,000 for the Education Center capital improvements and interpretives, \$30,000 for the Willard Martin mosaic restoration, and the remainder unrestricted for the zoo bond program.
Note 6 - Interest earnings adjusted Dec. 2014 based on actual expenditures to date and projections moving forward.
Note 7 - Includes Energy Trust of Oregon incentives, City of Portland ecoroof grant, donation for Primates, USFWS grant for Condor interpretive video, Oregon Cultural Trust grant for Willard Martin mosaic, City of Portland South Entry Storm Pipe design and construction, Metro Parks and Nature funds for Ed. Ctr. Interpretives, and Metro Resource Conservation and Recycling funds for Ed. Ctr. Backyard Habitat.
Note 8 - In Dec. 2015, \$975,000 of unallocated bond contingency was added to the Ed. Ctr. budget as authorized by the Metro Council in light of construction bids exceeding available construction budget. Zoo operations funding for the Ed. Ctr. café expansion was also added.



ACTIVE PROJECTS SCHEDULE
Oregon Zoo Bond Program
 As of Jan. 14, 2016

Oregon Zoo Bond Citizens'
 Oversight Committee Meeting
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ID	Task Name	Start	Finish	2016				2017				2018				
				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	2/14/11	5/2/19													
1	Elephant Lands	2/14/11	2/19/16	[Red bar]												
2	Land Use Amend. Elephant/Condor--Completed	2/14/11	3/2/12													
3	Elephant Habitat and Related Projects	12/16/11	2/19/16	[Red bar]												
4	Design	12/16/11	7/8/13													
5	Wildlife Live	4/4/13	6/21/13													
6	Access Road Construction	4/8/13	1/19/15													
7	Train Trestle/Re-grade	11/18/13	11/14/14													
8	Elephant Habitat Construction	9/13/13	12/7/15													
9	Post-Construction	10/19/15	2/19/16													
10	Interpretive Experience	3/19/12	6/30/16	[Pink bar]												
11	Interpretive Roadmap	3/19/12	9/30/12													
12	New Elephant Habitat Interpretive Design	6/25/12	9/18/14													
13	New Elephant Habitat Production and Installation	9/19/14	11/13/15													
14	Condor Habitat Interpretive Design	6/14/12	6/28/13													
15	Condor Habitat Production and Installation	12/23/13	3/7/14													
16	Wayfinding Design	3/17/14	9/4/15													
17	Wayfinding Solicitation and Execution	9/7/15	6/30/16													
18	Education Center	3/21/13	1/23/17	[Green bar]												
19	Early Demolition	3/21/13	6/12/13													
20	RFP Design	1/21/14	4/18/14													
21	Design	4/21/14	9/11/15													
22	Construction	9/14/15	11/21/16													
23	Post Construction	11/22/16	1/23/17													
24	Polar Bear Habitat	2/9/16	5/2/19													
25	RFP Design	2/9/16	5/23/16													
26	Design	5/24/16	10/13/17													
27	Construction	10/16/17	3/14/19													
28	Post Construction	3/15/19	5/2/19													

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



ALL PROJECTS SCHEDULE
Oregon Zoo Bond Program
 As of Jan. 14, 2016

Oregon Zoo Bond Citizens'
 Oversight Committee Meeting
 Feb. 10, 2016
 Agenda item G-2

