



Oregon Zoo Bond Citizens' Oversight Committee

Skyline Room, Oregon Zoo
Wednesday, Feb. 11, 2015
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 11, 2015

Agenda

AGENDA

- | | |
|---|--------------------------|
| A. Welcome / Introductions | Bill Kabeiseman |
| B. Approval of Nov. 12, 2014, Committee meeting minutes | Bill Kabeiseman |
| C. Zoo Update | Teri Dresler |
| D. Animal Welfare Research
(from Oregon Zoo Conservation Research Manager) | Nadja Wielebnowski |
| E. Recruitment of new Committee members for appointment in April 2015 | Heidi Rahn |
| F. Committee Annual Report | Bill Kabeiseman |
| G. Monthly Project Status Reports | Heidi Rahn, Jim Mitchell |
| 1. Elephant Lands | |
| 2. Education Center | |
| 3. Interpretive Experience Design Services | |
| 4. Percent-for-Art | |
| 5. Remote Elephant Center | |
| H. Program Status and Financial Information at a Glance | Heidi Rahn |
| I. Program Schedules | Heidi Rahn |
| 1. Active Projects Schedule | |
| 2. All Projects Schedule | |
| J. Open Discussion/Questions | Bill Kabeiseman |

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

May 13, 2015 Kalahari Room, Oregon Zoo
Sept. 9, 2015 Skyline Room, Oregon Zoo
Nov. 4, 2015 Skyline Room, Oregon Zoo



Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Feb. 11, 2015
Agenda item B

Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Kalahari Room
Wednesday, Nov. 12, 2014
3 to 5 p.m.

MINUTES

MEMBERS PRESENT

Bill Kabeiseman (Chair)
Noah Bishop
Deborah Herron
Deidra Kryz-Rusoff
Mickey Lee
Carter MacNichol
Daniel Morris
Ruth Shelly
Bob Tackett

AFFILIATION

Garvey Schubert Barer
Bishop Bankruptcy Law, LLC
Walmart
Ferguson Wellman Capital Management
MPower Oregon
Shiels Oblatz Johnsen, Inc.
Our Oregon
Portland Children's Museum
Northwest Oregon Labor Council

MEMBERS ABSENT

Tony Butchart
Sharon Harmon
Mike Schofield
Penny Serrurier
Tom Turnbull

AFFILIATION

Hummingbird Homes
Oregon Humane Society
Gresham-Barlow School District
Stoel Rives LLP
OpenSesame Inc.

GUESTS

Courtney Scott
Barbara Spears
Gary Thompson
Peggy Thompson

AFFILIATION

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

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; Metro Visitor Venues General
Manager
Oregon Zoo 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
Education Curator

A. Welcome / Introduction

Bill Kabeiseman, new chair of the Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee"), opened the meeting at 3:05 p.m. and members and staff introduced themselves.

B. Committee Chair Transition

Heidi Rahn, bond program director, introduced Bill Kabeiseman as the new chair of the Committee. He was appointed as chair by the Metro Council on Oct. 30, 2014 (Res. 14-4577). Mr. Kabeiseman previously served two and a half years on the Oregon Zoo Bond Advisory Group, and was appointed to the Oversight Committee in December 2011. He brings a deep understanding of the bond program, and looks forward to serving as chair. Having him serve as chair now provides for a smooth leadership transition, with the former chair still attending and providing counsel.

Deidra Krys-Rusoff retired as chair after serving for three years (2012-2014). She has been a member since the Committee started in 2010, and has agreed to serve through March to assist with the Committee's annual report. Several people spoke and recognized her diligence, financial expertise, steady hand leadership, zoology degree and passion for the zoo, and ability to navigate the pros and cons of policy issues. Metro Councilor Shirley Craddick thanked Ms. Krys-Rusoff for her service and presented her with a gift of framed zoo photos in recognition of her dedication and leadership as chair. Councilor Craddick explained that the role of the Committee is to give the Council confidence when talking to the public that the bond funds are being used wisely. The Committee has provided excellent guidance to the Council, and she is happy to say the projects are on time and on budget. She has been impressed with the annual reports (Ms. Krys-Rusoff led the Committee in producing three reports), and is proud of the accomplishments of the bond program so far.

Ms. Krys-Rusoff thanked the group and said it has been the most interesting committee on which to serve. Chairing the Committee went smoothly because of all the great people involved – members ask tough questions and the staff provides answers.

C. Approval of Sept. 10, 2014, Oversight Committee meeting minutes

Members approved the minutes of the Sept. 10, 2014, Committee meeting without changes.

D. Committee Annual Report

Chair Kabeiseman reviewed the timeline for preparing the Committee's annual report that is usually presented to the Metro Council in March or April. Members volunteered to serve on two subcommittees that will report on the two required items:

1. Progress of the bond projects – Ruth Shelly, Deborah Herron, Bob Tackett and Deidra Krys-Rusoff.
2. Finances, spending trends, cost projections – Noah Bishop, Daniel Morris, Carter MacNichol, Bill Kabeiseman.

Chair Kabeiseman would like more new members on the subcommittees to get experience. He will contact those who are not attending today. Ms. Krys-Rusoff and Chair Kabeiseman will schedule the initial subcommittee meetings, and then delegate leadership to other members. Usually the subcommittees meet once in December and then work to have a draft ready for the full Committee to review at its February meeting. The final draft is reviewed and approved electronically.

E. Zoo Update

Teri Dresler, interim zoo director, gave an update on zoo activities. The zoo trains are back after being refurbished offsite (nonbond expenditures), and the new tracks will be ready for them on Friday, Nov. 14. ZooLights opens to the public Nov. 28 and runs through Jan. 4, 2015. Along with summer concerts, it is one of two huge events for the zoo that runs more than a month.

Metro is starting the search for a firm to run the zoo director recruitment, and is working with people who have contacts and experience in zoos and natural resources. Metro hopes to have a firm selected by the end of 2014, and the recruitment is expected to take six to eight months after that.

The zoo asked the Association of Zoos and Aquariums to conduct a peer review, in preparation for the zoo's accreditation review in 2015. The zoo was looking for an overall look at zoo operations, relations with metro and animal care. They issued a report in early September, which staff will send to Committee members. The report was favorable and recognized the zoo's top-notch animal care, community involvement and valuable OZF role. It also identified a few shortcomings: some "disconnect" with or confusion about the role of Metro. The zoo will work to build better communication between the elected officials and the zoo staff. The report also identified some staffing levels as being low given the size of the zoo's animal collection and operation. The zoo has grown from a small local zoo to a larger, more complex, globally recognized operation, shows some growing pains and now has to catch up with that growth. As a result of the recommendations, the zoo has hired a new hospital manager to better staff the new Veterinary Medical Center (bond project); additional staffing was needed regardless of the facility upgrade.

Ms. Dresler is working now on a plan for the zoo for the next five years starting July 1, 2015. It will include a set of proposals that address training needs for staff, identify gaps in organizational structure, review business processes and systems, look at how the zoo works within itself and within Metro, and assess operational demands. The zoo has amazing staff, but like any business that grows, it needs to look at taking care of its physical assets, delivery of programs at a high level, and providing the fine venue experience the public expects. The bond projects are a wonderful gift, and the zoo wants to be prepared to take care of those new fine assets. It is an exciting opportunity for the zoo. Ms. Dresler will bring in some external resources to help with that organizational analysis.

Councilor Craddick spoke of the Council's support of the zoo and how proud it is to have the zoo in its portfolio. Councilors are making more of an effort to have a presence at the zoo.

F. Monthly Project Updates

1. Education Center

On Oct. 28, 2014, Heidi Rahn and Grant Spickelmier, Oregon Zoo education curator and Education Center project sponsor, gave a presentation about the new Education Center to the Metro Council at its work session held at the zoo. They used a PowerPoint presentation, a copy of which is included with the record. The project has finished schematic design, which is a big milestone, and construction will start in one year, when Elephant Lands construction finishes. Access to conservation education was one of the main goals of the bond measure, along with conserving energy and water and improving animal welfare.

Visitors will see the new center's eco roof as they approach from the street. It is planned to have rainwater capture and reuse, a bioswale for stormwater management, solar power and a goal to

have a 15 percent minority-owned/women-owned and emerging small business utilization rate. Fortis, the construction management general contractor on the project, proposed a plan to have a 21 percent MWESB utilization rate.

The education center project will include the west hub and second of the one percent for art commissioned artworks. Ruth Shelly is representing the Committee on the zoo's Public Art Advisory Committee. Working with the Regional Arts and Culture Council, the zoo received 232 artist proposals. The four finalists are interviewing at the zoo on Friday, Nov. 14.

The zoo also sought input on the Education Center plans through a public Opt-In electronic survey, with 3,600 responses looking at how people connect with nature. Results showed that people want to know where to go to experience nature, and want to feel safer when doing so.

Last month, the zoo had the pre-schematic designs on display in the zoo for two weeks, staffed by zoo volunteers conducting intercept surveys. A workshop with 40 teachers from across the region provided further feedback (including a request for a place to store student lunches).

"Small things matter" is the interpretive vision for the project. The project will encompass small wildlife – the insect zoo and turtle conservation lab – and small people—children who will carry on the conservation message to the next generation. It also applies to the small actions we take for conservation. The supporting messages include:

- Nature is closer than you think.
- My actions are my legacy.
- We accomplish more when we work together.

Mr. Spickelmier reviewed the schematic drawing of the education center, including the 9 classrooms, youth area, and the large, central Nature Exploration Station, to be known as the NEST. A new pick-up and drop-off area will better accommodate school groups, camps and traffic. Using four hypothetical visitors, Mr. Spickelmier showed how the new center will attract and serve different kinds of zoo visitors, providing a connection, inspiration and opportunity. The zoo is exploring community partnerships for using the Education Center, and those partnerships can also be used to leverage the bond funds.

The NEST will be open during zoo hours to visitors. The Education Center flexible learning and event space will primarily be used for classes and conservation education programming.

The West Hub, which is part of the Education Center project, will include a plaza, train ticket sales and part of the infrastructure connecting it to the Central and East Plazas. The zoo's Comprehensive Capital Master Plan called for each of the three planned plazas ("hubs") to be budgeted with a project (Elephant Lands, Education Center and Polar Bears), along with the infrastructure in between each. The Committee asked about how the current Education Center budget compares to the project cost estimates identified during the bond campaign, and staff agreed to provide those figures.

The Education Center with its larger physical space will require more staff to operate and maintain it. Some components, such as the insect zoo and turtle lab, are already existing, but other areas, such as the NEST, will be new. Mr. Spickelmier is working on an operational plan that will include staffing. Community partners see the need for more staff, and are willing to talk

about assisting in programming the space. The new community partners also create an opportunity for the Oregon Zoo Foundation to reach out to a new donor group. The operational plan will consider new anticipated revenues generated by the Education Center. The zoo is committed to doing the operational plan in advance, so it will be ready when the building is complete.

2. Elephant Lands

Jim Mitchell used a PowerPoint (included with the record) to talk about the progress on the Elephant Lands project. The construction site has 100-120 workers on site daily, the exterior concrete walls of Forest Hall are up, and the enrichment tree inside is being built. The 160,000-gallon massive outdoor pool will be big enough to hold the whole herd at once. The water will be reused and kept clean since it can be filtered at a rate of up to 160,000 gallons per hour. The pool construction includes multiple layers of waterproofing, including Xypex additive in the concrete, the same as used in dam construction. The pool piping and floor are complete, and the walls are partially done.

As part of the project, the zoo relocated, restored, reinstalled and rededicated two totem poles. The 50-foot Lelooska "Centennial" totem pole was installed near the zoo entrance and the 15-foot Losey "Survival" totem pole now stands between bears and cougars in the Great Northwest area of the zoo. The Lelooska family had three generations that worked on painting the pole, and Ray Losey restored the pole he and his father had originally carved as a gift to Greenpeace in the 1970s. On October 17, 2014, the artists and 100 people attended a public art rededication ceremony at the zoo honoring cultural survival. The pole relocations were paid by bond funds from the Elephant Lands budget, and the restoration was paid by nonbond zoo and grant funds [not Percent-for-Art budget, as cited in the meeting].

The new train loop trestle will be completed by Friday, Nov. 14, and a time lapse video showed it going up. The new train route will provide views of the elephants.

The Elephant Lands interpretives will include life-size figures of four of the zoo elephants on panels that will allow visitors to walk right up next to the figures and see how big they are. Some artifacts from the former Elephant Museum will also be installed.

Jim Mitchell showed five aerial photos (included with the record) of the zoo and the Elephant Lands project taken just a few days prior, and pointed out the construction progress. The project is on budget and on schedule, and Jim Mitchell has done an excellent job managing the construction. The elephants will move into Forest Hall in April 2015, and visitors will have access in October 2015. Throughout the project, the zoo has maintained the same amount of habitat space or greater for the elephants than they had before construction began, and has built around that in stages. Although Forest Hall is 32,000 square feet and the tallest walls are more than 40 feet high, it is currently not visible from the rest of the zoo grounds, and has not impaired the visitors' views of the zoo.

3. Interpretive Experience Design Services

Education Center and Elephant Lands, as already presented.

4. Percent-for-Art – No discussion.

5. Remote Elephant Center

Heidi Rahn reported on the Remote Elephant Center project. The zoo is having a water management assessment done on the Roslyn Lake site to inform the feasibility of using the site for elephants. Metro is working on extending the option to purchase the property another year through December 2015, as it continues to conduct its due diligence. Due diligence will be paid with nonbond funds provided by OZF. Metro is also working to resolve the operational issue of a lack of funding for operating a Remote Elephant Center. Although there is no official deadline, the goal is to define that in the next year and get direction from the Metro Council in 2015.

The other portion of the former Roslyn Lake site was purchased by Powerhouse Re Gen LLC and Bull Run Schoolhouse LLC, nonprofits that plan to have Trackers Earth youth camps on the site, with up to 800 people at a time. They are planning to utilize the infrastructure remaining from the former Roslyn Lake Park, and are focused on preserving the site history with the schoolhouse, powerhouse and park cabins. That operation – independent of the REC – has not been approved yet, but indications are that the Clackamas County Commission will approve it. The Clackamas County Planning Commission said that area transportation improvements are not needed for that operation.

Guests at the meeting with Free the Oregon Zoo Elephants provided a letter to the Committee dated November 12, 2014, regarding media coverage discussed at the previous Committee meeting. Chair Kabeiseman requested that zoo staff review the content and report back to the Committee at the next meeting.

G. Program Status and Financial Information at a Glance – No discussion.

H. Bond Program Administrative Costs

Caleb Ford, Oregon Zoo finance manager, provided an update to the Committee regarding zoo bond administrative overhead costs (a copy of a memo from him and Heidi Rahn to the Committee dated Nov. 11, 2014, is included with the record). He estimates administrative costs to be \$4.95 million for the 12-year life of the program – less than 4 percent of the program budget. These are forecasts made with the best assumptions available at the time, and will be updated annually as part of the Metro budget process.

The central services transfer costs from Metro make up the bulk of the administrative costs, and are estimated to be \$3.67 million over the course of the program. They include services for: human resources, procurement, legal, risk management, accounting, financial planning, information technology, records information management, governance, Metro Auditor and sustainability. Since Metro receives federal funds, the cost allocation methodology is reviewed by the Oregon Department of Transportation and is deemed a fair and equitable plan.

This forecast is an increase from the previous forecast that just used an inflationary factor. The new method uses actual costs of the program from the previous two years, and is based on an anticipated ramp-up and taper down of the program. The bond's share goes up when bond spending is up. Each portion of the central service cost allocation (human resources, procurement, legal, etc.) is figured separately based on use. For example, the Human Resources costs are linked to actual personnel costs of the program, and procurement costs are tied to the bond contracts. No overhead was charged to the program the first two years, and two years after the program ends, the previous central service liability will be charged to the program.

Carter MacNichol said that administrative costs are a sensitive issue for voters. He feels that the procurement cost to do a CMGC contract for \$4 million is the same as doing one for \$18 million. This is a *capital* program, not an *operating* program. Staff noted that the bond program makes extensive use of Metro Procurement services.

The \$4.95 million estimate is an increase from the \$3.9 million originally estimated. The extra money comes from savings from previous projects. Mr. Ford said he thinks actual costs will be lower than his estimate because the natural areas operating levy had not passed when he prepared his estimate. When that program ramps up and other departments spend more, the zoo bond share of the overhead costs will go down.

Committee members expressed concern about whether the methodology is consistent with other municipalities, school districts, and organizations with indirect costs. Mr. Ford previously worked at school districts where administrative costs were generally around 8 percent. Staff agreed to seek and report information on other public organizations' administrative costs for bond projects (including Portland Public Schools, Beaverton School District, Portland Community College and Reynolds School District). Mr. Ford agreed to keep the Committee updated on the cost allocation methodology.

I. Zoo Bond Project Future Operating Costs

Heidi Rahn used a PowerPoint (included with the record) to show a spreadsheet template for showing anticipated relative increases and decreases in zoo operating costs of the various bond projects. The Committee liked the format, and suggested adding a column for Metro central services costs and one for revenue, and adding a row for the Remote Elephant Center operational costs. Ms. Rahn will continue working on the spreadsheet and bring it back to the Committee.

Some members expressed concern that the agency would not have funds to run the newly built facilities. They would like to get commitment from the Metro Council that Metro will fund appropriately to run the new bond-funded facilities, and that the zoo will have operational plans done in advance of projects opening.

Teri Dresler again stated that the zoo just hired a new veterinary hospital manager to run the Veterinary Medical Center, although that position would have been needed regardless of a new facility. The zoo did not have an operational plan done in advance for the VMC, but will have one going forward for other projects.

The operating costs spreadsheet can be updated with actual operations costs once data is available, but sometimes figures are difficult to track or determine (e.g., the zoo only has a single garbage bill that is not broken out by area or project). Ruth Shelley cautioned that it is incumbent on the Committee to look at what data is worth tracking and not waste time on having staff track unneeded data. Deidra Krys-Rusoff said the Committee is responsible to look at capital (not operational) costs, but it also wants to make sure the facilities can open and be operational. Carter MacNichol said the bond campaign sold voters on the idea that the bond program was to result in operating costs savings. Scott Robinson reminded members that the bond measure was also about sustainability and animal welfare.

J. Program Schedules – No discussion.

K. Open Discussion/Questions – No discussion.

L. Other

Next year the Bond Program will be half way done, and it will be a good time to issue a mid-program report on the accomplishments thus far. Heidi Rahn would like the assistance of the Committee to craft that story, and help staff consider the questions to be addressed in such a report.

Chair Kabeiseman reminded members to RSVP to Linnea Nelson by Nov. 21 for a Dec. 6 construction tour and ZooLights visit.

M. Adjournment

Chair Kabeiseman adjourned the meeting at 5:20 p.m.

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

Feb. 11, 2015	Skyline Room, Oregon Zoo
May 13, 2015	Kalahari Room, Oregon Zoo
Sept. 9, 2015	Skyline Room, Oregon Zoo
Nov. 4, 2015	Skyline Room, Oregon Zoo



Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 11, 2015

Agenda item G

Oregon Zoo Bond Citizens' Oversight Committee meeting

Feb. 11, 2015

Agenda Item G. Monthly Project Status Reports

1. Elephant Lands
2. Education Center
3. Interpretive Experience Design
Services
4. Percent-for-Art
5. Remote Elephant Center



Oregon Zoo Bond Project Status Report Elephant Lands

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Feb. 11, 2015
Agenda item G-1

Project Title: Elephant Lands and Related Infrastructure	Project Manager: Jim Mitchell
Reporting Period #044/Status Date: Jan. 21, 2014	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	10/19/15

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*	\$42,094,280	\$57,431,819**	\$129,624

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

** Forecasted expenditures have been adjusted to reflect actual labor to date and projected labor to complete.

Critical Issues

None at this time.

Summary Status

Milestones/deliverables/information items for this reporting period:

- The project is 73 percent complete and is on schedule and budget.
- Construction progress:
 - The Elephant Welfare Center (EWC) mechanical, electrical systems, elephant doors and interior framing are in progress.
 - The Forest Hall roof structure is complete.
 - Ravine habitat shotcrete walls are in progress.
 - The North Habitat is approximately 80 percent complete and scheduled to be available to elephants in April.
 - Elephant Plaza, formerly East Hub, is scheduled to be complete for visitors and staff the middle of April.
 - The Cross Laminated Timber, CLT, roof structure event was well attended by construction industry professionals and at least five media outlets. Lewis set up the site and performed the installation flawlessly.
 - The zoo had the first commercial installation in Oregon of this sustainable product.

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

- Forest Hall and the EWC are scheduled to be complete in late April 2015. At that time, the elephants will have access to the new buildings and the North Habitat. The elephants will access the North Habitat via the chute along the new service road. The Encounter Habitat will be closed to continue site construction through the center of the project. The old buildings will be deconstructed once elephants successfully transfer to the new buildings. A site plan is attached showing pertinent dates for the transition from the existing elephant building to the new elephant building and north habitat.
- Construction is moving forward on schedule with no major challenges to address. This report will continue to update progress and identify milestones.

Elephants have access
April 2015

Visitor viewing open
April 2015

Visitor access to
viewing April 2015

Elephant Plaza open
to visitors and staff
April 2015

Elephant access to north
habitat from Forest Hall
walking in chute along road
April 2015

Elephants have
access, no visitor
viewing
April 2015 to Oct
2015

Elephants have access
no visitor viewing
April 2015 to Oct 2015.

Elephants have access
no visitor viewing
April 2015 to Oct 2015.

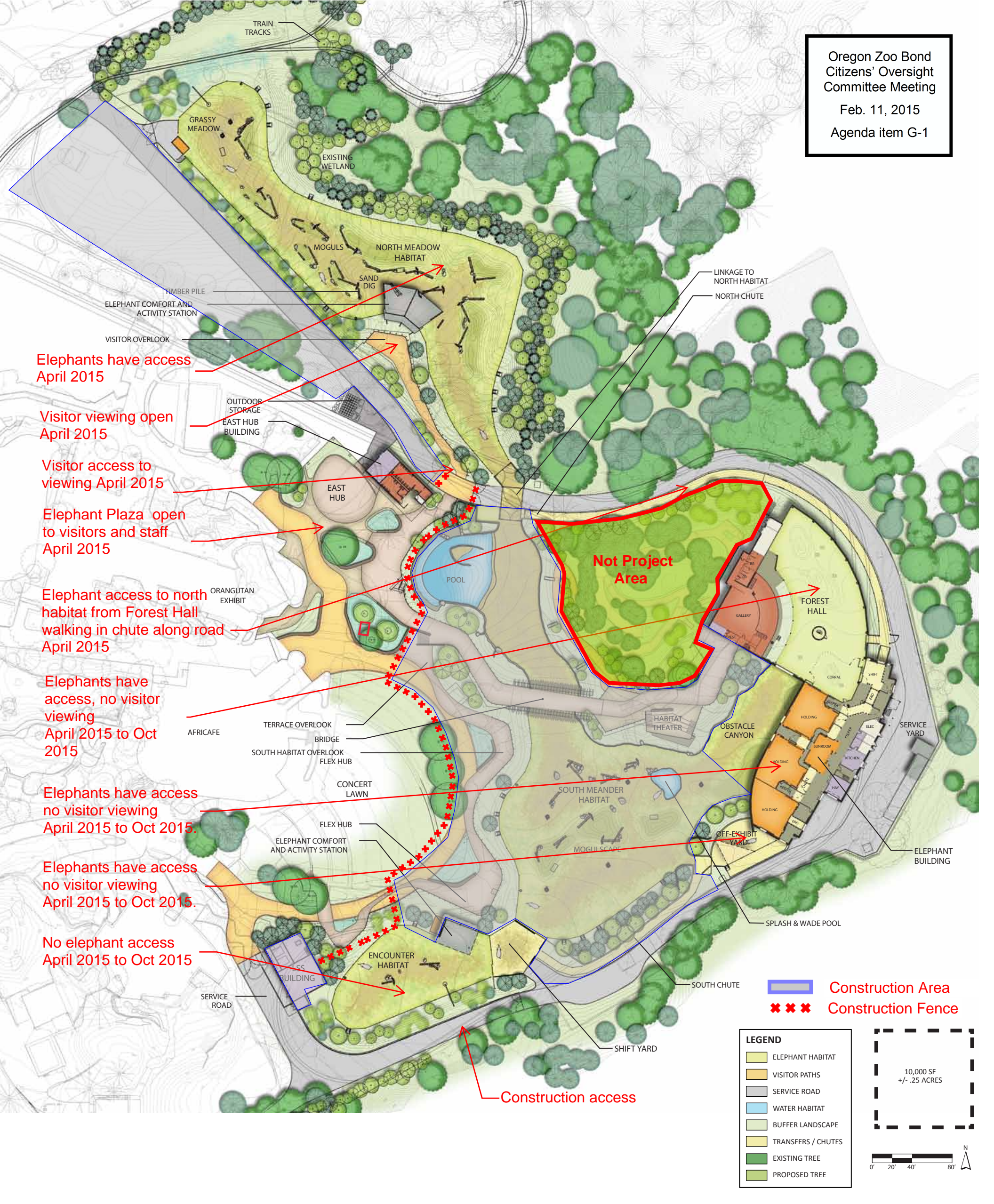
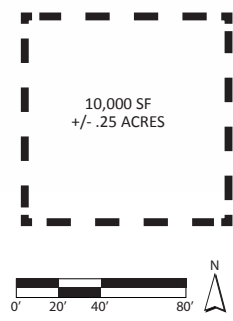
No elephant access
April 2015 to Oct 2015

Construction access

Not Project
Area

Construction Area
Construction Fence

LEGEND	
	ELEPHANT HABITAT
	VISITOR PATHS
	SERVICE ROAD
	WATER HABITAT
	BUFFER LANDSCAPE
	TRANSFERS / CHUTES
	EXISTING TREE
	PROPOSED TREE





Oregon Zoo Bond Project Status Report Education Center

Oregon Zoo Bond
Citizens' Oversight
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Agenda item G-2

Project Title: Zoo Education Center	Project Manager: Brent Shelby
Reporting Period #016/Status Date: January 26, 2015	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, way-finding/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	\$14,732,108*	\$1,103,375	\$14,732,108	\$0

* The Education Center budget was updated in January 2015 with a net additional \$344,060 for a scope transfer for spine infrastructure reductions, additional funding for south entry storm pipe design (co-funded with City of Portland) and funding from Oregon Zoo Foundation for Education Center capital enhancements and interpretive components.

Critical Issues

None at this time.

Summary Status

Milestones/deliverables/information for this reporting period:

- The design consultant team is meeting with zoo staff in small specific work sessions to refine design of the Education Center while the CM/GC updates the construction cost estimate to reconcile scope with budget. The design development phase of work is expected to conclude in mid to late-February. As the consultants and staff meet, the project sponsor and project management team have been pursuing options to leverage additional funding to enhance the project—see below.
- The project team has been trying to achieve net-zero energy operations for at least one of the project's two buildings to enhance the center's goal of showcasing sustainable practices (creating "a building that teaches"). To achieve this goal within budget, the pursuit of non-bond funding has included:
 - Energy Trust of Oregon incentives for renewable energy analysis, design and capital costs.
 - A memo to the Oregon Department of Energy Technical Committee, re: reallocating 1.5 percent-for-solar requirement for public capital construction from other bond projects to this project.
 - Applying for a PGE renewable power program development fund grant.

Education Center

- Researching power purchasing agreement options.
- Seeking corporate funding via Oregon Zoo Foundation.
- Zoo staff met with U.S. Fish and Wildlife Service staff, including the state Project Leader, Partners Program Chief, and Urban Program Coordinator to discuss long-term partnership in support of the Education Center. The meeting concluded with verbal commitments to pursue funding for embedding USFWS staff at the center, support funding zoo staff to coordinate programs and funding for capital enhancements for interpretation and species recovery. The next step will be a presentation to USFWS district directors to secure the funding.
- Metro Sustainability Center staff has participated in the project's design process since design began in May 2014. The Education Center project sponsor and project management team have met with Sustainability Center leadership to discuss funding for enhancements of interpretive experience components and outdoor spaces like the Backyard Habitat garden. A memo of understanding has been drafted to lock-in funding support for these capital enhancements, to coincide with Metro's annual fiscal year budget process.

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

- Ongoing design development work.
- Securing partner funding commitments for capital enhancement projects.



Oregon Zoo Bond Project Status Report Interpretive Experience

Oregon Zoo Bond
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Agenda item G-3

Project Title: Interpretive Experience	Project Manager: Brent Shelby
Reporting Period #36/Status Date: January 26, 2015	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*	\$1,035,524**	\$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:

- Consultant team led by the Timmons Group produced the first Elephant Lands phone app prototype for testing and review.
- Elephant Lands interpretive graphic design package nears completion as audiovisual production starts on videos and interactive media. Some structural components have been approved for production.
- Campus wayfinding system design development continues in coordination with zoo staff.

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

- Elephant interpretive experience final graphic design package review.
- Elephant interpretive experience AV and interactive media production.
- Elephant Lands phone app prototype review.
- Campus wayfinding system design development.



Oregon Zoo Bond Project Status Report Percent-for-Art

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 11, 2015

Agenda item G-4

Project Title: Percent-for-Art	Project Manager: Brent Shelby
Reporting Period #36/Status Date: January 26, 2015	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**	\$164,696	\$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 will be coordinating with Education Center architects to determine appropriate sites and artworks for percent-for-art commission to coincide with the Education Center project. His preliminary designs will be reviewed by the Oregon Zoo Public Art Advisory Committee in March.
- A pre-construction coordination meeting with subcontractors, fabricators, special inspectors and general contractor is scheduled for early February for Catherine Widgery, the percent-for-art commission artist for Elephant Lands' artwork. The first structural components for the artwork will be installed at the end of February.
- An art conservator and the Education Center architects have met to discuss restoration and relocation requirements for the salvaged Willard Martin mosaic panels. These panels, from the 1959 original zoo entrance, will be featured as part of the Education Center wall façade.

Planned milestones/deliverables for the next reporting period:

- First percent-for-art commission (at Elephant Lands) – fabrication phase coordination.
- 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. 11, 2015

Agenda item G-5

Project Title: Remote Elephant Center – Phase II	Project Manager: Heidi Rahn
Reporting Period/Status Date: January 30, 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*	\$106,284**	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.

** \$66,612 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: CAUTION.

- Major site constraints on Roslyn Lake include water flow and neighboring site usage.
- Project constraints include identification of capital and operating funds.

Summary Status

Milestones/deliverables/information for this reporting period:

- Steering group approved 2015 work plan and schedule for feasibility determination.

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

- Continue to monitor water flow at Roslyn Lake site.
- Assess operational successes, challenges and needs of The National Elephant Center (in Florida).



Oregon Zoo Bond Program
 Project Status and Financial Information at a Glance
 Expenditures through December 31, 2014

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	73%	\$ 57,561,443	\$ 42,094,280	\$ 57,431,819
Condors of the Columbia	Complete	Complete	Complete	Complete	Complete	\$ 2,628,592	\$ 2,210,130	\$ 2,210,130
Education Center	Complete	50%				\$ 14,732,108	\$ 1,103,375	\$ 14,732,108
Polar Bear Habitat	Complete					\$ 20,107,853	\$ 778	\$ 20,107,853
Primate/Rhino Habitats	Complete					\$ 14,240,221	\$ 1,909	\$ 14,240,221
Remote Elephant Center	Complete					\$ 7,200,000 see note 3	\$ 106,284 see note 4	\$ 7,200,000
Interpretives								
	Condors Interp.	Elephants Interp.	Education Ctr Interp.	Polar Bears Interp.	Primate/Rhino Interp.			
Program Interpretive Experience	Complete	77%	23%			\$ 2,489,647	\$ 1,060,524	\$ 2,489,647
Percent-for-Art	VMC Art	Art Program Planning	East Hub Art	West Hub Art	Central Hub Art			
One-Percent-for-Art Requirement	Complete	Complete	77%			\$ 843,154	\$ 164,696	\$ 842,467
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 Surve	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	\$ 2,898,898	\$ 4,950,361
Totals						\$ 138,551,668	\$ 63,683,622	\$ 138,247,353

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	\$ 5,805,459
Oregon Zoo Foundation - Note 5	\$ 5,848,000	\$ 3,365,000	\$ -
Interest Earnings - Note 6	\$ 1,500,000	\$ 803,446	\$ -
Grants, donations and rebates - Note 7	\$ 438,989	\$ 438,989	\$ -
Resource Totals	\$ 143,492,448	\$ 100,312,894	\$ 5,805,459

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. Using funds provided by the Oregon Zoo Foundation to the program, Metro is assessing a land purchase. 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 \$66,556 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, donation for Primates, USFWS grant for Condor interpretive video, and Oregon Cultural Trust grant for Willard Martin mosaic.



ACTIVE PROJECTS SCHEDULE
Oregon Zoo Bond Program
 As of Jan. 13, 2015

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ID	Task Name	Start	Finish	2015				2016				2017				
				Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	
0	Consolidated Bond Program Schedule	Mon 2/14/11	Fri 6/2/17													
1	Elephant Lands	Mon 2/14/11	Fri 2/19/16													
2	Land Use Amend. Elephant/Condor--Completed	Mon 2/14/11	Fri 3/2/12													
3	Elephant Habitat and Related Projects	Fri 12/16/11	Fri 2/19/16													
4	Design	Fri 12/16/11	Mon 7/8/13													
5	Wildlife Live	Thu 4/4/13	Fri 6/21/13													
6	Access Road Construction	Mon 4/8/13	Mon 1/19/15													
7	Train Trestle/Re-grade	Mon 11/18/13	Fri 11/14/14													
8	Elephant Habitat Construction	Fri 9/13/13	Mon 10/19/15													
9	Post-Construction	Mon 10/19/15	Fri 2/19/16													
10	Interpretive Experience	Mon 3/19/12	Mon 10/19/15													
11	Interpretive Roadmap	Mon 3/19/12	Sun 9/30/12													
12	New Elephant Habitat Interpretive Design	Mon 6/25/12	Thu 9/18/14													
13	New Elephant Habitat Production and Installation	Fri 9/19/14	Mon 10/19/15													
14	Condor Habitat Intepretive Design	Thu 6/14/12	Fri 6/28/13													
15	Condor Habitat Production and Installation	Mon 12/23/13	Fri 3/7/14													
16	Wayfinding Design	Mon 3/17/14	Fri 3/27/15													
17	Education Center	Thu 3/21/13	Fri 6/2/17													
18	Early Demolition	Thu 3/21/13	Wed 6/12/13													
19	RFP Design	Tue 1/21/14	Fri 4/18/14													
20	Design	Mon 4/21/14	Fri 10/16/15													
21	Construction	Mon 10/19/15	Wed 3/1/17													
22	Post Construction	Thu 3/2/17	Fri 6/2/17													

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. 13, 2015

Oregon Zoo Bond Citizens'
 Oversight Committee meeting
 Feb. 11, 2015
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