



Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room
Wednesday, August 10, 2011
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Aug. 10, 2011

Agenda

AGENDA

- | | |
|---|--|
| A. Welcome / Introductions | Sheryl Manning |
| B. Approval of June 8, 2011, Committee meeting minutes | Sheryl Manning |
| C. Land Use Projects Status | Cheryl Twete |
| D. Comprehensive Capital Master Plan Update | Craig Stroud
SRG, CLR and Atelier Dreiseitl |
| E. Bond Measure Program Progress (Projects in Metro Council Bond Authorization Resolution) report focus for this meeting: | |
| Bond Program Management Quarterly Report (FY 11, Q4), including | Craig Stroud |
| • Protecting Animal Health and Safety (Replace 45-year-old animal hospital) | |
| • Upgrading Zoo Facilities to Save Water and Energy
(Update/install energy/water saving measures) | |
| • Saving Water and Improving Water Quality at the Penguin Exhibit
(Install a modern filtration system) | |
| For the complete list of projects from the resolution, please see the list on page 2. | |
| F. Program Status and Financial Information at a Glance | Craig Stroud |
| G. Consolidated Oregon Zoo Bond Program Schedule | Craig Stroud |
| H. Open Discussion/Questions | Sheryl Manning |

At the meeting's conclusion, committee members are invited to tour the Veterinary Medical Center project site. It is expected the tour will occur between 4:30 and 5:00 p.m.

Meeting dates for 2011 –Wednesdays, 3 to 5 p.m., in the Skyline Room at the Oregon Zoo:

Nov. 9, 2011

Oregon Zoo Bond Citizens' Oversight Committee meeting, Aug. 10, 2011

Additional information:

Projects in the Metro Council Bond Authorization Resolution:

1. Protecting Animal Health and Safety (Replace 45-year-old animal hospital)
2. Upgrading Zoo Facilities to Save Water and Energy (Update/install energy/water saving measures)
3. Saving Water and Improving Water Quality at the Penguin Exhibit (Install a modern filtration system)
4. More Humane Condition for Elephants (Provide more indoor and outdoor space)
5. Polar Bears (Replace concrete with pools, more spaces and more humane conditions)
6. Apes and Monkeys (Replace plain and sterile areas with trees, rocks and water)
7. Improving Conservation Education (Add dedicated space for conservation education)
8. Viewing the Threatened Condor (Provide space to fly)
9. More Efficient and Better Habitat for Hippos (Save water with upgrades and improve habitat)



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Wednesday, June 8, 2011
3 to 5 p.m.

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Agenda item B

MINUTES

MEMBERS PRESENT

Sheryl Manning
Jacqueline Bishop
Steve Bloom
David Evans
Ann Gravatt
Benjamin Jackson
Tony Jones
Carter MacNichol
Penny Serrurier
Michael Sestric
Bob Tackett
Carol Welch

AFFILIATION

Oregon Zoo Bond Citizens' Oversight Committee
Citizen Member
Portland Japanese Garden
The ODS Companies
Renewable Northwest Project
REAP, Inc.; Clackamas High School
Metropolitan Contractor Improvement Partnership
Shiels Obletz Johnsen, Inc.
Stoel Rives LLP
Smith Group, Inc.
Northwest Oregon Labor Council
Nike, Inc.

MEMBERS ABSENT

Marcela Alcantar
Greg Gahan
Jim Irvine
Deidra Krys-Rusoff
Kelly Peterson
Ray Phelps

AFFILIATION

Alcantar & Associates
NW Construction Management, Inc.
The Conifer Group, Inc.
Ferguson Wellman Capital Management
Humane Society of the United States
Allied Waste Services

GUESTS

Suzanne Flynn
Kristen Lieber
Scott Lewis
Hussain Mirza
Emily Dawson
Greg Dykstra
Eric Bode
Graham Roy
Billy O'Donovan

Metro Auditor
Metro Auditor's staff
Oppenheim Lewis
SRG Partnership
SRG Partnership
CLR Design
Atelier Dreiseitl
Rider Levett Bucknall
Rider Levett Bucknall

STAFF

Mike Keele, Jim Mitchell, Joel Morton, Linnea Nelson, Joanne Ossanna, Chris Pfefferkorn, Scott Robinson, Marcia Sinclair, Craig Stroud and Cheryl Twete.

A. Welcome / Introduction

Sheryl Manning, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:04 p.m. and welcomed members.

B. Approval of Feb. 16, 2011, Oversight Committee meeting minutes

Members approved the minutes of the Feb. 16, 2011, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting.

C. Follow-up to 2009 Zoo Capital Construction Audit

Metro Auditor Suzanne Flynn explained the follow-up to the 2009 Zoo Capital Construction audit. She and her staff will review the bond program's progress implementing the audit report recommendations. She explained that the follow-up process will take about 200 person hours over two months, and is just beginning. The Committee can let her know if they have any areas of concern. She expects to have a draft by the end of July, and have the final report by the end of August.

D. Comprehensive Capital Master Plan Update

Hussain Mirza and members of the SRG Partnership team used a PowerPoint presentation (a copy of which is included in the record) to update the Committee on progress on the Comprehensive Capital Master Plan project. The presentation includes specific estimated budgets for each bond project and conceptual drawings. Interim Report #4 was issued in May, and provided to the Committee before the meeting.

They reviewed the budgetary numbers for the \$110 million available for the remaining bond projects (expenses totaling approximately \$15 million have been incurred to complete the Veterinary Medical Center (VMC), Penguin Life Support System Upgrade, Water Main Building, Master Planning, Campus Survey, and Stormwater analysis and minor projects, land use, and general administration). The team has been using a "soft cost" percentage of 45.4 percent that is applied to direct construction costs. This percentage includes all program costs outside of direct exhibit construction, such as architecture/engineering consultants; furniture, fixtures and equipment; interpretive display and messaging; project management and program administration; one-percent for art requirements; and 15 percent owner contingency.

The team reviewed Phase 1, which includes the Onsite Elephant Habitat and related infrastructure project, which includes construction of new buildings and the perimeter service road, train relocation, Wildlife Live relocation, and water and energy infrastructure. The existing elephant building will stay operational during the construction of the new exhibit and the elephant herd will remain onsite. They reviewed the visitor experience and viewing points, and the elephant barn and forest hall (indoor habitat) designs.

The Phase 1 budget includes standard construction cost assumptions, as detailed in the PowerPoint presentation. These numbers do not reflect inflation, which will be included in the overall plans in the coming weeks as the final budget estimates for all projects come together. The project is expected to take 16 months for design and 24 months for construction.

Phase 2 includes the Conservation Discovery Zone (CDZ) on the west hub, and utilities on the west end of the spine. It is designed as a base camp for education programs and as a general visitor area, with drop-off area for zoo camps. The building is designed to be open and flexible, with openings to

a water feature and views of Primates. Adjacent to existing administration building and across from the train and Tiger Exhibit, it will have some fixed exhibits, train tickets, food service, a nature exchange, a butterfly lab, and a green roof. The team is looking at alternative funding for photovoltaics on this project. Photovoltaics may be funded on a campus-wide basis and not project-by-project.

The Phase 3, Polar Bears, includes costs for the final build out of Elk Meadow for the new elephant exhibit, after construction staging for the Elephant habitat is complete. The Polar Bear exhibit will include pools, streams, visitor viewing, an interpretive building with underwater viewing, an off-exhibit yard, back-of-house management area with maximum flexibility, and a life support building to support the pools. The relocated train trestle will go over the edge of the exhibit.

Phase 4 includes Primates and Hippo/Rhino, with the main primate focus on chimps and mandrills. The long-term vision for primates is to provide “treeways” for movement across the exhibit to multiple outdoor animal spaces, new visitor paths and increased viewing points. If rhinos are substituted for hippos, the change could accommodate merged space with the other African species.

Phase 5 is for Condors in the Cascade exhibit area, between Cougar and the new VMC. The project is broken into two phases, with meshed aviary, small pools and a building in the first phase. This project is small enough scope and impact that it could be combined with any of the first four phases, at zoo discretion.

The Offsite Elephant Habitat is listed in the estimated budget to place hold bond funds, but is not part of the SRG Comprehensive Capital Master Plan scope for the zoo campus development.

The Committee asked about communication with The Oregon Zoo Foundation (OZF) for fundraising. Mr. Stroud explained that OZF is developing a development plan, expected to be done by midsummer, targeting \$15-20 million of additional support. The bond program is not assuming any outside funds to design or construct the base bond projects. This assumption is to help ensure the full bond project portfolio can be completed regardless of fundraising success. Additional funds could be targeted to project add alternates.

Craig Stroud, bond program director, noted some advantages and disadvantages of spending such a large percentage of the bond funds early in the process (Phase 1), discussed the issue of allocation of funds, and posed the question and provided rationale about the allocation for Elephants. The Committee discussed that elephants are the zoo’s signature species, had the most acreage commitment in the bond measure, and are the most popular with visitors. Metro would prefer to reduce scopes in projects other than Elephants, since the zoo is a world leader in elephants. A primary bond measure promise was to deliver an enhanced exhibit for elephants. Greg Dykstra, CLR Design, commented that the elephant habitat project cost estimate is in line with other world-class elephant exhibits.

The Committee noted the cost advantage of including more scope in Phase 1 (due to inflation risks), and asked if any other scopes could be included. Mr. Stroud responded that the land use amendment discussion with city staff is limited to the elephant project, and that the remaining bond projects would be included in the new land use permit.

In September, the SRG team will have its final estimates, including escalation/inflation. They will present the bond project schematic designs, cost estimates, and schedules to the Metro Council in September. They will present the final Master Plan report to Council in October. The team will return to present at the Aug. 10 Oversight Committee meeting.

E. Land Use Projects Status

Cheryl Twete, Metro senior development advisor, discussed the land use work underway. It will be divided into two separate land use applications: 1.) an amendment to the existing conditional use master plan (CU MS) and 2.) a new CU MS for a new land use permit. The amendment will be to allow the new Onsite Elephant Habitat and related infrastructure to move forward without a new CU MS. Ms. Twete noted that the last land use permit approval took five years due to multiple appeals, mostly regarding transportation and parking issues. The City of Portland has agreed to defer addressing transportation issues for the amendment to the CU MS, but it will be addressing environmental issues as the project impacts environmental zone overlays.

Metro plans to apply for the amendment in August, and is working closely with city staff to ensure the application addresses requirements. For the amendment, staff is working on three main issues: 1.) Document the environmental inventory in place in the environmental zones today (that legislation or requirement was not in place in prior years and must now be documented); 2.) Document an alternatives analysis, to demonstrate that the designs considered alternatives and propose the development with the least environmental zone impact; and 3.) Mitigate for construction impacts and show new plantings to requirements.

Staff is also proactively working with external stakeholders to be responsive to their issues (primarily parking and access). Metro has added to the consultants' scope of technical land use work to assess nonconforming conditions, environmental zone analysis and alternatives, and detailed planning for the elephant habitat amendment and updated conditional use applications. At the conclusion of the Veterinary Medical Center amendment to the current permit, city staff stated they would not process additional amendments. Since that time, the program successfully negotiated with the city to submit an application to amend the existing permit for the elephant project and related infrastructure.

Metro plans to submit the new land use permit application, in mid-October, and now has \$288,000 for consultant contracts to support that work. Costs may go higher if a pre-application conference with the city identifies additional application materials that must be created. Staff is working with city staff in advance to identify all required submittal information. The largest scope for the new application is related to access and parking. The Bookin Group's land use contract totals \$99,700. Chair Manning asked Carter MacNichol what he thought of the amount of land use related costs and he said he was not surprised given the complexity of the project. Stormwater management and environmental mitigation are large, technical issues to address.

Ms. Twete explained that the process for the hearings officer is anticipated to take five to six months, but could take longer. After the hearings officer's decision is an appeals period. Appeals first go to the City Council and then on to the state. To appeal, a person must have participated in the process and submitted comments.

The Committee asked about whether the program is getting adequate legal advice, given the complexities of land use issues. Metro has good internal counsel, but will supplement with external

counsel, which it plans to hire as the final application is prepared. Scott Robinson, Metro deputy chief operating officer, cautioned that every land use process has risk that cannot be completely controlled. Metro has mitigated the risks by working at all levels – with elected officials, city staff, neighbors, stakeholders, etc. The Committee recommended hiring outside counsel with specific expertise in complex land use issues. The land use budget does not yet have a line item for outside Counsel. As it did in its annual report to the Metro Council, the Committee reiterated that land use remains a threat to future schedules. Chair Manning expressed concerns about the amount of expenditure to date on land use related issues and concern that the program have the right expertise. She requested that at the next meeting staff come with more budget information and biographies for the land use team the program plans to use, including external counsel.

Staff has been working on community engagement to build trust and support the land use process. The zoo held three open houses this spring and a special three-hour meeting with adjacent neighborhood association members. Comments from the open houses were generally positive and supportive of the Comprehensive Capital Master Planning to date. Neighbors, while supportive of the zoo's exhibit and campus improvements, expressed concerns about access and parking.

Mr. Bloom asked if the proposed zoo train work will preclude the possibility of using the train as a transportation option to the Rose Garden and Washington Park. Staff assured him that it will not preclude that as a future possibility, and the train will continue to travel to Washington Park. For now, though, the train is an amusement experience and upgrading it to a transportation function is not in the scope of the current bond program.

F. Remote Elephant Center – Information Update

Prior to discussing Items F and G, Chair Manning reminded the Committee of its charge by the Metro Council.

Mr. Stroud reminded the committee that the bond measure called for a feasibility study for an offsite elephant habitat and indicated that funds were set aside for such a study, and that the program had initially set aside funds for such a project. Zoo staff developed a business case strategy for the offsite habitat, and obtained Council approval to option property. Metro has a prominent site – Roselyn Lake near the town of Sandy – but is still looking at other properties. Finding a suitable site is very difficult. In addition to site and facility improvements that can be bond funded, Metro needs to identify new funds to pay the program's operating costs. Zoo director Kim Smith, OZF and the Metro Council are working on the operating funding issue. In September, the program will ask the Council to allocate \$7.2 million for a Remote Elephant Center (REC) as part of the overall program fund allocation for remaining bond projects.

The Committee expressed serious concern about Metro purchasing property for an offsite elephant habitat prior to identifying the source of operating funding for such property. Mr. Stroud responded that no action is imminent to purchase property and that the operating funding issue has been discussed with Council and is being addressed by staff. If the Committee has additional questions about this issue, Mr. Stroud asked that members submit those questions between now and the next Committee meeting Aug. 10, so that a response can be prepared.

Mr. MacNichol reminded the Committee that the subcommittee report in the Committee's recent annual report to the Metro Council indicated that the Committee is concerned with operating costs for all exhibits, not just the REC.

G. Hippo Filtration

Mr. Stroud stated that an overall bond measure theme was to increase sustainability at the zoo through investments in modern systems and improvements. The measure identified hippos as an example of a water saving project. As program requirements for the hippo filtration system progressed with the consultant team, it became apparent that while the improvement would save millions of gallons of water, the savings would be offset by new pumps and filters required to operate the system which would require significant electrical supply.

In addition, new zoo director Kim Smith's vision is to open the "African Savannah" into a larger exhibit space with mixed species. Available space will not allow for having good exhibits for both hippos and rhinos – the zoo will ultimately remove one of the species from the collection to make adequate space for the other.

After considering the above information, Metro consulted with outside bond counsel, who advised that the ballot title does not specifically call for installation of a new hippo filtration system. This spring, staff presented the background information on the hippo/rhino question and asked for public input from the 225 people at public open houses. Public responses supported cancelling the hippo filtration project and prioritizing rhinos. Metro surveyed 4,400 people last week and the majority supported cancelling the hippo filtration project and prioritizing rhinos.

The program plans to discuss this issue with the Metro Council and ask for direction on how to proceed. Staff will propose cancelling the hippo filtration project. If the Council approves moving forward with rhinos, it is expected bond funds will be used for the decommissioning activities and required improvements to make the space safe for and to contain rhinos.

Some Committee members asked if the zoo did not know about the issues with hippos before the bond was written and why the issue wasn't raised at the time the bond improvements were conceptualized. Chris Pfefferkorn, zoo deputy director, explained that the vision of opening the African Savannah into a mixed species exhibit did not exist until the new zoo director was hired.

H. Bond Measure Program Progress: Bond Program Management Quarterly Report (FY 11, Q3)

The Committee did not have any questions on the Bond Program Management Quarterly Report (FY11, Q3).

I. Program Status and Financial Information at a Glance

No questions.

J. Consolidated Oregon Zoo Bond Program Schedule

Mr. Stroud reported that the VMC project is on budget and schedule. The Water Main Building project is done, and the Penguin Life Support System Upgrade project schedule had a one-month extension at no cost to the zoo. It is scheduled to wrap up in late June.

K. Open Discussion/Questions

Chair Manning reminded members that if approached by the media, they are to refer comments first to her or Mr. Robinson.

Some Committee members' terms ended in January. Nearly all of those members agreed to serve another term. Mr. Stroud is developing the resolution for Metro Council to reappoint members.

The Committee submitted its first annual report to Council and it is available on the website. Committee meeting materials are now on the website and archived there.

L. Adjournment

Chair Manning adjourned the meeting at 4:57 p.m.

Next Meeting Dates –Wednesdays, from 3 to 5 p.m., in the Skyline Room:

Aug. 10, 2011

Nov. 9, 2011



OREGON ZOO BOND OVERSIGHT COMMITTEE

Worksheet

OZBOC Meeting

August 10, 2011

Agenda item C

Presentation Date: August 10, 2011 Time: 3:00

Presentation Title: Land Use Process – Consultant Team Update

Presenter: Cheryl Twete, Senior Development Advisor, 503-797-1774

ISSUE & BACKGROUND

The Oregon Zoo operates under a conditional use master plan (CUMS), approved by the City of Portland in 2003. The current CUMS was initially approved by the city in 1997, but then appealed by both Metro and outside entities, primarily neighbors, for issues related to access and parking. The current CUMS remains in effect until Feb. 20, 2013. The CUMS serves as the legally-binding land use master plan for guiding development at the Oregon Zoo. All projects originally identified in the 1997 plan have been completed or are in the process of being completed, thus necessitating the adoption of an updated (new) CUMS. Under the current provisions of the Portland Zoning Code, such a master plan has a maximum term of 10 years.

The Oregon Zoo's new Comprehensive Capital Master Plan (CCMP) is being prepared by the SRG Partnership project team and is expected to be completed in September 2011. The CCMP will serve as the basis for the updated CUMS. The updated CUMS will request conceptual land use approval for the proposed CCMP projects that the zoo reasonably expects to initiate within the 10-year term. A CUMS is considered a major land use decision subject to close scrutiny by the city and other stakeholders by means of a robust public review process. To minimize risk of future project delays, the zoo will seek approval of the initial bond program projects (new elephant habitat, new condor exhibit and related site improvements) as a major amendment to the current CUMS, as construction of these is expected to commence prior to the current CUMS' 2013 expiration. This major amendment also involves a concurrent Environmental (EN) review as several of the Phase 1 projects are located within the environmental conservation ("c") and preservation ("p") overlay zones. City staff stated that approvals obtained as part of the amendment application will carry over to the updated CUMS.

TEAM MEMBERS AND BACKGROUND

The land use work is being managed by Cheryl Twete, Metro Senior Development Advisor. Cheryl is directly managing the consultant team work to prepare the land use applications, including developing scopes of work, budgets and schedules. Cheryl has more than 20 years experience working for the City of Portland Development Commission, leading development, planning and land use-related work. Cheryl previously served as the Director of Development at PDC and was responsible for significant public/private partnerships in various urban renewal districts, including the city's largest urban renewal project, South Waterfront. Cheryl has an extensive network of effective working relationships with key city staff and an understanding of

city goals and priorities. In addition, Cheryl recently managed a similar CUMS application for the Expo Center which received final approvals from the city last month.

The consultant team supporting this work consists primarily of the SRG team currently completing the CCMP. Team members most directly involved in the land use applications are Atelier Dreiseitl, kpff and The Bookin Group. In addition, the team of Rick Williams Consulting and Kittelson and Associates, Inc. has been hired for the transportation and parking-related work scope.

The Oversight Committee has gained familiarity with the SRG team during the past nine months of the CCMP project. This team brings solid professional expertise in the areas of public facility master planning, sustainability, zoo planning and habitat design, architecture, landscape architecture, interpretive planning and civil engineering.

Atelier Dreiseitl and kpff will be particularly instrumental in the land use review process, providing the environmental and stormwater analysis and technical design. The concurrent environmental review will require 1) extensive documentation of existing conditions (including a detailed plant inventory) as well as 2) an alternatives analysis of project development options to prove that the least impactful approach has been proposed, 3) construction impact plan, 4) mitigation plan and 5) extensive graphics and narrative descriptions.

The Bookin Group, a local land use planning firm, has deep knowledge and history of the land use process in the City of Portland and will lead the preparation of the both the amended and updated CUMS land use applications, including coordination with city staff. The applications will be extensive and require substantial background documentation and description of the proposed project elements. (See Attachment A, which is the Updated CUMS application outline for the updated CUMS for more specific details.) The Bookin Group has nearly 30 years of experience in this field, and has worked on nearly all major institutional conditional use master plans within the City of Portland during the past two decades. TBG clients have included Portland Community College, Port of Portland (Portland International Airport), Providence Health Services, Kaiser Permanente, Adventist Medical Center, Lewis and Clark College, University of Portland and Oregon Health & Sciences University. TBG understands the unique needs of institutions and other large land uses and collaborates with its clients to obtain all necessary land use entitlements.

TBG has included the firm of Cogan Owens Cogan on the Updated CUMS project, to assist in some of the technical writing and to assist Metro's public outreach coordinator (Marcia Sinclair) in stakeholder outreach.

Rick Williams Consulting and Kittelson and Associates, Inc. have been added to the team because of their expertise in parking, transportation demand management and traffic analyses. Both firms have a long-standing history of working with the Oregon Zoo and the Washington Park institutions and bring strong familiarity and understanding of the issues to the project. Both have extensive experience with City of Portland transportation and parking policies and requirements that will be fundamental to the land use review process. They will prepare the zoo's transportation and parking management strategy as well as a traffic impact analysis to document current and future conditions. They are leading the effort with WPA institutions to address parking and transportation strategies in a holistic manner.

And lastly, Black Helterline has recently been hired to provide legal services for the elephant habitat land use application. Black Helterline will review the application prepared by TBG prior

to submission and attend the hearing, providing legal advice to the Metro senior counsel and staff. A Request for Proposals for legal services for the updated CUMS application was issued on July 22, 2011. The selected firm will provide a similar legal review role as Black Helterline.

BUDGET

Fees for each phase of the work are shown in Attachment B - Oregon Zoo Bond Program Land Use Budget. Currently, consultant fees and permitting expenses are estimated at \$549,714 for both land use reviews. Contingency, in-house project management and public outreach staff add \$357,500, for a total budget of \$907,214.

As a comparison, last year Metro and the City of Portland were in discussions about creating a new plan district at Washington Park in lieu of the zoo continuing to operate under a conditional use approval. City staff estimated that the cost for city staff to conduct the planning process would be approximately \$1 million and that cost would be borne by Metro. In addition, Metro would need to pay for all consultant studies associated with the process and its own staff time to participate, which could have added another \$1 million of cost. Creation of a plan district would have been a two- to three-year process and estimated to cost more than \$2 million.

SCHEDULE

The schedule for the land use reviews is described in the Bond Program Schedule attached to the Oregon Zoo Bond Oversight Citizen's Committee packet. Submission of the new elephant habitat amendment application will precede the updated CUMS application. The likely timing of each of the land use reviews is a five- to eight-month period to obtain a final city decision. Appeals, if any, would prolong the process for an undetermined amount of time.

	<u>Submission</u>	<u>Hearing Date</u>	<u>Decision Date (no appeal)</u>
New Elephant Habitat	9/1/11	12/14/11	1/18/12
Updated CUMS	10/15/11	6/2/12	7/2/12

Legally, the city must process the application within the 120-Day Rule, meaning that the entire process from date of submission of the application through a Hearings Officer decision and potential City Council hearing and decision on appeal must be completed within 120 days. It is highly probable that some additional time will be required for the city to deem the applications complete and this is allowed. The applicant has the option of waiving the 120-Day Rule and in return, is able to submit additional information during the review process and respond to testimony and information submitted on the record by other parties. At this time, Metro is working on the premise that the 120-day period will not be waived.

The reason the schedule extends beyond the 120-Day Rule is simply pragmatic thinking. It is likely that the timeframe for deeming the applications complete could take several additional weeks and if Metro chooses to waive the 120-Day Rule and respond to information on the record, the process will be elongated. The decision date noted above reflects a likely schedule and ideally, it will be met earlier.

The fundamental purpose for separating the new elephant habitat application from the updated CUMS is to reduce the risk that the largest and next scheduled project could be stalled in a protracted land use review and appeal process. An amendment application focuses on changes to the currently approved CUMS and does not require an update of all of the approval criteria for the entire master plan. City review staff has agreed to address the updated transportation

and parking management strategy in the updated CUMS and not require an update with the new elephant habitat new application since this is an existing exhibit. From Metro's point of view, this enables a simpler application for the new elephant habitat project.

SUMMARY OF LAND USE APPLICATIONS

Metro is currently working on *two, separate land use review processes* to obtain land use entitlements for future capital projects at the Oregon Zoo.

The *Phase One* application will request approval for the new elephant habitat and related components. Metro will apply for an amendment to the Oregon Zoo's current Conditional Use Master Plan and an Environmental Zone Review to obtain approval for this package of improvements. A pre-application conference with city staff was held on March 17, 2011. The application is anticipated to be submitted Sept. 1, 2011 with a five- to six-month review and approval timeframe, with completion likely by mid-January 2012. This application is especially complicated due to the required environmental overlay zone review. The enlarged elephant habitat will expand into the "c" overlay zone (environmental conservation zone), which allows environmentally sensitive development to occur if conditions requiring conservation and mitigation of the site's natural resources can be met.

The new elephant habitat project's current planning includes an expansion of the overall elephant exhibit site from 1.5 to approximately eight acres. Components include: a new elephant barn, an indoor/outdoor guest viewing structure, demolition of existing train tracks along the southern and eastern portion of the site, construction of a new perimeter service road, reconstructed train trestle, Wildlife Live animal holding relocation, stormwater bioswale relocation from the Veterinary Medical Center site and the new condor habitat. During the construction of the next three exhibits, the elephant meadow will be used largely for construction staging and will likely be finished as part of the Polar Bear Habitat construction phase.

The *Phase Two* application will request land use approval of the updated conditional use master plan. This application is expected to be submitted in October 2011, after completion of the CCMP. In the interim, staff and the SRG project team, plus Metro's transportation consultant team of Rick Williams Consulting and Kittelson and Associates, are working on a range of analyses and strategies that will be part of the CUMS application. These steps include:

1. Implementing an extensive transportation/access/parking work program to address Washington Park transportation, circulation and parking issues for Washington Park visitors.
2. Working closely with the Washington Park Alliance to develop joint strategies and goals addressing transportation access and demand management for all institutions, including exploring the creation of a Washington Park Alliance Transportation Management Association.
3. Preparing an urban design vision for the Washington Park entry area and parking lots.
4. Studying the current parking lot configuration and circulation system to determine more effective and efficient site plans.
5. Determining the nonconforming site development conditions within the Oregon Zoo and the parking lot.

A pre-application conference for Phase Two with city staff was held June 28, 2011. The application is anticipated to be submitted Oct. 15, 2011 with a six-to eight-month review and completion by July 2012.

The strategy to divide land use reviews into two phases was thoroughly vetted by the project team, the Oregon Zoo Bond Advisory Group and the Metro Senior Leadership Team. The goal is to enable the new elephant habitat project to move forward quickly, in advance of city approval of the new CUMS application. City staff has been helpful with this strategy by agreeing to separate the two most significant planning issues: the environmental zone issues will be addressed primarily in the elephant exhibit application, and the complex transportation and parking issues will be addressed with the updated CUMS application.

With this division of the issues, the elephant habitat amendment application is perceived as involving less contentious elements than the full CUMS proposal and hopefully, will not result in appeals that would delay entitlements. Staff is committed to working closely with external stakeholders on the transportation and parking management strategies to minimize/eliminate the potential for appeals by neighborhood organizations or other parties of the full new CUMS. (Note that the current CUMS was filed in 1997, but did not receive final approval until 2003 due to multiple appeals, primarily related to parking and access.)

Attachment A

Zoo Phase 2 Conditional Use Master Plan Application Outline

REQUIRED INFORMATION	RESPONSIBILITY	GRAPHICS REQUIRED
I. Summary of Proposal	TBG	<u>Appendix A: Pre-Application Conference Summary Notes</u>
II. Current Conditions*		
History Vicinity History of Bond Program Land Use Status <ul style="list-style-type: none"> ▪ Zoning ▪ Land Use History 	TBG	Narrative <u>Figure II-1: Vicinity</u> <u>Figure II-2: Zoning</u>
Surrounding Uses	TBG	<u>Figure II-3: Surrounding Uses/Context</u>
Existing Site Conditions <ul style="list-style-type: none"> ▪ Campus boundary ▪ Property Ownership ▪ Existing development <ul style="list-style-type: none"> ➢ Building inventory ➢ Vehicle and bicycle (LT) parking inventory ▪ On-/off-campus vehicular/pedestrian access and circulation 	TBG SRG SRG TBG DS DS AD	Narrative <u>Figure II-4: Existing Site Plan</u> <u>Figure II-5: Photographs of Proposed Redevelopment Sites</u> <u>Table II-1: Building Inventory</u> <u>Table II-2: On- and Off-Site Vehicle and Bicycle Parking Inventory</u> <u>Figure II-6: On-/Off-Campus Access and Circulation</u>
Operating Characteristics <ul style="list-style-type: none"> ▪ Institution's purpose, history ▪ Baseline visitor information and projected annual growth ▪ Employees ▪ Daily/evening operations ▪ Seasonal peaking characteristics 	TBG/DS	Narrative <u>Figure II-7: Graph of Seasonal Usage</u> <u>Figure II-8: Graph of Typical Daily Usage in Summer Season</u> <u>Figure II-9: Graph of Annual Growth 2000 – 2011</u>
Utilities <ul style="list-style-type: none"> ▪ Water ▪ Fire Protection ▪ Sanitary sewer ▪ Stormwater 	TBG/KPFF	Narrative <u>Figure II-9: Existing Water and Sanitary Sewer Plan</u> <u>Figure II-10: On-Site Stormwater Drainage Basins</u> <u>Figure II-11: Existing Stormwater Treatment Plan</u>
Transportation <ul style="list-style-type: none"> ▪ Background: <ul style="list-style-type: none"> ➢ Summary of Transportation Issues ➢ WPA Efforts ▪ Existing High Season Traffic Analysis ▪ Existing High Season Parking Demand ▪ Transit Availability ▪ Existing Transportation Demand Management Efforts <ul style="list-style-type: none"> ➢ Visitors ➢ Employees 	KAI/RWC	Narrative <u>Table II-3: Parking Demand on Typical High Season Day for Zoo and Other WPA Venues</u> <u>Table II-4: Alternative Modes Use by Zoo Visitors/Employees During High Season</u>
Nonconforming Development	TBG/AD	Narrative

Compliance		<u>Figure II-12: Main / Auxiliary Parking Lots Existing Conditions</u> <u>Figure II-13: Proposed Interior and Perimeter Landscaping Plan for Main / Auxiliary Parking Lots</u> <u>Table II-5: Phasing Plan for Landscaping Installation</u>
REQUIRED INFORMATION	RESPONSIBILITY	REQUIRED GRAPHICS
III. PUBLIC OUTREACH EFFORTS		
Introduction Description of Program	COC	---
IV. PROPOSED PLAN		
Summary of Proposal Anticipated Growth	TBG/SRG	Narrative <u>Figure IV-1: Capital Facilities Master Plan (CCMP) at Full Build-Out</u> <u>Table IV-1: Projected Zoo Visitors 2012 – 2022</u> <u>Table IV-2: Projected Visitors for Other WPA Venues</u>
Comprehensive Infrastructure Planning Overview <ul style="list-style-type: none"> ▪ Transportation/Parking ▪ Stormwater Management 	TBG RWC/KAI KPF	Narrative <u>Figure IV-2A-C: WPA Campus Phased Parking and Circulation Plan</u> <u>Figure IV-3: Conceptual Campus-Wide Stormwater Plan</u>
Summary of 20-Year CCMP Plan <ul style="list-style-type: none"> ▪ Phase 1 (2012 – 2022) [This CUMP] ▪ Phase 2 (2022 – 2032) [Future CUMP] 	TBG/SRG	
<ul style="list-style-type: none"> ▪ Description of Projects <ul style="list-style-type: none"> ➢ 2008 Bond Projects (Phases 2 – 5) ➢ Related Green Infrastructure Improvements ➢ All Other Non-Funded CCMP Projects ▪ Landscaping/Open Space ▪ Internal Vehicular/Pedestrian Circulation ▪ Infrastructure Implementation <ul style="list-style-type: none"> ➢ Sustainability Features ➢ Water ➢ Sanitary Sewer ➢ Stormwater Treatment ▪ Transportation <ul style="list-style-type: none"> ➢ Projected Traffic and Parking Demand ➢ Implementation <ul style="list-style-type: none"> -- Physical Upgrade of Parking Lot/ Circulation -- Proposed TDMP -- Proposed On-Site and Satellite Parking Arrangements ▪ Environmental Review for Selected Projects <ul style="list-style-type: none"> ➢ Description of Current 	TBG SRG AD AD KPF RWC/KAI AD/KPF	Narrative <u>Figure IV-4A-F:</u> <ul style="list-style-type: none"> ▪ A: Summary of Bond Projects ▪ B: Phase 1 Elephant Exhibit ▪ C: Phase 2 Conservation Discovery Zone ▪ D: Phase 3 Polar Bear Exhibit ▪ E: Primates/Rhino Exhibits ▪ F: Candor Exhibit <u>Figure IV-5: All Other Potential Projects</u> <u>Table IV-3: Summary of Building Inventory at CUMP Build-Out</u> <u>Figure IV-6: Landscaping/ Open Space Plan at CUMP Build-Out</u> <u>Figure IV-7: Internal Vehicular/ Pedestrian Circulation at CUMP Build-Out</u> <u>Figure IV-8A-C: Infrastructure Concept Plan at CUMP Build-Out</u> <ul style="list-style-type: none"> ▪ A: Water ▪ B: Sanitary Sewer ▪ C: Stormwater <u>Table IV-4: WPA/Zoo TDMP Modal Split Assumptions</u> <u>Table IV-5: Zoo Parking Demand Over 10-Year CUMP Build-Out</u> <u>Table IV-6: Zoo On-/Off-Site</u>

<ul style="list-style-type: none"> ➤ Conditions in Affected “c” Zone ➤ Determination of Disturbed Area in “c” Zone ➤ Description of Various EN Elements ➤ Alternatives Analysis ➤ Minimize/Mitigate Discussion 		<i>Parking Inventory Over 10-Year CUMP Build-Out</i> <u>Figures IV-9/10A-D: EN Review for Polar Bear and Candor Exhibits</u> <ul style="list-style-type: none"> ▪ A: Current Conditions/Tree Count ▪ B: Proposed Plan ▪ C: Construction Management ▪ D: Remediation Plan
REQUIRED INFORMATION	RESPONSIBILITY	REQUIRED GRAPHICS
V. PLAN ADMINISTRATION		
Reporting Requirements CUMP Amendments <ul style="list-style-type: none"> ▪ By Right ▪ Type I ▪ Type II ▪ Type III 	TBG	
VI. LEGAL JUSTIFICATION		
Compliance with Previous Conditions of Approval Type III Conditional Use Criteria of Approval (Uses in OS Zones) (Section 33.815.100) Type III Conditional Use Criteria for Major Event Entertainment (33.815.215) Type III Major Amendment of CUMP (Section 33.820.090) Type II Environmental Review (Chapter 33.430) Nonconforming Upgrades (Section 33.258.070) Adjustment (Section 33.805.040) (If necessary)	TBG	Narrative
Appendices A. Pre-Application Conference Notes (EA 11-XXXXXX) B-X To be determined		

*Uses Phase 1 Major Amendment of 1997 CUMP (Elephant Renovation Exhibit) as base case.

Key:

- DS/ZOO: Doug Strickler
- SRG: SRG Partnership
- TBG: The Bookin Group
- AD: Atelier Dreiseitl
- KPFF: KPFF Consulting Engineers
- COC: Cogan Owens Cogan

Attachment B

Oregon Zoo Bond Program Land Use Budget

	Amended CUMS	New CUMS	Total	Comment
Consultants				
SRG team	\$0	\$77,970	\$77,970	Drawings, stormwater assessment, and landscaping requirements, particularly for Gate A and Main Parking Lot Non Conforming Conditions
The Bookin Group	56,540	99,700	156,240	Land Use Planning
Rick Williams Consulting		55,750	55,750	Transit Demand and Parking Management
Kittelson & Assoc.		133,385	133,385	Traffic Engineering
Outside Legal Assistance	10,000	50,000	60,000	External legal expertise in CUMS matters to review applications
Subtotal	\$66,540	\$416,805	\$483,345	
City Permit Fees				
CUMS Amend/New	21,346	21,346	42,692	
Environmental Review	6,543	6,543	13,086	
Adjustment to Code		2,100	2,100	Gate A – paving adjustment
Pre-App Meeting		3,491	3,491	
Misc.	2,500	2,500	5,000	
Subtotal	\$96,929	\$452,785	\$549,714	
Contingency *	\$13,500	\$84,000	\$97,500	
Total Consultant, Fees and Contingency	\$110,429	\$536,785	\$647,214	
Metro Staff				
Project Mgmt		130,000	130,000	
Public Outreach		130,000	130,000	
Total			\$907,214	

*Contingency equals 20 percent of consultant services budget.



Comprehensive Capital Master Plan Project Update

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Aug. 10, 2011

Agenda item D

For this agenda item, representatives of the Comprehensive Capital Master Plan consultant team will present the draft versions of schematic designs and budgets for the remaining bond projects. The drafts were due early August and will undergo an approximate one-month review by stakeholders to prepare for Metro Council adoption in mid-September.

Materials will be electronically distributed to Oregon Zoo Bond Citizens' Oversight Committee members in advance of the meeting for review.



Program Status Report

Program Title: 2008 Zoo Bond (A Better Zoo Program)	Program Manager: Craig Stroud
Program Description: The Zoo Infrastructure and Animal Welfare Bond Fund program (A Better Zoo program) represents the capital planning and construction activities funded by the Nov. 2008 general obligation bond authority. Program work is reported in the following categories: <ul style="list-style-type: none"> • Master Planning Activities – Comprehensive Capital Master Plan, Waste and Stormwater Planning, Remote Elephant Center, and Land Use activities • Construction Project Activities • Project Management and Program Governance Activities 	
Reporting Period/Status Date: Q4 FY11 as of 7/18/11	Program Manager Phone: 503-220-2451

Performance Measures

Content and Method

Program performance measures will be forthcoming after the comprehensive capital master plan is completed, which will provide a comprehensive schedule and overall budget allocations.

Summary Status - Major accomplishments for this reporting period

Master Planning Activities

➤ Comprehensive Capital Master Planning (CCMP)

- Interim Status Report #4 was delivered on May 10 which detailed the progress that had taken place in the Master Planning process.
- The schematic design report for the Onsite Elephant Habitat was submitted on May 20. It included not only the report on the Onsite Elephant Habitat, but also the perimeter service road, train relocation, and the first phase of utility infrastructure improvements. It is currently in the process of final review and editing.
- The final Master Plan Workshop (Workshop #6) was held the week of June 6. The initial workshop session included a review of the bond projects with particular emphasis on the Onsite Elephant Habitat, the new service road, the relocation of the train and related infrastructure. Other sessions included visitor services amenities, messaging and interpretive overlays, sustainability and previously unaddressed areas of the zoo. The workshop concluded with a presentation and discussion of the overall 20-year Master Plan.
- Representatives of the primary CCMP consultant firms made two project presentations to the Oregon Zoo Bond Advisory Group. The April presentation was an update on the general project scope and design work for all projects and the June presentation focused on the schematic design report for the Onsite Elephant Habitat, including the perimeter service road, train relocation, and utility infrastructure improvements.
- Representatives of the core CCMP consultant firms met with the Citizens' Oversight Committee in June where they presented the schematic design report for the Onsite Elephant Habitat.
- The zoo's independent consultant for cost estimating and scheduling met with zoo staff (May 27, June 2 and June 8 and 9) and the CCMP team cost estimator (May 27 and June 8) to exchange information and review documents used to produce budget estimates and project scheduling. The consultant team identified work still needed to produce a consolidated budget and schedule for the remaining bond projects. An initial report was received from the zoo's independent consultant, outlining areas where additional work and information was needed.

-
- A firm specializing in visitor experience and economic analysis, ORCA Consulting, toured the zoo in early April and produced an Operations and Revenue Analysis Report. Recommendations from the report will be incorporated into the CCMP to ensure that important guest services considerations, such as restrooms, food services and guest circulation are included in future improvements.
 - Zoo staff met with members of Metro’s Senior Leadership Team and other stakeholders on May 19 to discuss the Onsite Elephant Habitat, perimeter road, train relocation and utility infrastructure improvements, as well as the development of the other bond projects.
 - Zoo staff continued to meet with members of the consultant team to review progress and refine project details for various aspects of the project. Those meetings included:
 - Meetings with the consultant team to review animal exhibits that still require further attention, particularly Primates; and
 - Land use issues, including the environmental review needed for the Onsite Elephant Habitat.
 - Zoo staff members met with The Oregon Zoo Foundation and Gerding Edlen Sustainable Solutions to discuss the potential for third-party financing of Master Plan initiatives for sustainable infrastructure systems and improvements. The current economic climate and reductions in federal and state incentives has made this approach more challenging, but research and discussions are ongoing.

➤ **Land Use Activities**

- The program continues to move ahead with the two-part land use strategy to:
 - Amend the existing Conditional Use Master Plan (CUMS) permit to allow for the construction of the elephant habitat and related improvements (condors has been added to the application).
 - Apply for an updated CUMS permit for the remaining bond projects and overall master plan.This strategy will allow work for the elephant habitat to move forward while a new permit is processed and negotiated. The land use consultant has compiled the zoo’s land use history and identified current nonconforming land use conditions, which the zoo is addressing.
- Following the pre-application conference in March, the consultant team has met several times with city staff to clarify the information and material that will be required for the submittal of the amendment to the existing CUMS for the elephant habitat and related improvements. Due to the inclusion of the condors exhibit to the amendment and the availability of city staff, the anticipated date for the submittal of that amendment application is now Sept. 1.
- A “Washington Park South Entry & Parking Vision Study” was finalized and delivered by the consultant team on May 20. The study addresses short, medium and long term solutions for:
 - the entrance to Washington Park
 - the circulation to and within the main parking lot
 - improvement of pedestrian linkages between the light rail station and Washington Park Alliance (WPA) institutions, and
 - drop-off and pick-up improvements at all of the WPA institutions bordering the parking lot.
- Interviews with all key stakeholders and WPA members concerning parking issues and traffic circulation were completed, including the Arlington Heights Neighborhood and Sylvan Heights Neighborhood Associations.
- In May and June, staff held several work sessions with the WPA Parking Lot Operating Committee on a proposed access and transportation implementation strategy comprised of multiple phases. This work will go to the WPA executive directors for final review in July. This work will become part of the zoo’s transportation demand management program and part of the CUMS application. Portland parks staff is actively involved in both efforts, and the conversations have been productive. WPA members were engaged and fully supported the long-term concepts presented, recognizing that the

area has significant transportation challenges that can only be resolved successfully with a coordinated effort.

- Program staff and the consultant team are proposing deferral of the upgrades to the main parking lot area (nonconforming development conditions) until an updated nonconforming development assessment and plan is prepared, which takes into account the zoo's updated CCMP and the urban design visioning work for the entry area. An amendment to the SRG contract is underway for this scope of work. This work is now anticipated to be completed in late summer.
- Other nonconforming development conditions have either been remedied or are in the process of being addressed. Those conditions include:
 - Providing adequate bicycle parking (remedied),
 - Providing additional screening at Gate G (work in progress), and
 - Complying with requirements for the service area at Gate A (an adjustment is being prepared to submit with the amendment application to the existing CUMS).
- A WPA-sponsored workshop for the neighborhood associations regarding updated and amended land use activities was held April 27. The meeting lasted an hour longer than scheduled due to both intense early discussion of trust and partnership issues, followed by a very thorough discussion of neighborhood issues and concerns regarding parking and transportation.
- A pre-application conference for the new CUMS permit was held with program staff, members of the consultant team and city staff on June 28. Staff was able to confirm key zoning code conformance issues and identify requirements for further study. Issues that were addressed included transportation and accessibility impacts, environmental zone impacts and requirements, stormwater treatment and other offsite impacts.
- Program staff and supporting consultants are making progress on the land use activities. The known activities and estimated timing are stated above. More information will be forthcoming as analysis and communications with the city progress. The complexities of the elephant habitat CUMS amendment is consuming staff and consultant time; therefore, staff modified both the amendment application submission and the updated CUMS application dates to be one to two months later than originally anticipated. The overall goal is to prepare thorough, accurate and satisfactory applications to minimize the risks of appeals and conflicts.

➤ **Remote Elephant Center**

- Visited and evaluated four properties that came available. One property rated well and merits further evaluation. A fifth property has been identified for further consideration.
- Prepared presentation for May 19 Metro Senior Leadership Team retreat to engage them in discussions regarding resources for operations, public programming and land use planning.
- Prepared presentation for Oregon Zoo Bond Citizens' Oversight Committee meeting to engage them in discussions regarding the intent to set aside bond funds for a Remote Elephant Center as part of the adoption of the Comprehensive Capital Master Plan in September 2011.

Construction Project Activities

➤ **Veterinary Medical Center (VMC)**

- Forecast project costs remain within the established budget and the completion schedule has only been extended to reflect Metro Council approved contract change orders.
- The following construction milestones were achieved in the past quarter:
 - All of the precast offsite walls have been erected
 - Metal roof decking is complete and roofing has started
 - Interior concrete floor slabs are complete
 - Submittal preparation and review for internal mechanical and electrical systems and specialized finishes, such as surgery suites and animal caging, are well underway

➤ **Penguin Life Support System Upgrade**

- Installation of the Penguin filtration system is progressing, but the general contractor continues to be behind schedule. The general contractor has submitted a series of schedule revisions, with the latest one showing a completion date of Aug. 15. The original contract completion date was May 4. Program staff is attentive to this issue and working closely with zoo staff to manage the move of the penguins back into the exhibit, as well as opening the exhibit to the public.
- Many construction milestones were achieved in the past quarter:
 - Completion of roofing
 - Installation of the water chiller
 - Pressure testing of the system piping
 - Installation of the ozone water disinfection equipment

➤ **Water Main Building**

- The Water Main Building project was deemed substantially complete on March 24. Operation of the pressure reducing backflow assembly has resulted in a significant amount of moisture in the building due to condensation accumulating on the valves and pipes. A remedy for the condensation issue was identified, approved and installed by June 30. At completion, project expenditures were 9 percent under budget.

Project Management and Program Governance Activities

- Presented the program's assessment of alternative delivery strategies for the upcoming projects, and received authorization to use the Construction Manager/General Contractor (CM/GC) delivery process for the elephant project.
- The Citizens' Oversight Committee developed and issued the first committee report to Metro Council on program activities. The report, dated February 2011, was favorable but also cautious in making too many conclusions given the early state of many program activities, particularly master planning and land use.
- Prepared a report and recommendations on implementation strategies for Metro's Percent-for-Art requirement for capital construction.
- The program posed a series of questions through the innovative online Metro Opt In opinion research panel. Questions ranged from frequency and time of visits to transportation choices, food offerings, timing and disruption of construction projects, and the hippo and rhino exhibit questions. The 4,480 responses will be used to inform the Comprehensive Capital Master Plan and the bond program implementation.

Major accomplishments for the next reporting period

Master Planning Activities

➤ Comprehensive Capital Master Planning

- Finalize schematic designs for the elephant exhibit and related projects.
- Hold team meetings to continue to refine design concepts and resolve details for the bond projects and the overall master plan. Particular attention will be given to the Primate Exhibit, infrastructure/sustainability initiatives, and larger campus-level concepts.
- Continue to hold discussions with the consultant team about the budget and scheduling for the remaining bond projects and the Master Plan.
- Review final draft of bond project schematic designs, budgets and schedules (due July 28), and submit comments to SRG for inclusion in the final master plan document.
- Continue discussions with Gerding Edlen Sustainable Solutions to explore opportunities for third-party financing of CCMP initiatives, particularly for sustainable infrastructure systems and improvements.
- Review the final report from the zoo's independent consultant for cost estimating and scheduling, due in early August.
- Receive final bond project schematic designs, budgets and schedules (due Aug. 25). Present final bond project schematic designs, budgets and schedules to the Metro Council for adoption in mid-September.
- Review final draft CCMP for the vision of improvements over the next 20 years, inclusive of bond projects, due mid-September, and submit comments to SRG for inclusion in the final CCMP document. Present final CCMP for the vision of improvements over the next 20 years to the Metro Council for adoption in mid-October.

➤ Land Use Activities

- Continue coordination between and participation with the CCMP.
- The next phase of study for the Washington Park Entry Area/Parking Lot Vision Study will analyze and define the vision with more detail. Details of the timing on this work will be forthcoming in late July.
- Consultants are calculating parking demand estimates for the main lot for the next 10 years to support the new CUMS application and to inform Transportation Demand Management Strategies.
- Work with the WPA to implement initial strategy steps to manage parking demand and alternative transportation/access modes.
- Submit application to amend the existing CUMS for the elephant habitat, the Condor exhibit, the train relocation, construction of a service road, and the first phase of utility infrastructure improvements.
- A follow-up meeting to the April 27 WPA-sponsored neighborhood association workshop will be scheduled for mid-September. In the meantime, staff is working to create an electronic list serve tool to share interim work products as they are ready for distribution and comment.
- Continue public outreach and involvement with neighbors and the general public through meetings and additional open houses, scheduled for Aug. 6 and 8.

➤ **Remote Elephant Center**

- Update and distribute REC project construction phasing and budget for review by zoo project team.
- Continue evaluation of two potential properties identified through onsite visits.
- Meet with Roslyn Lake property stakeholder to discuss possible property options.
- Continue discussions for permanent operations funding sources for the REC.

Construction Project Activities

➤ **Veterinary Medical Center**

- Install electrical, mechanical and plumbing systems
- Frame walls and ceilings
- Install HVAC systems
- Install caging

➤ **Penguin Life Support System Upgrade**

- Finish exterior walls
- Finish artificial rockwork in the exhibit pool
- Install electrical service and system controls
- Test and commission the filtration system by moving the penguins back into the pool, developing the system’s biological particulate load, and adjusting operations to meet life support system specifications

➤ **Water Main Building** – Close out the project

Project Management and Program Governance Activities

- The Metro Auditor is conducting a follow-up review to her November 2009 audit titled, “Oregon Zoo Capital Construction: Metro’s Readiness to Construct 2008 Bond Projects.” The report is expected in early fall.
- Present the program’s Percent-for-Art report and recommendations to the Metro Council and obtain direction to implement the requirement.
- Present the final bond project schematic designs, budgets and schedules to the Metro Council for adoption in mid-September.
- Present the Comprehensive Capital Master Plan and recommendations to the Metro Council for adoption.

Risks and Opportunities Summary

RISK/OPPORTUNITY	ACTION PLAN/UPDATE
<p>Comprehensive Capital Master Planning</p> <p>a. Risk: The schedule must remain on target to meet timely adoption of the Master Plan and provide information for subsequent bond projects.</p> <p>b. Risk: The allocation of bond funds to each project must be monitored to ensure sufficient funding to complete all projects.</p> <p>c. Risk: Zoo information must be produced timely and management direction must be provided timely to the consultant team.</p>	<p>a. Monitor consultants work program and ability to meet identified milestones.</p> <p>b. Develop forecast costs for all projects and balance project scopes to available funds. The program team has contracted with an outside cost consultant to act as an owner’s representative on both cost forecasting and project scheduling.</p> <p>c. Coordinate resource requests and communicate resulting information in a timely manner.</p> <p>d. Attend Neighborhood Association meetings and hold</p>

RISK/OPPORTUNITY	ACTION PLAN/UPDATE
d. Risk: Public outreach and communication is needed to the adjoining neighborhood associations and general public to inform them of upcoming plans for the zoo and to seek input.	public information open house(s) to show preliminary plans, explain process and answer questions.
Waste and Stormwater Plan – Opportunity: Consultant calculated that the zoo annually uses 85 million gallons of fresh water, but they were able to account for less than half of usage. Possible water losses to pursue include animal exhibit wash downs or leaks.	Refinement and additional analysis increased the estimate of water usage by approximately 22 million gallons, thus reducing the amount of unaccounted water by about half. The consultant supplied information regarding equipment to monitor water usage during exhibit wash downs. The team is implementing a monitoring program. In addition, a company has been engaged to pressure test the existing water delivery infrastructure for leakage. Also, leverage the Comprehensive Capital Master Planning consultant expertise to assist.
Land Use a. Risk: Parking and transportation management need to be moved up in the project schedule. b. Risk: Obligations regarding parking lot nonconforming code upgrades must be addressed concurrently with the conditional use master plan, including restructuring zoo obligations relative to the parking lot owner (Portland Parks) as part of a new lease agreement.	a. Resources have been identified to assess and identify options to address access and parking issues. b. Crafting common vision and strategy for the parking lot/entry area involving WPA members and Portland Parks. Requested Portland Parks to renegotiate lease agreement in 2011-12, rather than wait to 2014, to inform obligations the city will place on the zoo as part of the conditional use process.
Remote Elephant Center - Opportunity: Facility annual operating costs are estimated to be at least \$1 million annually. The source of annual funding for operations must be identified.	The team engaged Metro senior leadership and The Oregon Zoo Foundation senior leadership in a strategy discussion for annual operating funding.
Veterinary Medical Center - Risk: Possible contractor motivation to submit numerous project change orders due to aggressive construction bidding climate.	Strictly manage change order request and processing through formal, established processes. Maintain timely responses. Ensure change orders requested from zoo stakeholders are controlled, necessary and balanced against other concerns.
Penguin Life Support System Upgrade a. Risk: Possible contractor motivation to submit numerous project change orders due to aggressive construction bidding climate. b. Risk: Inability of contractor to meet project scheduling goals. This may delay the date that penguins can move back into exhibit building.	a. Strictly manage change order request and processing through formal, established processes. Maintain timely responses. Ensure change orders requested from zoo stakeholders are controlled, necessary and balanced against other concerns. b. Triad Mechanical has submitted a revised schedule showing additional schedule slippage of construction completion from May 20 to August 15. Substantial Completion is not on target with project goals. The schedule poses no welfare concerns for the penguins.



Oregon Zoo Bond Program
 Project Status and Financial Information at a Glance
 As of June 30 Accounting First Close, 2011

Oregon Zoo Bond Citizens' Oversight Committee Meeting Aug. 10, 2011 Agenda item F

								Project Budget and Expenditures - note 1				
Construction Projects		Pre-Design	Schematic Design	Design Development	Construction Documents	Contracting	Construction	Close-Out	Project Target Budget	Project to Date Expenditures	Project Forecast	
											Total Expenditures	
Veterinary Medical Center	% Complete	100	100	100	100	100	65%		\$ 9,464,299	\$ 5,397,099	\$ 9,464,299	
Penguin Life Support System Upgrade	% Complete	100	100	100	100	100	85%		\$ 1,800,000	\$ 1,103,395	\$ 1,800,000	
Water and Energy												
Water Main Pressure Reducing Assembly	% Complete	100	100	100	100	100	100	90	\$ 267,459	\$ 229,432	\$ 243,974	
Elephant Exhibit Onsite	% Complete	100	75							\$ 27,858		
Elephant Exhibit Offsite	% Complete	100								\$ 38,178		
Polar Bear Exhibit	% Complete	90								\$ -		
Primate Exhibit – Chimps	% Complete	70								\$ -		
Primate Exhibit – Kongo Ranger	% Complete	0								\$ -		
Conservation Education Discovery Zone	% Complete	100	60							\$ 2,893		
Condor Exhibit	% Complete	100	30							\$ -		
Hippo Exhibit	% Complete	100	30							\$ 1,853		
Train	% Complete	0	0							\$ 44,158		
Perimeter Road	% Complete	0	0							\$ 30,380		
Planning Projects												
		RFP/App Prepared	Proposals Submitted	Contract Award	Interim Reports	Final Plan			Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures	
Stormwater/ Wastewater Analysis	% Complete	100	100	100	100	100			\$ 160,000	\$ 159,979	\$ 159,979	
Stormwater Minor Projects & Campus Survey	% Complete	100	100	100	100	100				\$ 386,797		
Comprehensive Capital Master Plan	% Complete	100	100	100	100	40			\$ 1,850,000	\$ 1,168,864	\$ 1,850,000	
Land Use Processes												
		Mtgs. with City of Officials	Determine Appropriate Process and Negotiate	Establish Project Scope and Baselines	Project Execution - Technical Studies and Prepare Application	Public meetings	Submit CU MS to City for Approval	Land Use Approval Process	Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures	
Land Use – New CUMS	% Complete	80	50	70	35	10	0	0	\$ 796,785	\$ 252,355	\$ 796,785	
Land Use – Amended CUMS	% Complete	90	70	80	50	10	0	0	\$ 110,429	\$ 19,449	\$ 110,429	
Program Administration												
Program Staff, Administration, Metro Central Support, & Bond Issuance												
								Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures		
								TBD	\$ 1,188,912	TBD		

Note 1 - projects not loaded for program administration, planning or land use allocated costs.

Total Expenditures \$ 10,051,602

