AGENDA

A. Welcome / Introductions

B. Approval of May 12, 2010 Committee meeting minutes

C. Revisit Committee Charter / Responsibilities

D. Comprehensive Capital Master Plan Team Introduction

E. Land Use Approach and Status

F. Public Involvement Strategy

G. Bond Measure Program Progress (Projects in Metro Council Bond Authorization Resolution) report focus for this meeting:
   1. Bond Program Management Quarterly Report (FY 11, Q1)
   2. Protecting Animal Health and Safety (Replace 45-year-old animal hospital)
   3. Upgrading Zoo Facilities to Save Water and Energy (Update/install energy/water saving measures)
   4. 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.

H. Program Status and Financial Information at a Glance

I. Consolidated Oregon Zoo Bond Program Schedule

J. Required Report to the Metro Council (from Ordinance 10-1232) Discussion – Draft report for Feb. 16, 2011 Oversight Committee meeting

   Please see page 2 for contents of the report.

K. Open Discussion/Questions

Meeting dates for 2011 –Wednesdays, 3-5 p.m., in the Skyline Room:

   Feb. 16, 2011—This is a new date; it was previously scheduled for Feb. 9, 2011.
   May 11, 2011
   Aug. 10, 2011
   Nov. 9, 2011
Oregon Zoo Bond Citizens’ Oversight Committee meeting, Nov. 10, 2010

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)

Required Report to the Metro Council (from Ordinance 10-1232)

This report should contain:

1. Assessment of the zoo’s program progress in implementing the Oregon Zoo Bond Measure 26-96 project improvements.
3. May recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promise of the Oregon Zoo Bond Measure 26-96 is fully realized.
Oregon Zoo Bond Citizens’ Oversight Committee meeting

Nov. 10, 2010

Agenda Item B.

Approval of May 12, 2010, Oversight Committee meeting minutes
Oregon Zoo Bond
Citizens’ Oversight Committee
Oregon Zoo – Skyline Room
Wednesday, May 12, 2010
3 to 5 p.m.

MINUTES

MEMBERS PRESENT

Sheryl Manning    Oregon Zoo Bond Citizens’ Oversight Committee
Marcela Alcantar   Alcantar & Associates
Jacqueline Bishop   Roberts Kaplan LLP
Steve Bloom    Portland Japanese Garden
David Evans    The ODS Companies
Greg Gahan    NW Construction Management, Inc.
Gary Gamer    Oregon Coast Aquarium
Ann Gravatt    Renewable Northwest Project
Jim Irvine    The Conifer Group, Inc.
Benjamin Jackson   REAP, Inc.; Clackamas High School
Tony Jones    Metropolitan Contractor Improvement Partnership
Deidra Krys-Rusoff   Ferguson Wellman Capital Management
Ray Phelps    Allied Waste Services
Penny Serrurier    Stoel Rives LLP
Michael Sestric    Smith Group, Inc.
Bob Tackett    Northwest Oregon Labor Council
Carol Welch    Nike, Inc.

MEMBERS ABSENT

John Mohlis Columbia Pacific Building Trades Council; Portland Development Commission
Carter MacNichol   Shiels Obletz Johnsen, Inc.
Kelly Peterson    Humane Society of the United States

GUESTS

David Bragdon Metro Council President
Andrew Ferguson Oregon Zoo Bond Advisory Group, Oregon Zoo Foundation

STAFF

Scott Robinson, Kim Smith, Craig Stroud, Lee Campbell, Doug Strickler, Linnea Nelson, Joanne Ossanna, and Darin Matthews
A. Welcome / Introduction
Sheryl Manning, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:02 p.m. and welcomed members. Members introduced themselves.

B. Approval of Feb. 10, 2010 Oversight Committee meeting minutes
Members approved the minutes of the Feb. 10, 2010, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting.

C. Oversight Committee Charter
Chair Manning introduced Deidra Krys-Rusoff and recommended that she be designated as the Oversight Committee Vice Chair. Members agreed.

Marcela Alcantar moved and David Evans seconded a motion to adopt the proposed Oversight Committee Charter, included in the meeting packet. The motion passed with a verbal vote.

D. Bond Program Organization Structure – Oversight Committee Role
Craig Stroud, bond program manager, explained the Oregon Zoo Bond Governance chart provided in the meeting packet. He reviewed the membership, purpose, focus and scope, deliverables and durations of both the Oregon Zoo Bond Advisory Group (OZBAG) and the Oregon Zoo Bond Citizens’ Oversight Committee. Scott Robinson, Metro deputy chief operating officer, further explained OZBAG’s role and membership, especially as being involved on the front end of the bond program work. He said that the Committee plays a very important role for the voters and the public, to let voters know that the program has spent their dollars efficiently and as envisioned in the original bond measure. The Committee lasts through 2025, or through the final bond expenditure, whichever occurs first. The Committee is made up of all external members, representing a wide variety of professions and interests, to be able to speak back to the public about the bond program’s promise. It is an independent voice, and not a decision-making body.

Chair Manning encouraged members to ask questions and offer suggestions.

G. 2. Oregon Zoo Bond Advisory Group Update (moved up in the agenda)
Andrew Ferguson, Oregon Zoo Bond Advisory Group (OZBAG) Chair, talked about OZBAG’s role as an advisory body. He said the group has a good relationship with bond program staff, and he’s been impressed with the job the staff is doing. He said the bond team has been good about taking advice and providing information. He gave an example from the March 8, 2010, OZBAG meeting regarding the Penguin Filtration project. He said the group spent almost an hour discussing the various project options, gallons of water saved for each, cost, etc. By the end of the discussion, the group had come to consensus advice for the bond team. He gave the process an A+ grade. Scott Robinson discussed the overview of the skill sets comprised among members of the OZBAG group. In particular, he noted that land use attorneys and facility operation managers were two skill areas with significant input on the early bond work, and were well represented on the group.

Scott Robinson said that OZBAG also has facilities managers as members. These individuals have helped with identifying the operating considerations of the project improvements.
Mr. Ferguson said the staff has to put together presentations for OZBAG covering the major project decision points and options. Staff will send out the list of OZBAG members to the Oversight Committee.

Marcela Alcantar expressed concern that some decisions may have already occurred, and wanted to know if minorities and women were given adequate opportunities. Chair Manning indicated that the topic of procurement policies regarding minorities and women would be covered later in the agenda. Staff will provide copies of the OZBAG meeting packet to the Committee.

Steve Bloom expressed concern that the staff is being asked to prepare for too many meetings and not have time to get any work done.

Mr. Robinson said that the oversight has been good for thinking through the structure and decision-making process for the program. He feels the program is at an appropriate balance at this time. There’s much work in getting it up and running, but good work. Kim Smith, Oregon Zoo director, confirmed that she thinks this oversight work has not kept the staff from moving forward with its work, and has not seen a negative impact. She thinks it has been very positive.

Craig Stroud identified the bond program staff members and their roles. On July 1, the communications staff person and exhibits manager will become full-time bond positions. The Communications person is ramping up with the bond measure now. Mr. Stroud reports to Scott Robinson, and Kim Smith also reports to Scott Robinson. Ms. Smith identified zoo animal staff who are part of the design teams for the bond projects. Mr. Stroud said that the program may bring in outside experts for key issues as the program progresses, as well as draw on the several hundred staff at Metro for expertise. The program’s processes are becoming more efficient.

Tony Jones asked about the reporting to the public. Chair Manning said the Committee will appear once a year before the Metro Council and issue an annual report. Chair Manning said that she would work with Mr. Stroud on developing future Oversight Committee agendas to help structure the annual report.

Ray Phelps asked to get a copy of the materials that were provided in the voters’ pamphlet for the bond measure. (Staff will provide it.) He also asked for the report of spending trends over time, so he is able to anticipate how money will be spent over time. (The OZBAG May 10 meeting packet included an expenditures draw down schedule and will be provided to the Committee.)

Jim Irvine asked about the process for making modifications to budgets and contracts. He said he presumes that if there were significant modifications to projects, the process by which that happened would be brought to the Committee. Mr. Robinson said that the role of the Committee is to look at whether the process that the staff used to arrive at a decision was sound.

Chair Manning noted that there have not been a lot of big decisions for the Committee to review yet, but more will come after the Comprehensive Capital Master Planning process is complete.
David Bragdon, Metro Council President, said it is very worthwhile for the staff to be able to tap into the brains and experience of the Committee members. It is also important to build constituency with the member groups the Committee members represent. He used the Natural Areas bond measure experience as an example. He said Metro is asking the Committee to validate the processes used by staff. Metro is not asking the Committee to make decisions that the management should make.

E. **Metro/Zoo Financial Background Information**
Joanne Ossanna, Zoo Budget and Finance Manager, provided information about her previous experience at the Beaverton School District where they implemented a large bond measure, with $70 to $80 million in expenditures in some years. She assured the Committee that she has adequate experience working with bond expenditures and capital projects. She reviewed the memo she provided in the meeting packet, which compares the Zoo Bond Program budget to the magnitude of Metro’s annual financial budget. She welcomed questions on the bond program finances as it progresses.

Mr. Irvine asked about accounting for capital expenditures. He wants to understand if funds can be used from one fund for another fund’s project. He wants to know if capital expenditures from one fund can be hidden by spending in another project or from a different funding source. Mr. Stroud explained that bond proceeds can only be spent on bond projects. The fund revenues and expenditures are isolated in a separate fund within Metro’s accounting system. Also, there are internal and external audits of Metro’s expenditures. It was also noted that some fundraising may be done for additional aspects of projects. Carol Welch said it would be helpful to increase the committee’s understanding of Metro’s audits. This could be an agenda item for a future committee meeting.

F. **Status of Zoo Internal Audit Recommendations – Management Response**
Craig Stroud presented the current status of the Oregon Zoo Capital Construction Audit recommendations from November 2009. All audit recommendations have been addressed through systemic or process improvements. The bond program team continues to explore, identify and implement best practices.

G. **Update on Program Activities**
1. **Bond Program Management Quarterly Report (FY10 Q3)**
   Craig Stroud introduced the Bond Program Management Quarterly Report (FY10 Q3) which is also presented to the Metro Council on a quarterly basis. Chair Manning asked about project budgets. Mr. Stroud explained that when the bond passed, it included target budgets by project that included large amounts of contingency. This was done because project schematic designs had not been completed. Those target budgets are not necessarily adequate and staff has low confidence in the overall targets; however, because much scope control exists for each project, the overall bond amount should be able to deliver the voter’s vision. Through the Comprehensive Capital Master Planning effort, the program will look at timing, dependencies, geotechnical concerns, animal welfare, etc. to lay out the blueprint for the program build-out. By using an external consulting team for Comprehensive Capital Master Planning, the program will reduce risk and ensure success by using experienced experts. Over the next year, specific project budgets will be developed with contingencies and schedules.
Chair Manning asked about overhead expenditures, and Mr. Stroud identified two types: 1) Allocated overhead from Metro for internal services (human resources, internal audit, legal, insurance, accounting, leadership and Council, etc.). 2) Bond program overhead, primarily for the governance committees and bond staff generally supporting the bond program’s activities (i.e., Mr. Stroud’s payroll costs). The program has looked at other zoos’ and organizations’ overhead and is in the process of determining what the target not-to-exceed overhead should be for the program. Additional work in this area will be forthcoming.

Ms. Welch asked about whether revisiting and reassessing the comprehensive timeline will be built into the program, since some projects will not start for many years. Mr. Stroud agreed that the program will likely need to reassess comprehensive plans on a periodic basis as progress is made. The master plan will provide schematic designs and separate consulting firms will be contracted to move individual project planning through construction documents. Ms. Smith explained that the expert zoo firms who prepare master plans will include appropriate contingency knowing that degree of uncertainty over time (the Comprehensive Capital Master Planning RFP also states this expectation). Architectural work is another stage when timelines are revisited. Ms. Welch noted that it would be appropriate to periodically revisit master plans given future economic conditions are unknown, etc.

Ann Gravatt asked about why the Penguin Filtration and Veterinary Medical Center (VMC) projects are being done before the master plan is completed and the land use effort concluded. Mr. Stroud explained that the VMC land use was approved under the zoo’s current Conditional Use Master Plan and the Penguin Filtration project is a mechanical upgrade that was not dependent on the land use decision.

Michael Sestric asked how the Metro overhead allocation formula was implemented for the bond program compared to other Metro programs and departments. Mr. Stroud responded that the formula is consistently used Metro-wide for overhead cost allocations. The method is also used for federal grant purposes.

a. Master Plan RFP Update
Mr. Stroud said the program issued a Request for Proposals (RFP) for a Comprehensive Capital Master Plan in April. Many external parties complimented the program on a well-written RFP. The bond program expects to score and award the consultant contract in midsummer to a multidisciplinary team. The program will take the master plan to the Metro Council for approval.

b. Land Use (Plan District) Update
Concurrently with the Comprehensive Capital Master Planning work, the bond program is beginning a land use effort with the city of Portland. Staff is meeting with key city of Portland officials to begin discussions. The program wants to look at alternatives to the conditional use process, and is asking the city to assign top-level staff to develop alternatives and implement a direction, as well as help with modifying city building code for innovative new approaches. The program plans to convene the city bureau heads with the bond team to look at timeline, costs, key decision-makers, etc. in June or July.
c. **Updates for Projects Underway (VMC, Penguin, Water Main)**
   The Veterinary Medical Center (VMC) and Penguin Filtration projects are proceeding. The management report provided by Mr. Stroud in the packet details this work. Mr. Stroud explained about the two-step bid process for the VMC. The bond program took the Penguin Filtration project design development alternatives to OZBAG in March for advice on scope options and related costs.

   The Water Main Replacement project is small, but the city has tied some of that work to the VMC. The water main will need to be shut down for a day or two, and staff will prepare contingencies for that project.

   Marcia Sinclair, the new bond team Communications staff person, will help with program outreach for the land use effort, as well as finalize and implement a bond program communication plan.

d. **Best Practices Research and Adoption**
   Mr. Stroud discussed outreach activities performed by the bond program staff to identify best practices. This work will continue.

e. **Project Status and Financial Info at a Glance**
   The document was provided for Committee review.

f. **Program Schedule**
   Metro plans to sell $15 million of general obligation bonds in September 2010. The next bond sale after that will most likely be a larger general obligation offering of $30 to $40 million, when the program has concluded the Comprehensive Capital Master Planning work and the land use effort.

   David Evans asked about the reporting format. Mr. Stroud said the format is negotiable, and the program is looking at other bond program examples, with stoplight format reports being one option. Mr. Stroud wants to provide the Oversight Committee what will be most helpful for it to do its job. The program will be refining the format of the reports, and will distribute the last OZBAG packet for review. David Evans said he is interested in the high-level stoplight-type reports.

   Tony Jones said he would like to have identified the key audit functions to which the Oversight Committee needs to pay attention. Chair Manning referred to the Committee role detailed in the governance chart in agenda item D. She suggested that the agenda could be tailored around the Committee key concerns in the future.

   Deidra Krys-Rusoff complimented the staff on the info provided so far. She expressed concern about whether adequate staff is provided for the program. She said it seems like it can be overwhelming. Ms. Smith noted that the zoo has done other construction projects, and the entire zoo staff is also available to assist the bond team, as well as other Metro staff. Scott Robinson said that teams are looking at each aspect – safety, animal care, security, guest experience, railroad, etc. – of the work.
Zoo staff costs (non bond) are not being charged to the bond. Ms. Smith has determined that part of their ongoing job is to help design spaces for the animals they keep, the guests they serve, etc. The zoo staff costs will be paid from the zoo general operating fund.

Marcela Alcantar asked about the Master Plan process review. Mr. Robinson explained that no decisions have been made yet, and the program is in the midst of the process. OZBAG reviewed the master planning process and draft RFP.

Greg Gahan asked about budgets for each project. Mr. Stroud explained that we are not confident in the current target budgets. The Comprehensive Capital Master Planning will provide confident figures with adequate risk-based contingency. Mr. Sestric said he thinks the program is approaching the work in the right way. Chair Manning also complimented the work.

Scott Robinson spoke to the VMC project and its budget. It had lots of pre-design that was done, because it was required for Association of Zoos and Aquariums (AZA) accreditation. Also, Metro had firm numbers for the Penguin Filtration project.

Chair Manning applauded Metro for its transparency. She questioned whether the program has the right skill sets on the team, as staff or consultants, particularly for the land-use effort and core construction management work. She noted that while Metro has a lot of land use experience on staff, they do not have deep experience in the type of land use issues the zoo will be dealing with in completing the projects contemplated in the bond measure. She also noted that a previous successful expansion of the Convention Center (a MERC/METRO project which came in on time and under budget) hired an owners’ representative, but said she doesn’t see that contemplated on the team yet. She expects the Committee will continue discussing these questions as part of its oversight role.

Mr. Stroud responded that the two project managers on the team each have 20 to 30 years of construction management experience and are acting as owner’s representatives. For particularly risky program milestones or activities, the program is assessing how to best use internal and external resources to minimize the risk. For example, on May 10 bond program staff discussed with OZBAG how to best resource the land use effort. Mr. Irvine feels more comfortable now with program plans for the land use effort. Ann Gravatt noted that adequate staffing was an issue flagged in the audit report. Ray Phelps said the best spent money on the project will be to have someone who specifically focuses on getting it built, to deal directly with contractors, who only has Metro’s interests in mind.

H. New Zoo Director Introduction

Mr. Stroud introduced Kim Smith, Oregon Zoo director. He reviewed her extensive experience, including overseeing a $27 million construction project at Brookfield Zoo. Ms. Smith expressed that implementing her vision of the bond improvements is the opportunity of a lifetime. She wants to impact how animals are treated, and wants animal welfare to be first, foremost and very evident to zoo visitors. The Oregon Zoo has led in elephant care for years. She wants to
take that leadership to the next level by having matriarchal herds that are never broken up. She wants to have more natural exhibit floors and to have exhibits where animals spend the majority of their time. Her vision is that animals only spend small amounts of time off-exhibit each day because the exhibit space provides for all their needs. She believes exhibits should use less concrete, less water to wash down, etc. The Oregon Zoo has always pioneered sustainable practices and will continue to do so.

I. **Metro Procurement policies and practices, including Minority, Women and Emerging Small Business (MWESB) program**

Darin Matthews, Metro Procurement Manager, introduced Metro’s procurement guide (included in the meeting packet). He spoke to how Metro will provide outreach to minorities, women and emerging small business (MWESB). For professional services, Metro includes a portion of the scoring criteria (10 to 20 percent) to encourage diversity. On the construction side, Metro is using the Request for Bid (RFB) approach and requires prime contractors to do a good-faith effort for MWESB outreach, especially for subcontractors. At the Oregon Convention Center, Metro is listing goals for diversity.

Cost controls for change orders were addressed in the Metro audit and management response. Mr. Matthews stated that change orders over 5 percent or $25,000 must be approved by the Metro Council.

Marcela Alcantar said she disagrees that the good faith efforts are adequate for construction. Mr. Matthews offered to talk with her about her concerns.

Tony Jones said there should be an aspirational target for diversity utilization on public work projects at Metro. He wants contractors to know that Metro is serious about diversity. Mr. Matthews agreed with him, and said diversity reflects Metro’s values. Ms. Alcantar said it is important to see the firms actually in use, not just targets. She will be reviewing the work to see if the goals are actually achieved. Mr. Matthews extended an invitation to speak with anyone on procurement issues and opportunities.

J. **Open Discussion—None**

K. **Other--Communication Protocol**

Chair Manning said that if someone gets a call from a reporter, please refer the reporter to her. She will work with Scott Robinson to respond. At the next meeting the Committee will hear more about communications from Marcia Sinclair, the new bond program communications staff person.

L. **Adjournment**

Chair Manning adjourned the meeting at 5:00 p.m.

Next Meeting Dates – 2nd Wednesday of the month in Aug., Nov., Feb. and May (3-5 p.m.)
August 11
November 10
February 9, 2011 *(Subsequently changed to Feb. 16, 2011)*
May 11, 2011
Oregon Zoo Bond Citizens’ Oversight Committee meeting

Nov. 10, 2010

Agenda Item C.

Oversight Committee Charter
Oregon Zoo Bond Citizens’ Oversight Committee Charter

A. Zoo Bond Citizens’ Oversight Committee Authorizing Ordinance in Metro Code

The Metro Council established the Oregon Zoo Bond Citizens’ Oversight Committee (Oversight Committee) on January 21, 2010, by amending Metro Code Chapter 2.19 via Ordinance No. 10-1232.

B. Oversight Committee’s Purpose and Authority

The purpose and authority of the Oversight Committee is to convene periodically to review progress on the Oregon Zoo Bond Measure 26-96 project improvements, monitor spending (“Program Progress”), and consider and recommend project modifications if inflationary increases in construction costs exceed current budget estimates. The Oversight Committee shall report annually to the Metro Council regarding such Program Progress, which report shall set forth the Oversight Committee’s recommendations for project modifications, if any.

C. Period of Time Necessary for the Oversight Committee to Carry Out its Purpose

The Oversight Committee shall be dissolved on July 1, 2025, or upon the issuance of a final report by the Committee after all funds authorized by the Oregon Zoo Bond Measure 26-96 have been spent, whichever is earlier.

D. Frequency of Meetings

The Oversight Committee shall meet no fewer than two times per year. Meetings shall be held at a time and location to be determined by the Chair.

E. Membership

The Oversight Committee shall be composed of no fewer than 13 and no more than 19 members, to be appointed by the Metro Council President subject to Metro Council confirmation. The Oversight Committee’s members shall primarily be professionals with experience in construction, sustainability, finance, auditing, public budgeting, banking and general business.

A portion of initial Oversight Committee members shall be appointed to serve a one-year term, and may be reappointed to serve up to two additional two-year terms, and the other portion of the initial Oversight Committee members shall be appointed to serve a two-year term, and may be reappointed to serve up to one additional two-year term.

F. Chair and Vice Chair

The Metro Council President shall designate one member to serve as Chair of the Oversight Committee. The Chair shall preside over meetings of the Oversight Committee. When the Oversight Committee is not in session, the Chair’s duties include acting as its representative and spokesperson.

The Chair shall appoint a member of the Oversight Committee to serve as Vice Chair. The Vice Chair shall assist the Chair and support the Chair’s responsibilities in the absence of the Chair.

G. Oversight Committee Annual Report

The Oversight Committee shall prepare and deliver an annual report to the Metro Council regarding Program Progress, which:

1. Shall assess Oregon Zoo’s Program Progress in implementing the Oregon Zoo Bond Measure 26-96 project improvements.
(2) Shall report on project spending trends and current cost projections, and review and report upon the annual independent financial audit of spending.

(3) May recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promise of the Oregon Zoo Bond Measure 26-96 is fully realized.

H. Metro Responsible for Providing the Necessary Support

Metro will provide the facilities and support staff necessary to conduct meetings and support the activities of the Oversight Committee. Oversight Committee members will not be compensated for their services. Metro will pay costs associated with the provision of reasonable accommodations for people when such costs are directly associated with the conduct of the Oversight Committee meetings and reporting activities. In addition, Metro will provide funds annually to support the development and publishing of the Oversight Committee’s annual report.

I. Date of Charter

Original: May 12, 2010
Oregon Zoo Bond Citizens’ Oversight Committee meeting

Nov. 10, 2010

Agenda Item D.

Comprehensive Capital Master Plan Team Introduction
ISSUE & BACKGROUND

Metro issued a Request for Proposals for an interdisciplinary consulting team to perform Comprehensive Capital Master Planning for the remaining zoo bond improvements funded by the $125-million, voter-approved 2008 zoo bond measure.

The Comprehensive Capital Master Plan will provide:

- Analysis, recommendations and a strategy for Metro to implement the specific bond projects, as well as sustainability initiatives and infrastructure improvements. This includes refining project scopes through schematic design.
- An overall schedule for all projects based on the optimal project sequencing, timing and estimated duration. This plan will include a schedule for each project.
- An overall bond budget and financing plan with cost estimates for each project based on schematic designs. Adequate contingencies will be included based on the proposed site and complexity of each specific project. The plan will include direct, indirect and overhead costs; construction cost inflation; and assumed timing for cash in- and out-flows. Metro expects the consultant team to balance the final schematic designs for the specific bond projects, sustainability initiatives and infrastructure improvements with available resources.

Metro awarded the master planning contract to the consulting team comprised of SRG Partnership Inc., CLR Design, and Atelier Dreiseitl (plus associated sub-consultants) for approximately $1.5 million. Principals from each of these primary firms will be available at the committee meeting to discuss the team’s experience, approach and timeline to complete the work; as well as answer committee members’ questions.

The entire consulting team is:

- **SRG Partnership, Inc.** – Prime Consultant; Architecture & Management
- **CLR Design** – Zoo Planning and Exhibit Design
- **Atelier Dreiseitl** – Landscape, Planning & Sustainability
- **Main Street Design** – Interpretive Planning
- **TJP Engineering** – Life Support System Engineering
- **KPFF Consulting Engineers** – Civil Engineering
- **Rider Levett Bucknall** – Cost Estimating
- **PAE Consulting Engineers** – MEP Engineering
- **Equilibrium** – Structural Engineering
- **IMPACTS Research & Development** – Economic Analysis
- **The Bookin Group LLC** – Land Use Planning
Oregon Zoo Bond Citizens’ Oversight Committee meeting

Nov. 10, 2010

Agenda Item E.

Land Use Approach and Status
Presentation Date: November 10, 2010  Time: 3:00 pm

Presentation Title: Land Use Process Update

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

ISSUE & BACKGROUND

The Oregon Zoo operates under a conditional use master plan (CU MS) originally approved by the City of Portland in 1997 and remains in effect until 2013. The CU MS serves as the guiding land use and development master plan for the Oregon Zoo. All of the projects originally identified in the 1997 plan have been completed or are in the process of being completed, thus necessitating a new conditional use master plan.

The Oregon Zoo’s new Comprehensive Capital Master Plan is being prepared by the SRG Partnership project team and is expected to be completed in September 2011. This master plan will serve as the basis for the updated CU MS application, which must go through a new conditional use approval process.

As previously reported, Metro staff considered other land use approaches, such as re-zoning the property to a less restrictive base zone or creating a plan district, but after several meetings with city commissioners and senior staff, determined that updating the conditional use master plan remains the best course for the Oregon Zoo.

The reasons for updating the CU MS include:

1) The current plan is out-of-date and does not reflect the current bond program capital improvements or other future projects.
2) City staff supports a CU MS that better meets the needs of the Oregon Zoo by providing more flexibility into the future without requiring multiple amendments to address individual projects.
3) A CU MS is significantly less expensive, less complex and less time-consuming than the creation of a plan district.
4) The city’s estimated staff and process costs for a plan district total $1.1 million, all of which would be borne by Metro. Metro would also incur internal staff costs and additional specialized consultant services (e.g., parking and transportation, preparation of the conditional use application, etc.).
5) Updating the CU MS will focus on Oregon Zoo property and interests rather than a broader geographic area involving other institutions and surrounding neighborhoods.
6) An updated CU MS can be amended in the future or replaced with a new institutional zone, if such a new tool becomes available.

Staff has engaged consultants and is moving forward with the conditional use master plan process. The actual CU MS application is expected to be submitted in late summer 2011, after
completion of the Comprehensive Capital Master Plan. In the interim, staff and consultants are working on a range of analyses and strategies that will be part of the CU MS application. These steps include:

1. Coordinating and participating with the comprehensive capital master planning effort.
2. Implementing an extensive transportation/access/parking work program to address Washington Park transportation, circulation and parking issues for Washington Park visitors.
3. Working closely with the Washington Park Alliance to develop joint strategies and goals addressing transportation/access needs of all of our institutions, including exploring the creation of a Washington Park Alliance Transportation Management Association. This work is being lead by Rick Williams Consulting and Kittelson & Associates.
4. Continuing to work with city staff to refine the approach for an updated CU MS.
5. Addressing urban design opportunities for the Washington Park entry area.
6. Studying the current parking lot configuration and circulation system to determine more effective and efficient site plans.
7. Determining the non-conforming site development conditions within the Oregon Zoo and the parking lot.

In early 2011, a Pre-Application conference with the city will be scheduled. This meeting will be held with affected bureaus, agencies and community interests to identify the key issues/topics for further study, namely, cumulative transportation and accessibility impacts, environmental zone impacts and requirements and other off-site impacts.

Staff will continue to update the Oregon Zoo Bond Citizens’ Oversight Committee throughout the next year on the CU MS progress.
Oregon Zoo Bond Citizens’ Oversight Committee meeting

Nov. 10, 2010

Agenda Item F.

Public Involvement Strategy
Public involvement staff member Marcia Sinclair joined the bond team full time in July. She is a Senior Public Affairs Specialist in the Communication Department at Metro. Prior to work on the bond, Marcia managed public involvement in support of the Urban and Rural Reserves land use decision process coordinating the outreach efforts of Metro and Clackamas, Multnomah and Washington counties. For the bond program she is structuring and supporting public and stakeholder engagement for all bond projects as well as providing general bond communication support to zoo marketing, foundation and exhibits staff.

Issues and Background
We used a strategic process to build a public engagement program:
1. establishing communication goals to support each project,
2. identifying key stakeholders and objectives for their engagement,
3. determining tools and tactics for engaging each stakeholder in dialogue and sharing progress.

Objectives are stated in terms of improved relationships and how we intend that each stakeholder will feel at the conclusion of the planning process—the true measure of public involvement and stakeholder engagement successes. Objectives specify in advance our aim for engagement based on the Spectrum of Public Participation developed by the International Association for Public Participation. IAP2 describes the levels in the spectrum, from least to most influential, as: Inform, Consult, Involve, Collaborate and Empower, each with commensurate tools and techniques. The spectrum levels are useful for determining, in advance of outreach, the desired level of influence each stakeholder will hold in final project decisions, usually based on their stake in the outcome. The objectives and spectrum levels provide a useful basis for measuring success. For example, in setting objectives for engagement, the zoo may anticipate informing zoo visitors, consulting with adjacent landowners and collaborating with Portland Parks & Recreation staff.

There are three primary areas of concentration:
1. Comprehensive Capital Master Planning and bond-funded exhibits
   Metro holds final decision authority over these projects. Therefore, there is significant latitude in the type of activities and the nature of the information we share. We will continue to provide regular updates on bond progress, both in regard to planning and construction.
   Tools for doing so include:
   • Briefings for public officials
   • Signage and tours
   • Ground breaking and grand opening celebration events
   • Briefings, e-mail and bulletin board notices for staff and volunteers
• Public open houses where the design process in its entirety can be on display, from conceptual sketches through schematic drawings
• A robust bond program component to the zoo website, featuring feature stories, behind-the-scenes-perspectives on animal care and a “virtual open house” where design materials can be viewed online
• Articles in Zootracks, the zoo members’ quarterly publication
• Onsite history wall, where people can display their memorabilia, illustrating 50 years of zoo evolution
• Electronic and visitor surveys on user experience preferences, including preferred entry process, train route and ride experience; exhibit views and messages; way finding and circulation; conservation themes and take home messages.
• Media coverage via press releases, tours, features and interviews
• Speaking engagements

The planning process for the improvements to the zoo campus provides opportunities for engaging zoo fans in fun and entertaining ways, helping them to view themselves as partners in the evolution of the Oregon Zoo.

2. **Conditional Use Permit**
The application will likely be submitted in autumn 2011 because it relies on a completed zoo campus master plan. In addition to zoo campus land use, the City of Portland will consider zoo impacts outside the campus boundary, including the parking lot and stormwater management. These are issues that affect our neighbor institutions and residential neighbors as well as zoo visitors and in the broader sense, the metro-area public. We are using the intervening time as the master plan progresses to address these larger issues in coordination with our neighbors. Initial activities include:

• Metro councilors briefed Portland city commissioners and asked that their bureaus provide staff support to craft an efficient process that serves the public good.
• Initial contact with Arlington Heights and Sylvan Highlands neighborhood associations. Presidents and land use committee chairs were invited to the Veterinary Medical Center construction celebration. We have opened opportunities for collaboration on parking issues.
• Working with Washington Park Alliance to collectively build a long-term strategy to resolve access and parking issues. Alliance members have agreed to make this their top priority for the year.
• The zoo developed an initial draft Washington Park Alliance stakeholder engagement strategy that will help clarify roles. Metro is taking the lead on much of the engagement at this time, mostly related to parking and access.

3. **Remote Elephant Center**
We prepared a strategy for outreach to key stakeholders to support a land acquisition process, should Metro decide to purchase acreage for elephant habitat. The strategy identifies key stakeholder groups, including adjacent landowners, land management agencies, nearby communities, elected officials, and advocacy organizations, and anticipates appropriate outreach activities to support land purchase and land use decisions.
Oregon Zoo Bond Citizens’ Oversight Committee meeting

Nov. 10, 2010

Agenda Item G.

Bond Measure Program Progress Reports

1. Bond Program Management Quarterly Report (FY 11, Q1)
2. Protecting Animal Health and Safety (Replace 45-year-old animal hospital)
3. Upgrading Zoo Facilities to Save Water and Energy (Update/install energy/water saving measures)
4. Saving Water and Improving Water Quality at the Penguin Exhibit (Install a modern filtration system)
Program Status Report

<table>
<thead>
<tr>
<th>Program Title: Zoo Infrastructure Bond (A Better Zoo Program)</th>
<th>Program Manager: Craig Stroud</th>
</tr>
</thead>
<tbody>
<tr>
<td>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 November 2008 general obligation bond authority. Program work is reported in the following categories:</td>
<td></td>
</tr>
<tr>
<td>- Master Planning Activities – Comprehensive Capital Master Plan, Waste and Stormwater Planning, Off-site Elephant Habitat, and Land Use activities.</td>
<td></td>
</tr>
<tr>
<td>- Construction Project Activities</td>
<td></td>
</tr>
<tr>
<td>- Project Management and Program Governance Activities</td>
<td></td>
</tr>
<tr>
<td>Reporting Period/Status Date: Q1 FY11 as of 10/15/10</td>
<td>Program Manager Phone: 503-220-2451</td>
</tr>
</tbody>
</table>

Performance Measures

Content and Method

The bond measure approved by the region’s citizens included requirements for a citizens’ oversight committee to review progress on the project improvements and to monitor spending. Program performance measures are forthcoming as the bond program and oversight committee develop.

Key Items for Management Attention

- **Land Use**
  - The program considered and reviewed options for approaches and regulatory reviews with City Bureau of Planning and Sustainability staff. Based on these discussions, staff determined that updating the zoo’s conditional use permit is the best course at this time.
  - A final scope of work was developed for a land use consultant that was incorporated into the Comprehensive Capital Master Plan consulting team contract. This consultant will compile the zoo’s land use history and identify current non-conforming land use conditions. In addition, the consultant will identify strategies for the upcoming conditional use permit application and support any land use processes that may be needed in the interim to begin bond construction projects.
  - The program contracted with Rick Williams Consulting, a local firm specializing in traffic demand management, to assess and recommend options for addressing the zoo’s significant access, parking and traffic issues. This work directly supports the upcoming conditional use permit application.
  - Staff is also working closely with Washington Park Alliance members on transportation, access, parking and transportation demand management strategies, which are required as part of the conditional use application. As part of this work, we will also explore urban design considerations for the Washington Park entry area and parking lot configuration and circulation.
  - The conditional use master plan application is anticipated to be submitted late summer 2011, following completion of the Comprehensive Capital Master Plan.

Key Items for Metro Council Attention

- **Comprehensive Capital Master Planning**
  - The program finalized the master plan scope of work and contract documents with the consulting team. The contract amount totals $1.5 million. Staff is developing the overall Comprehensive Capital Master Plan budget, including adequate contingency. The Comprehensive Capital Master Plan will provide:
• Analysis, recommendations and a strategy for Metro to implement the specific bond projects, as well as sustainability initiatives and infrastructure improvements. This includes refining project scopes through schematic design.

• An overall schedule for all projects based on the optimal project sequencing, timing and estimated duration. This plan will include a schedule for each project.

• An overall bond budget and financing plan with cost estimates for each project based on schematic designs. Adequate contingencies will be included based on the proposed site and complexity of each specific project. The plan will include direct, indirect and overhead costs; construction cost inflation; and assumed timing for cash in- and out-flows. Metro expects the consultant team to balance the final schematic designs for the specific bond projects, sustainability initiatives and infrastructure improvements with available resources.

➢ Formal bid opening for the Penguin Water Filtration project occurred Sept. 9. Metro issued its intent to award the contract to Triad Mechanical on Sept. 23. Staff is working through final contract terms and the “Penguin Parade” event planning is underway.

Senior Leadership Team Action(s) Required

➢ Participation in Comprehensive Capital Master Planning workshops and activities, as desired.

Metro Council Action(s) Required

➢ Land Use – Advocate for the zoo campus land use process via outreach to City of Portland commissioners to support the assignment of appropriate-level staff and to support innovative development alternatives in areas such as stormwater retention and use and energy production.

Risks and Opportunities Summary

<table>
<thead>
<tr>
<th>RISK/OPPORTUNITY</th>
<th>ACTION PLAN/UPDATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Comprehensive Capital Master Planning</strong></td>
<td></td>
</tr>
<tr>
<td>a. Risk: The schedule must remain on target to meet timely adoption of the Master Plan and provide information for subsequent bond projects.</td>
<td>a. Monitor consultants work program and ability to meet identified milestones.</td>
</tr>
<tr>
<td>b. Risk: The allocation of bond funds to each project must be monitored to ensure sufficient funding to complete all projects.</td>
<td>b. Develop forecast costs for all projects and balance project scopes to available funds.</td>
</tr>
<tr>
<td>c. Risk: Zoo information must be produced timely and management direction must be provided timely to the consultant team.</td>
<td>c. Coordinate resource requests and communicate resulting information in a timely manner.</td>
</tr>
<tr>
<td><strong>Waste and Stormwater Plan</strong> – 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.</td>
<td>Consultant supplied information regarding equipment to monitor water usage during exhibit wash downs. Equipment is ordered and the team is implementing a monitoring program. Also, leverage the Comprehensive Capital Master Planning consultant expertise to assist.</td>
</tr>
<tr>
<td><strong>Land-Use</strong> – Risk: Parking and transportation management need to be moved up in the project schedule.</td>
<td>Resources have been identified to assess and identify options to address access and parking issues.</td>
</tr>
<tr>
<td><strong>Off-Site Elephant Habitat</strong> - Opportunity: Off-site facility annual operating costs are estimated to be at least $1 million annually. The source of annual</td>
<td>The team engaged Metro senior leadership and The Oregon Zoo Foundation senior leadership in a strategy discussion for annual operating funding. The zoo is refining a vision for the zoo’s elephant program with</td>
</tr>
<tr>
<td>RISK/OPPORTUNITY</td>
<td>ACTION PLAN/UPDATE</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>funding for operations must be identified.</td>
<td>multi-generational matriarchal herds as the focus. This compelling vision will support fundraising efforts.</td>
</tr>
<tr>
<td><strong>Veterinary Medical Center</strong></td>
<td></td>
</tr>
<tr>
<td>a. Risk: Possible contractor motivation to submit numerous project change orders due to aggressive construction bidding climate.</td>
<td>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.</td>
</tr>
<tr>
<td>b. Risk: Construction activity is expected to impact the zoo’s Washington Park Alliance neighbors. Truck traffic adjacent to the main parking lot will be frequent.</td>
<td>b. Monitor truck speeds and impacts to neighbors. Strictly enforce established site safety protocols.</td>
</tr>
<tr>
<td><strong>Penguin Filtration Upgrade</strong></td>
<td></td>
</tr>
<tr>
<td>a. Risk: Possible contractor motivation to submit numerous project change orders due to aggressive construction bidding climate.</td>
<td>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.</td>
</tr>
<tr>
<td>b. Risk: Remodels are prone to “hidden conditions” because destructive testing is not possible while the building is occupied.</td>
<td>b. Bid documents are written to mitigate risk of Change Orders by asking for unit prices for some aspects of the work.</td>
</tr>
<tr>
<td>c. Risk: Filtration equipment has long-lead time for delivery and can impact schedule.</td>
<td>c. Product submittals will be approved early in the construction process, so that equipment can be ordered.</td>
</tr>
<tr>
<td><strong>Water Main Pressure Reducing Assembly – Risk:</strong></td>
<td>DETERMINE LENGTH OF TIME REQUIRED FOR WATER SHUTDOWN AND COORDINATE EVENT FOR DATE OF LEAST IMPACT TO ZOO INTERNAL STAKEHOLDERS. IDENTIFY OPTIONS FOR SUPPLYING WATER DURING ANY SHUTDOWN.</td>
</tr>
<tr>
<td>Identify sequencing and impact of potential water shutdown at the zoo with internal stakeholders.</td>
<td></td>
</tr>
</tbody>
</table>

**Summary Status**

**Major accomplishments for this reporting period**

**Master Planning Activities**

- **Comprehensive Capital Master Planning** – see important information about the Comprehensive Capital Master Plan under **Key Items for Metro Council Attention**, above.
  - The program interviewed four consulting teams based on their written proposals, checked references for the top two teams based on their interviews, and selected the consulting team comprised of SRG Partnership, CLR Design, and Atelier Dreiseitl (plus associated sub-consultants).
  - The program finalized the master plan scope of work and contract documents with the consulting team. The contract amount totals $1.5 million. Staff is developing the overall Comprehensive Capital Master Plan budget, including adequate contingency.
  - The consultant team held a general kick-off meeting with zoo staff on Sept. 9, and the entire consulting team began researching and performing background analysis on the zoo campus and programs in preparation for the first master plan workshop scheduled for Oct. 5-7. The workshop will focus on general zoo campus site, infrastructure and sustainability issues; as well as the on-site elephant project.
➢ **Land Use Activities**

- Metro assigned Cheryl Twete, Senior Development Advisor, to lead the zoo’s land use engagement with the City of Portland. Cheryl brings a wealth of knowledge and experience to the engagement.
- Metro Councilors completed scheduled meetings with individual city commissioners to introduce the land use issue and ask that the commissioners ensure that city bureaus assign high-level staff to support the upcoming planning process.
- The program considered and reviewed options for land use approaches and regulatory reviews with City Bureau of Planning and Sustainability staff. Fundamentally, Metro desires a land use approval process that provides a greater degree of certainty for future projects without additional process reviews and delays. Based on these discussions, staff determined that updating the zoo’s conditional use permit is the best course at this time. The reasons for updating the conditional use permit include:
  1. The current plan is out-of-date and does not reflect the current bond program capital improvements or other future projects.
  2. City staff supports a conditional use permit that provides more flexibility into the future for zoo improvements.
  3. A conditional use permit is significantly less expensive, less complex and less time-consuming than the creation of a plan district.
  4. Updating the conditional use permit will focus on Oregon Zoo property and interests rather than a broader geographic area involving other institutions and neighborhoods.
  5. An updated conditional use permit can be amended in the future or replaced with a new institutional zone, if such a new land use designation becomes available.
  6. The city’s estimated staff and process costs for a plan district total $1.1 million. Metro would incur additional staff costs and fees for specialized consultant services (e.g., parking and transportation, preparation of the conditional use application, etc.). The conditional use permit process is much less expensive. The overall budget will be determined as negotiations with the City of Portland proceed and the entire project scope is finalized.

- A final scope of work for a land use support is incorporated into the Comprehensive Capital Master Plan consulting team contract. This consultant will compile the zoo’s land use history and identify current non-conforming land use conditions. In addition, the consultant will identify strategies for the upcoming conditional use permit application and support any land use processes that may be needed in the interim to begin bond construction projects.
- The program contracted with Rick Williams Consulting, a local firm specializing in traffic demand management, to assess and recommend options for addressing the zoo’s significant parking and traffic issues. This work directly supports the upcoming conditional use permit application.
- Staff is also working closely with Washington Park Alliance members on transportation, access, parking and transportation demand management strategies, which are required as part of the conditional use application. As part of this work, we will also explore urban design considerations for the Washington Park entry area and parking lot configuration and circulation.
- The conditional use master plan application is anticipated to be submitted late summer 2011, following completion of the Comprehensive Capital Master Plan.
- Staff is developing the overall land use project budget, including adequate contingency.

➢ **Off-Site Elephant Habitat**

- Elephant management and general zoo staff were engaged in refining the elephant management vision.
- Staff began development of an off-site business and elephant management plan. Information was gathered for operating cost assumptions that will be used for cost forecasting.
• Staff has researched available regional properties for an off-site habitat. Staff visited an available property in Forest Grove that was determined unsuitable.

Construction Project Activities

➢ Veterinary Medical Center (VMC)
  • Finalized general construction contract terms with Skanska USA Building Inc. and signed the contract. The project is within budget and is carrying an appropriate amount of contingency. The total project budget is $9.46 million.
  • Received the final City of Portland project building permit.
  • Demolished the quarantine building and began mass site excavation in preparation for the soil nail retaining wall installation.
  • Hosted a well-received construction ceremony with Metro Councilors, regional elected leaders, project donors, and project stakeholders on Sept. 29.

➢ Penguin Water Filtration
  • Completed construction documents and reviewed with project team on July 23.
  • Finalized and issued Request for Bid documents on Tuesday, Aug. 3, with final bids due Thursday, Sept. 9. Held pre-bid conference with contractors on Aug. 18. Bid alternates were included in the request to ensure the project could be completed within the target budget while meeting the water usage reduction goal of 80 percent.
  • Metro issued the Notice of Intent to award the construction contract to Triad Mechanical on Sept. 23. The project will include the base filtration improvements and the backwash recovery system bid alternate while remaining within budget.
  • Incorporated City of Portland construction plan review comments into the construction documents and awaiting issuance of the final construction permit.
  • Began preparing polar bear winter pool for temporary penguin habitation during installation of the filtration system.
  • Began planning for the “Penguin Parade” event to celebrate the start of construction, scheduled for Oct. 27.

➢ Water Main Pressure Reducing/Backflow Assembly and Building
  • Completed project design and submitted construction plans to the City of Portland for review and approval.
  • Finalized Request for Bid documents. The Request for Bids is scheduled for issuance and advertisement on Oct. 5 with bids due Nov. 4.
  • Continued planning for the timing of water shutdown to the zoo to install the new assembly.

Project Management and Program Governance Activities

➢ Finance and Regulatory Services worked with Metro’s financial advisor and bond counsel to issue bonds to fund program activities. The issuance was a two-year private placement for $15 million of Build America Bonds (35% of interest payments subsidized by the federal government) with a true interest cost of 0.8491 percent.

➢ Continued work on a communication and public involvement plan modeled on the Natural Areas plan. The plan identifies parties to whom the program wants to push or pull information, as well as the assignment of roles and responsibilities.

➢ The bond program changed its name to “A Better Zoo” program. Since passage of the 2008 zoo bond measure (“Bonds to protect animal health and safety; conserve, recycle water”), the implementation program has been referred to as simply the “Zoo Bond Program.” Although this title
identifies the source of the funds, it does not say anything about what the program is about. The new program name is inspiring and informational, and will focus the public’s attention on the improvements Metro is providing for animals and the zoo.

Major accomplishments for the next reporting period

Master Planning Activities

➢ Comprehensive Capital Master Planning
  • Hold first workshop focused on general zoo campus site, infrastructure and sustainability issues, as well as the on-site elephant project.
  • Continue providing background information, project visioning and programming information to the master plan consultant team.
  • Assess whether to enhance the master plan scope of work to include an “EcoDistrict” overlay. The EcoDistricts Initiative is a comprehensive strategy to accelerate sustainable neighborhood or campus development. The Portland Sustainability Institute partnered with the City of Portland to launch the initiative in 2009. The initiative recognizes that technologies and strategies for enhancing neighborhood sustainability, such as energy and water management systems, green streets, and resource conservation, are well known. However, the widespread deployment of these strategies has been slow to develop due to lack of comprehensive assessment tools, scalable project capital, and public policy support. The EcoDistricts Initiative focuses on removing these implementation barriers and creating an enabling strategy to accelerate neighborhood-scale sustainability.
  • Assess whether to enhance the master plan scope of work to include a “leveraged financing” analysis for infrastructure and sustainability initiatives. This analysis would assess whether opportunities exist to use federal and state tax incentives, private equity, and debt markets to fund capital improvements repaid from future energy expense savings.
  • Review the first master plan interim status report due Oct. 26 from the consultant team, discuss progress with the Oregon Zoo Bond Advisory Group, and host the November master plan workshop.
  • Assess existing campus infrastructure, identify campus-level sustainability initiative options, and identify campus-level schematic design alternatives for the major bond exhibit projects.

➢ Off-Site Elephant Habitat
  • Continue refinement of the business plan for the off-site habitat, with emphasis on funding needs of annual operations.
  • Engage Metro and The Oregon Zoo Foundation leadership in the critical annual operating funding issue.
  • Continue to assess properties throughout the region for siting suitability.

➢ Land-Use Activities
  • Coordinate between and participate with the Comprehensive Capital Master Planning effort.
  • Prepare a work program to address Washington Park transportation, circulation and parking issues for zoo guests and visitors. Explore the creation of a Washington Park Alliance Transportation Management Association, as well as other tools to manage parking and mode-split.
  • Request a city pre-application conference to be scheduled in late 2010 or early 2011 with affected city bureaus, agencies and community interests to identify the key issues and topics for further study. Expected issues to address include transportation and accessibility impacts, environmental zone impacts and requirements, and other off-site impacts. Continue to work with city staff to define the approach and process for an updated conditional use permit.
Construction Project Activities

- Veterinary Medical Center – Continue construction of soil nail retaining wall, water quality swale, and building foundations.
- Penguin Water Filtration
  - Sign general construction contract and monitor contractor provision of pre-construction deliverables, such as construction bond information and insurance.
  - Finalize construction schedule and overall project budget.
  - Obtain final project permits from the city.
  - Hold the “Penguin Parade” event to celebrate the start of construction, scheduled for Oct. 27.
  - Begin project demolition and construction.
- Water Main Pressure Reducing/Backflow Assembly and Building
  - Open the general contractor bids on Nov. 4.
  - Obtain final building permits from the City of Portland.
  - Identify project construction schedule.
  - Finalize project budget.

Project Management and Program Governance Activities

- Continue outreach for capital project management best practices, including performance measures.
- Continue bond program communication and public involvement plan refinement.
Oregon Zoo Veterinary Medical Center

Project Manager: Jim Mitchell
Lobby mosaic tile floor design

Lobby mosaic tile floor detail
Condor, rabbit and ocelot

Entry artwork: “Outside/Inside Macro/Micro”
Entry artwork
Carved architectural terra cotta
Translucent glass tiles
Artist: Steven Gardner

VMC Sustainable Features
LEED, (Leadership in Energy and Environmental Design) Silver Certification
- Recycle construction waste—90% goal
- Tree removal mitigation
  - Remove 78 trees, replant 178 trees
  - Remove 165 shrubs, replant 165 shrubs
  - Conifers for city river rehabilitation
- Rainwater storage tank—30,150 gallons

VMC Sustainable Features
- Reflective roofing and concrete to reduce heat-island effect
- Low volatile organic compound (VOC) materials
- Energy-efficient HVAC and electrical systems
- Recycled content materials—carpet, tile, rubber floors, countertops, steel and wood

VMC Sustainable Features
- Solar-heated hot water
- Storm water bio-swale
- Water-efficient landscaping
  - Drought-resistant plants
  - Irrigation sensors
- Natural light from 35 solar tubes
For this agenda item, the Water Main Building project manager Jim Mitchell, will provide an update on the current project scope, status, budget and schedule. Recent activities will be highlighted, including the bid period and contracting. A pre-bid meeting was held on Oct. 13, and bids were opened on Nov. 4. This project will fulfill a City of Portland requirement to install a pressure reducing assembly and back-flow valve on the main zoo water line. They will service the entire zoo and subsequent bond projects.

The project manager will be available to answer any questions regarding the project.
For this agenda item, the Penguin Life Support System Upgrade project manager Lee Campbell, will provide an update on the current project scope, status, budget and schedule.

The project scope includes installation of a filtration system that will reduce water use and improve water quality. This scope does not include a remodel of the exhibit’s public spaces.

- **Scope Status**
  - Design is complete:
    - A new water filtration will be installed that circulates, filters and cleans the water.
    - The new design will eliminate the need to dump the 25,000-gallon pool weekly.
    - The new design eliminates the need to constantly skim the pool to the sewer in order to keep it clean.
    - The new design will save millions of gallons of water per year.
  - Project was advertised for public bid:
    - 5-week bid period
    - MWESB participation encouraged through a) advertising outreach; b) pre-bid conference; and c) contractor solicitation of sub-contractor bids. MWESB participation in low bid is eight percent.
    - Bids were received within project budget.
  - Contract is pending with Triad Mechanical. A pre-construction conference was held with Triad on Oct. 25.
  - A temporary home was created for the penguins in the polar bear exhibit. The polar bears usually have two pools, but are using only one while penguins use the other, during construction.
  - The Penguin Parade is scheduled on Oct. 27, moving penguins to their temporary home.
  - The Penguin exhibit is closed to the public (but penguins are on public view at polar bear exhibit).
  - Construction is scheduled to begin on Nov. 1.

- **Budget**
  - The total budget for the project, based on bids, is $1,800,000.
  - The budget includes:
    - Direct construction costs (Triad Mechanical contract)
    - Design consultant costs
    - Soft costs (project management, animal relocations, etc.)
    - Contingency

- **Schedule**
  - Substantial Completion - March 2011
    - Systems are to be operational.
    - Birds will move back into the exhibit.
  - Final Completion – May 2011
    - Water biologic systems should be stabilized and water is clear.
    - Exhibit opens to the public.

The project manager will be available to answer any questions regarding the project.
Oregon Zoo Bond Citizens’ Oversight Committee meeting

Nov. 10, 2010

Agenda Items H. and I.

H. Program Status and Financial Information at a Glance

I. Consolidated Oregon Zoo Bond Program Schedule
### Oregon Zoo Bond Program

**Project Status and Financial Information at a Glance**

**As of September 30, 2010**

#### Project Budget and Expenditures - note 1

<table>
<thead>
<tr>
<th>Construction Projects</th>
<th>Project Budget and Expenditures - note 1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Project Target Budget</td>
</tr>
<tr>
<td><strong>Veterinary Medical Center</strong></td>
<td>$9,464,299</td>
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<td>% Complete</td>
<td>100</td>
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<tr>
<td><strong>Penguin Life Support System Upgrade</strong></td>
<td>$1,800,000</td>
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<td>100</td>
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<tr>
<td><strong>Water and Energy</strong></td>
<td>$200-$300k</td>
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<td><strong>Elephant Exhibit On-Site</strong></td>
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<td><strong>Elephant Exhibit Off-Site</strong></td>
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<td><strong>Polar Bear Exhibit</strong></td>
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<td><strong>Primate Exhibit - Chimps</strong></td>
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<td><strong>Primate Exhibit - Kongo Ranger</strong></td>
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<td><strong>Conservation Education Discovery Zone</strong></td>
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<td><strong>Condor Exhibit</strong></td>
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<tr>
<td><strong>Hippo Exhibit</strong></td>
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</tr>
<tr>
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</tbody>
</table>

#### Planning Projects

<table>
<thead>
<tr>
<th>Planning Projects</th>
<th>RFP/App Prepared</th>
<th>Proposals Submitted</th>
<th>Contract Award</th>
<th>Interim Reports</th>
<th>Final Plan</th>
<th>Project Target Budget</th>
<th>Project to Date Expenditures</th>
<th>Project Forecast Total Expenditures</th>
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<tbody>
<tr>
<td>Stormwater/Wastewater Analysis</td>
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<tr>
<td>Stormwater Minor Projects &amp; Campus Survey</td>
<td>$380,104</td>
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<td>Comprehensive Capital Master Plan</td>
<td>$1,503,850 + Addt'l Scope</td>
<td>$59,988</td>
<td>$1,503,850 + Addt'l Scope</td>
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<td>% Complete</td>
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<tr>
<td>Land Use Process</td>
<td>Mtgs. with City of Pld. Officials</td>
<td>Determine Appropriate Process and Negotiate</td>
<td>Establish Project Scope and Baselines</td>
<td>Project Execution - Technical Studies and Prepare Application</td>
<td>Submit CU MS to City for Approval</td>
<td>Land Use Approval Process</td>
<td>Project Target Budget</td>
<td>Project to Date Expenditures</td>
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<td>Land Use Designation</td>
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<td>Program Administration</td>
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<td>Program Staff, Administration, Metro Central Support, &amp; Bond Issuance</td>
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**Total Expenditures** $2,684,666

Note 1 - projects not loaded for program administration, planning or land use allocated costs.
<table>
<thead>
<tr>
<th>Task Name</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated Bond Program Schedule</strong></td>
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<tr>
<td><strong>Veterinary Medical Center</strong></td>
<td>10/26/09</td>
<td>12/30/11</td>
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<tr>
<td>Budget Redesign</td>
<td>11/12/09</td>
<td>5/3/10</td>
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<tr>
<td>Step 1 Request for Bids</td>
<td>4/13/10</td>
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<tr>
<td>Step 2 Request for Bids</td>
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<td>6/30/10</td>
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<tr>
<td>Construction</td>
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<td>9/28/11</td>
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<tr>
<td>Post Construction</td>
<td>9/6/11</td>
<td>12/30/11</td>
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<tr>
<td><strong>Penguin Filtration</strong></td>
<td>1/7/10</td>
<td>6/30/11</td>
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<tr>
<td>Schematic Design</td>
<td>1/7/10</td>
<td>3/4/10</td>
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<td>Design Development</td>
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<td>Construction Documents</td>
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<td>Bidding/Contracting</td>
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<td>10/15/10</td>
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<td>Construction</td>
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<td>Post-Construction</td>
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<td>Write and advertise Zoo Master Plan RFP</td>
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<td>Selection of Master Plan Consultant</td>
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<td>8/10/10</td>
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<td>Master Planning Process</td>
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<td>Interim Report #1</td>
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<td>Interim Report #2</td>
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<td>Presentation to Metro Council</td>
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<td>Onsite Elephant Exhibit Report</td>
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<td>Interim Report #4</td>
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<td>Final presentation to Metro Council</td>
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<td><strong>Land Use Process (Tentative)</strong></td>
<td>3/15/10</td>
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<tr>
<td>Engage City officials and staff</td>
<td>3/15/10</td>
<td>12/20/11</td>
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<tr>
<td>Determine and Define Land Use Approach</td>
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<tr>
<td>Prepare Transportation Work Scope</td>
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<td>Hire Transportation Consultant</td>
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<tr>
<td>Ongoing Public Outreach/Communications</td>
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<tr>
<td>Request Land Use Pre-App Conf. @ City</td>
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<td>12/29/11</td>
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<tr>
<td>Submit Land Use CU MS Application (TBD)</td>
<td>7/11/11</td>
<td>12/15/11</td>
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<td>CU MS Review/Hearings/Approval</td>
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<td><strong>Water Main Building Project</strong></td>
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<td>Design Selection Process</td>
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<td>Request for Bids</td>
<td>10/5/10</td>
<td>11/4/10</td>
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</tr>
<tr>
<td>Post Construction</td>
<td>3/4/11</td>
<td>5/25/11</td>
</tr>
</tbody>
</table>

This schedule includes active bond projects. The Comprehensive Capital Master Planning effort will identify the schedule and sequencing for the remaining bond projects.
Oregon Zoo Bond Citizens’ Oversight Committee meeting

Nov. 10, 2010

Agenda Item J.

Required Oversight Committee Report to the Metro Council
For this agenda item, Chair Manning would like the committee to discuss the upcoming required Oversight Committee report to the Metro Council. The desired discussion outcome is identification of a process to create the committee’s draft report by the next Oversight Committee meeting on Feb. 16, 2011.

**Required Report to the Metro Council (from Ordinance 10-1232)**

This report should contain:

1. Assessment of the zoo’s program progress in implementing the Oregon Zoo Bond Measure 26-96 project improvements.
3. May recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promise of the Oregon Zoo Bond Measure 26-96 is fully realized.