

A G E N D A

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METRO

Agenda

MEETING: METRO COUNCIL REGULAR MEETING
DATE: October 19, 2006
DAY: Thursday
TIME: 2:00 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

1. **INTRODUCTIONS**
2. **CITIZEN COMMUNICATIONS**
3. **AGE-RELATED SHIFTS IN HOUSING AND TRANSPORTATION DEMAND** Neal
4. **DRIVE LESS SAVE MORE CAMPAIGN AND OUTREACH UPDATE** Peck
5. **PORTLAND CENTER FOR THE PERFORMING ARTS CONCESSION MANAGEMENT ACTIVITIES: SYSTEM WORKS, SOME ENHANCEMENTS NEEDED** Dow
6. **CONSENT AGENDA**
 - 6.1 Consideration of Minutes for the October 12, 2006 Metro Council Regular Meeting.
7. **CONTRACT REVIEW BOARD**
 - 7.1 **Resolution No. 06-3726**, For the Purpose of Approving Contract No. 927489 for the Development of a Strategic Master Plan for the Oregon Zoo. Newman
8. **CHIEF OPERATING OFFICER COMMUNICATION**
9. **COUNCILOR COMMUNICATION**

ADJOURN

Television schedule for October 19, 2006 Metro Council meeting

<p>Clackamas, Multnomah and Washington counties, and Vancouver, Wash. Channel 11 -- Community Access Network www.tvctv.org -- (503) 629-8534 2 p.m. Thursday, Oct. 19 (live)</p>	<p>Portland Channel 30 (CityNet 30) -- Portland Community Media www.pcmv.org -- (503) 288-1515 8:30 p.m. Sunday, Oct. 22 2 p.m. Monday, Oct. 23</p>
<p>Gresham Channel 30 -- MCTV www.mctv.org -- (503) 491-7636 2 p.m. Monday, Oct. 23</p>	<p>Washington County Channel 30 -- TVC-TV www.tvctv.org -- (503) 629-8534 11 p.m. Saturday, Oct. 21 11 p.m. Sunday, Oct. 22 6 a.m. Tuesday, Oct. 24 4 p.m. Wednesday, Oct. 25</p>
<p>Oregon City, Gladstone Channel 28 -- Willamette Falls Television www.wftvaccess.com -- (503) 650-0275 Call or visit website for program times.</p>	<p>West Linn Channel 30 -- Willamette Falls Television www.wftvaccess.com -- (503) 650-0275 Call or visit website for program times.</p>

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Agenda items may not be considered in the exact order. For questions about the agenda, call Clerk of the Council, Chris Billington, (503) 797-1542. Public hearings are held on all ordinances second read and on resolutions upon request of the public. Documents for the record must be submitted to the Clerk of the Council to be considered included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Clerk of the Council. For additional information about testifying before the Metro Council please go to the Metro website www.metro-region.org and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 797-1804 or 797-1540 (Council Office).

M E M O R A N D U M

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METRO

Date: October 11, 2006
To: Metro Council
From: Gerry Uba
Planning Department
Subject: Age Related Shifts in Housing and Transportation Demand

At your meeting on October 19, 2006, the results of a study on Age-Related Shifts in Housing and Transportation Demand will be presented to you. A member of the team of Portland State University's College of Urban and Public Affairs faculty that conducted the study for Metro will present the findings. Accompanying this memo is the *Executive Summary* of the study.

The purpose of this study is to inform the New Look process and discussions. The results of the study will be used to engage the region on a number of fundamental policy issues concerning growth and quality of life in this region, such as the impact of longer life and changes in physical abilities on choice of housing type and location, driving expectancies and the demand for transit and paratransit services.

As background, Metro's regional forecast for the Portland-Vancouver metropolitan area shows that the proportion of the region's population over 65 years of age would increase from approximately 10.3 percent in 2005 to 17 percent in 2030 – an increase of 303,000 more senior residents. Some research show that as the Baby Boomers group ages, it is likely to have profound effects on the demand for services related to aging, housing choices, and transit ridership.

Questions for Council:

- What are the policy implications of the findings?
- How do we best use this information?

Executive Summary

AGE-RELATED SHIFTS IN HOUSING AND TRANSPORTATION DEMAND

A Multidisciplinary Study Conducted for Metro
by Portland State University's
College of Urban and Public Affairs

FINAL REPORT
August 14, 2006

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Executive Summary

Key Conclusions and Policy Implications

Understanding where middle-aged and older adults live, where they are moving, how they get around, and the factors influencing these decisions is essential for planning for the future. To gain an understanding of the impact of age-related shifts on housing and transportation demand, Portland State University's College of Urban and Public Affairs, via its Institute on Aging, was contracted to conduct a review of the literature and to analyze existing key local and national data sources. A multidisciplinary team of faculty and graduate students was assembled and performed the work in the summer of 2006. The literature reviewed and the analyses presented here are intended to inform Metro's Regional Forecast and modeling assumptions and to stimulate policy discussions pertaining to managing the region's land supply and investing in transportation infrastructure.

A central conclusion of this study is that baby boomers must be reached before the age of 60, or even 50, if they are to be enticed to choose higher density living and proximity to transit. Nationally and locally, most seniors lock in their housing choice before they reach the age of 60. The likelihood of moving declines with age; older (70+) householders are much more likely to have moved into the home they occupy before the age of 50 than after that age. When older householders do move, they are more likely to move into higher density housing than middle-age adults.

A second key conclusion is that middle-aged and older adults' clear preferences for suburban living must be acknowledged and plans developed to make suburban areas more pedestrian friendly and homes retrofitted or designed initially to better meet the needs of older adults.

The literature reviewed here has demonstrated the lack of homogeneity among all those aged 65 and older, and thus the folly of assuming homogeneity on the basis of age alone. This same caveat applies to baby boomers. The span of years covered by the baby-boom generation (1946-1964) is large indeed, and individuals born at the end of the time frame are likely to be quite different in their attitudes and behaviors from those born at the beginning. For example, events that occurred during the 60s defined, to a large degree, this generation, yet the baby boomers at the tail end of the period were toddlers during that decade.

When planning for future older adults, policies should take into account the able and active population of seniors, as well as those with disabilities, or, to use Feldman et al.'s (2004) terms, the "advantaged" and the "frail fraction." This will mean creating opportunities to keep advantaged seniors active in their communities, and addressing the challenges to providing needed support services to frail seniors. It will mean having available a range of housing types and transit options, from affordable to luxury, in the central city to the suburbs.

Still, the preference for single-family detached residences and for suburban living among the vast majority of adults aged 65+ and those aged 45-64 has been demonstrated, as has the predilection of both groups to remain where they were living prior to age 50 – that is, to age in place. In fact, baby boomers in Portland comprise a share of the suburban population that is slightly higher than the national average.

Traditional suburban communities, then, will need to make zoning changes and infrastructure investments, such as in sidewalks, pedestrian-friendly walking environments and destinations, and increased transit (and training in how to use it, such as provided by Ride Connection (www.rideconnection.org) to support an older population. An example is St. Louis Park in Minnesota, a traditional suburb, which created a new urban form that supports residents at all stages of life. The town changed zoning and land-use regulations to allow for both mixed use and high-density living, two characteristics not commonly found suburban communities, but which promote the ability of residents to age-in-place (Howe, 2001). These communities fit Freshley's (1995) plea for "life cycle communities" that work for all age groups. At the same time, we need to begin to advocate for life-cycle housing design. Since the shift from renter to owner is most typical as individuals enter their childbearing years, single family homes have been designed for families, with little thought given to the owners' aging in place. Examples of life-cycle housing include: designed with a bedroom and bath on the main floor so one could downsize to just one floor; designed to be adaptable to people with disabilities, including visitors (e.g., level entry, wide hallways and doors on the main floor, blocking for adding grab bars, cabinets that can be easily altered for use those using wheelchairs); placement of outlets and switches so they are reachable without bending down; zoning allowing accessory units for use by the family or for rental income in the early years, and for caregivers or elderly parents later on.

Advances in technology also will make it easier for older people to remain in the home of their choice as they age. Technologies already being used or developed bring services to the home rather than requiring travel. For example, telemedicine allows distance monitoring and advice on chronic and acute health issues; the internet makes it increasingly easy to shop for a wide variety of goods, including groceries, remotely (Charness, 2003; Dishman, Matthews & Dunbar-Jacob, 2003). Technologies that compensate for cognitive, motor, and sensory difficulties experienced in the home environment are being developed or improved. Other categories of technological improvement include emergency monitoring and response systems and social communication aids (Horgas & Abowd, 2003).

At the same time, there is some evidence that baby boomers may be somewhat more predisposed than current elders to consider living in higher density, more walkable neighborhoods in order to have easier access to social, cultural, and work-related activities. Other trends, too, may increase the future demand for denser environments, including mounting traffic congestion, decreased crime, immigration and enhanced urban vitality, growth of a café culture, the fashionable design of higher density for the middle class, and positive examples created by growing densification (Myers & Gearin, 2001).

To be successful in attracting and retaining older adults as residents, however, traditional high-density designs will need to be rethought, with consideration given to ways to facilitate aging in place, such as minimizing the use of steps, providing for adequate lighting, and having elder-friendly housing managers. Housing choices designed specifically for older populations can be expected to become more diverse, with greater integration between homes in the community and structures built specifically for older adults, with outreach of services to private homes (Regnier, 2003). New alternatives include co-housing (combining independent living with voluntary shared spaces and activities) and housing on college campuses for elders are being developed (Regnier, 2003). Accessory apartments, even when explicitly allowed, have not appeared as often or been used as often by those over 65 as expected (Chapman & Howe, 2001). They are more likely to be added to homes by people in middle age, with the expectation that they or caregivers might use them in later years.

One impediment to moving in old age is the difficulty of going through the process of sorting through years of accumulated possessions in order to downsize, as well as the physical demands of moving. If policy makers wish to encourage downsizing to high density locations, they may consider encouraging the development of elder-friendly moving services that can assist movers through this difficult process. There have been a few examples nationally of small companies or non-profits which have developed such services.

Also, creating incentives for future populations of elders to choose to live in downtown areas and eschew private vehicles may prove effective. It should be noted, however, that great success in attracting older adults to downtown areas could have some adverse implications as well, particularly for the buoyancy of the nighttime economy (Bromley, Tallon, & Thomas, 2005). In addition, there is little indication that baby boomers will want to live in age-segregated communities to any greater extent than current generations of elders do. Moreover, research has demonstrated the value of mixing generations to maximize intergenerational support and learning, self-help capability and community contribution (Ball, n.d.)

The literature presented here on transportation and mobility revealed that private vehicles remain the mode of choice for the vast majority middle-aged and older adults, and indications are that rates of licensing and use will continue to increase in the future. Only a small share of older adults report that they are prevented from driving because of medical conditions. Instead, those with medical conditions adjust their travel. Although the number of daily trips taken by adults appears to have leveled off or declined slightly nationwide, the decline is on the part of younger adults. Older adults made about the same number of trips in 2001 and 1995. Still, adults aged 65+ take significantly fewer trips than other adults, and these trips tend to be shorter than those by other adults, although trip length increased for all adults between 1995 and 2001.

The trend of increased driving among people 65 and older is likely to continue. The development of new technologies that improve the safety of vehicles should reinforce this trend. Older drivers will be more willing and able to continue driving longer in life with these new technologies, particularly with improved health conditions. Moreover, if transportation engineers respond to the growing calls for designing highways and related infrastructure (e.g., signage) to accommodate the aging population, the trend will be reinforced even further.

Taken together, these findings point to the need for planners and policy makers to acknowledge and address the continued and growing reliance of older adults on private vehicles. Although increased density is correlated with increased use of transit and walking for older adults, the relationship does not appear until densities reach at least 3,000 units per square mile. Moreover, the correlation is weaker for older adults (65+) than younger adults, particularly those 25-44. Thus, following implementation of policies designed to increase densities and co-locate needed services in order to minimize the need for driving, infrastructure improvements will be needed to enhance the safety of older drivers and those with whom they share the road.

In addition, better transit, walking, and bicycling systems would allow all adults to transition seamlessly from driving to other travel modes, or to supplement their driving by using these alternatives modes, thereby reducing older adults' loss of independence and enhancing their

mobility (Ernst & McCann, 2005). Ernst and McCann (2005) concluded that the following would facilitate the development of policies that support mobility options: (a) provision of a revenue stream or source of funding – this determines success or failure; (b) a focus on improving the supply of transportation facilities and services, not on changing behavior; (c) local or regional control of investment decisions, including strong public participation to ensure that projects are responsive to the unique needs of residents; (d) clear implementation guidance from the state with respect to the setting of goals and objectives for regional and local transportation systems, especially for smaller and rural regions that do not have expertise with transit innovations.

As Rosenbloom (2004) and Bailey (2004) suggested, these findings presented here indicate that no single policy program will address the transportation needs of current and future generations of older adults. People's travel needs and problems result as much from land use and housing patterns, social and human service delivery systems, neighborhood and community design, and the physical specifications of various transportation modes as they do from actual transportation programs and resources. A comprehensive strategy to link all of the policy arenas that affect the travel patterns of older people is needed, involving effective driver evaluation and retraining programs, better designed cars, improved signage and information systems on roads and highways, user friendly transportation alternatives, well-designed land use and housing choices, cost-effective delivery of public and private services, and coordinated delivery of human and social services.

Despite the dominance of private vehicle use, there remains a role for public transit in the lives of older adults (Rosenbloom, 2001). More routes that serve the needs of older adults, such as night routes and routes that include busy shopping malls would be beneficial, as would the establishment of service routes (Rosenbloom, 2001). These routes would include destinations frequented by older adults but open to all, as is the case in Sweden, to provide an alternative to paratransit (Rosenbloom, 2001). There would be stops at regular bus stops, but service to places not accessible to larger buses, such as the front doors of hospitals, day care centers, and even stores, would also be provided. This concept, called "community buses," has been adopted in several U.S. and Canadian cities. Although they are more expensive and are normally operated in conjunction with normal routes, an increasingly older population may provide economies of scale for the future. Although enhanced pedestrian amenities, mixed land uses, and enhanced comfort and security in transit systems may not create a mass defection from the car, older adults may be willing to occasionally, and perhaps increasingly, use other forms of transportation rather than a private vehicle (Rosenbloom, 2001).

Policy makers will need to understand in greater depth the reasons that older people do not choose public transit. In addition to issues of routes and access, a concern that emerges often relates to safety and security on the bus/train, at the stop, and on the walk to and from the stop, especially among nondrivers and those with poor health (Coughlin, 2001; Ritter, Straight & Evans, 2002). Locating routes where there are few "eyes on the street" (e.g., the MAX line between I-84 and the railroad tracks) will increase safety concerns. Another issue for some older adults is lack of experience with transit. Programs have been developed to complement the usual information systems by providing one-on-one training in the use of transit by older people or people with disabilities, assisting them in moving from paratransit to the regular system (Moakley, 2001), e.g., the local program Ride Connection.

Clearly, more research is needed to fully understand the attitudes and desires of the babyboom generation. Some of the findings presented here are contradictory, but a larger concern is that there is little information on the baby-boom generation, and our ability to predict their behaviors and attitudes is limited. Nonetheless, planning for this group is crucial, as they comprise such a significant portion of our population.

Specific key points and findings from the study are highlighted below.

Key Findings

The Demographic Imperative: Trends in Population Aging

- “Age” can be defined in many ways, including chronological age, functional age, years left to live, social roles, and subjective age. Chronological age is most typically used to group individuals or households; thus, chronological age is generally used in this report.
- Caution must be exercised when drawing conclusions based on age differences. Differences among age groups may be a consequence of age effects (or changes), cohort effects, or period effects. Cross-sectional data, those most available, generally cannot distinguish among these three types of effects.
- In addition to a general increase in the proportion of the population that is aged 65 or older, the oldest-old sector is growing at the fastest rate. The oldest old are those most likely to have disabilities, and are also more likely to be female, since with age, males are increasingly outnumbered by females. Older women are more likely than older men to experience disability and to live longer than men. Thus, women are likely to spend more of their lives in a disabled state than men.
- The proportion of older adults experiencing disabilities is decreasing, and there has been an increase in active life expectancy; however, due to the overall aging of the population, the total number of those with disabilities is on the rise. At the same time gains in educational level among baby boomers as a group are likely to translate into higher levels of health, income and wealth than among previous generations.
- The “elderly” are not a homogeneous group. Instead, there are the “haves,” or the “advantaged,” and the “have nots,” or the “frail fraction.” The oldest old, women, minority elders and elders who have poorer health, financial insecurity, less education, and who reside in dangerous neighborhoods are those most likely to comprise the latter group.
- Baby boomers are postponing retirement due to a variety of financial and social factors. Later retirement is likely to affect this group’s housing and travel patterns.
- Baby boomers are expected to be healthier and better educated as they age than current older populations, but there is conflicting evidence regarding their future financial status. Regardless, it does appear that they will be spending more years in the workforce. Predictions about other behavior are particularly uncertain.

- In 2000, baby boomers and those aged 55 to 64 showed higher concentration in more rural areas, in new subdivisions near the UGB, and in the less walkable areas of the Portland urban core. Persons aged 65 and over were noticeably less concentrated in the most pedestrian-oriented neighborhoods.
- Over the next 30 years, the Portland-Vancouver metropolitan area will see dramatic growth in the proportion of the population that is aged 65 and older. While the total population will increase about 47 percent, the 65+ population will more than double, growing by over 137 percent and comprising 17 percent of the population in 2030 compared to 10.5 percent in 2000. Fueling this increase will be the aging of the baby boomers.
- It appears that rates of disability increased between 1990 and 2000, although this is quite likely due to differences in definition and data presentation in the two censuses. There is variation by county and city, indicating the possible need for special attention to issues of disability among older adults in certain areas.

Housing and Spatial Location Patterns

- Nationally, about 80% of older people own their own homes. Renters tend to be poorer than owners and more likely to be women and members of racial/ethnic minorities.
- Home ownership patterns in the Portland-Vancouver metropolitan region mirror those of the nation. Those aged 55 and older are most likely to own their own homes, and white older adult householders are most likely to be homeowners. Women are less likely to be homeowners than men, and renters have lower incomes than owners. Home ownership rates increased most among the 55 to 65 year-old age group between 1995 and 2002.
- Nationally, the preference for the single family home has remained at 70 -77% among those aged 55+ since 1986. High housing cost burden may limit housing options, particularly for renters.
- Locally, too, the preference for the single family detached home is high, and grew among those aged 55-64. There were minimal changes in the type of structure in which older adults (55+) lived between 1995 and 2002. Householders aged 65+ are more likely than those aged 55 to 64 to live in an age-restricted development. Portland has high housing costs, and received the 8th highest ranking for severe housing cost burden among 23 “Living Cities” examined by the Brookings Institute.
- There is some spatial variation by age within housing type. Among those residing in single family homes, baby boomers are more likely than those aged 65+ to be located outside the urban growth boundary and to be in higher income neighborhoods and cities. Baby boomer households residing in multi-family housing are found primarily inside the urban growth boundary and in eastern parts of Yamhill county. Mobile homes and other housing (e.g., boats, RVs) are much more likely to be located in rural areas. Persons aged 65+ are more likely than younger persons to reside in mobile homes.

- Although the vast majority of older people prefer to “age in place” in their community and current home, those just reaching retirement age (50-64) are more likely to consider moving to a new home, if not a new community.
- The continuing trend toward “aging in place” is likely to mean that the majority of older adults will continue to living in single family homes and in the suburbs. There are a number of indications, however, that baby boomers are more likely than younger adults to have a preference for more walkable locations, public transit, and higher density living.
- Developers of higher density housing need to rethink their design for an aging population if they are to be successful at attracting and retaining older adults.
- There was an increase between 1995 and 2002 among baby boomers and older adult households who lived in a neighborhood with higher density apartment buildings 2002, but this may be due to the increased densification of the region rather than a preference for higher density living. Although fewer middle-aged and older adult households reported having access to public transportation, more reported regular use of public transportation by someone in the household.
- Nationally, most seniors lock in their housing choice before they reach the age of 60. The likelihood of moving declines with age; older (70+) householders are much more likely to have moved into the home they occupy before the age of 50 than after that age.
- Similar to the national findings, the likelihood of moving among older Portland householders declines with age. However, when older householders do move, they are more likely to move into higher density housing than middle-age adults.
- When older adults do move, transit access is not a primary consideration when choosing a new neighborhood.
- In the Portland region, new suburbs near the UGB have seen a lot of growth in the three age groups from baby-boomers to seniors, while the central core experienced declines in these age groups.
- Both nationally and in Portland, older people are most likely to live in the suburbs. Baby boomers comprise a slightly higher share of the suburban population in Portland than the national average.
- The larger percentage of 45-64 year-olds living in downtown Portland, compared to the national average, may indicate a greater preference for dense living among baby boomers here.

Transportation Patterns and Preferences

- Most older adults aged 65+ do drive; rates drop only for the oldest old. Older women with licenses tend to make fewer trips than older men. Although trip-making rates for the population as a whole declined slightly from 1995 to 2001, this was not the case for people aged 65+. To attract the elderly to transit, information about transportation

alternatives and a very high level of access, including in the middle of the day, and service quality would be required. In addition, zoning changes are needed along corridors with good transit services to facilitate building of assisted living facilities and other residential communities for elders.

- In the Portland area, most trips by older adults are by private vehicle. Only a small share of older adults report that they are prevented from driving because of medical conditions. Instead, older adults with medical conditions are more likely to report that they adjust their travel by traveling less, asking for rides or limiting their driving to day time.
- Rates of licensing of older adults have increased and are likely to remain high, or even increase, in the future.
- Adults aged 65 and over take significantly fewer trips than other adults. After significant increases between 1983 and 1995, the number of daily trips taken by adults of all ages appears to have leveled off or declined slightly nationwide. However, most of this decline is on the part of younger adults; older adults made about the same number of trips in 2001 and 1995.
- The vast majority of travel by older adults occurs in private vehicles, both nationwide and in the Portland region. Of all trips made by older adults, a higher share of are made walking than among younger adults. However, because older adults make fewer trips overall, they do not make more walking trips per person. They also use transit less than younger adults, and transit use among older adults declined between 1995 and 2001.
- Older adults' trips are shorter than those by younger adults. Trip lengths for older adults increased from 1995 to 2001, as they did for all adults.
- Increased density is correlated with increased use of transit and walking for older adults. However, the relationship does not appear until densities reach at least 3,000 units per square mile, and only about 15% of the region's residents live at these densities. Moreover, the correlation is weaker for older adults (65+) than younger adults.

Future Research

Additional research, conducted over time with baby boomers and younger cohorts, is needed to fully understand these groups' housing preferences and choices. Current knowledge is limited by the cross-sectional data available. Similarly, to help in forecasting future travel demand, longitudinal data are needed so that modality choice, especially transit use over time, can be assessed and trends identified.

Introduction

Background and Purpose of the Study

As noted in the Scope of Work associated with the contract for this study:

Metro adopted a regional growth management strategy known as Region 2040 a decade ago. Throughout that period, Metro and local governments in the region have been implementing those growth management policies – encouraging efficient use of land, providing an array of transportation options that move people and goods, helping communities to provide diverse housing options, providing parks and natural areas, protecting the natural environment and enabling communities to enhance their sense of place.

After ten years of experience, a need exists to evaluate Region 2040 and to engage the region on a number of fundamental policy issues concerning growth and quality of life. Crucial to this process is an understanding of the impact age-related shifts on housing and transportation demand.

Portland State University's College of Urban and Public Affairs, via its Institute on Aging, was contracted to examine this issue, and a multidisciplinary team of faculty and graduate students was assembled. The literature reviewed and the analyses presented here are intended to inform Metro's Regional Forecast and modeling assumptions and to stimulate policy discussions pertaining to managing the region's land supply and investing in transportation infrastructure.

Overview of the Report

To address the issue of age-related shifts in housing and transportation demand, this report is organized into four main sections. In the first section, "**The Demographic Imperative: Trends in Population Aging**," following a discussion of the concept of "age" and the implications for analyses, statistics and projections concerning the numbers of older adults in the United States, Oregon, and the Metro region are presented.

The second section, "**Housing and Spatial Location Patterns**," addresses the questions of (1) What are the current and projected types of housing preferred by middle-aged and older adults?; (2) What is the spatial distribution of older people – where will they be living?; (3) How likely will older adults be to move?; and (4) Where are older adults likely to move?

The third section examines "**Transportation Patterns and Preferences**," asking the questions: (1) What are the transportation patterns of older adults in terms of mode choice, trip distance and frequency, what factors influence these patterns, and how do the patterns change with age?; (2) What are the transportation preferences of older people?; and (3) What is the impact of urban form on the transportation choices of older people?

The fourth section focuses on "**Key Policy Issues Influencing Future Housing and Transportation Demand By Older Adults**."

With respect to the report's format, in each section and subsection, a review of the pertinent existing literature, typically national in nature, is presented. To facilitate review of the results by the reader, the main findings are summarized under the heading, "Key Points." Following the review of the literature, analyses are presented of secondary data that were conducted by members of the project team of data specific to urban areas, and where possible, the Portland-Vancouver metropolitan region in particular. Again, key points are summarized for the reader's convenience.

Study Methods

To conduct the literature search, standard electronic databases were used. The focus was on academic and government literature covering the United States and metropolitan regions, in particular.

To supplement the existing literature and to better identify trends and make predictions concerning future housing and transportation choices and how these will affect our region, analyses of several sources of secondary data were conducted. Secondary data sources used included the summary tabulations from 1990 and 2000 Decennial Census prepared by the U.S. Census Bureau, 1994-95 Portland Activity Survey, the 1995 and 2002 American Housing Survey (AHS) samples from the Portland region, the 1990 and 1995 Nationwide Personal Transportation Survey (NPTS), and the 2001 National Household Travel Survey (NHTS).

The 1994-95 Portland Activity Survey was conducted by Metro. For the survey, household members were asked to record their activities for two days, including travel. The analyses presented here use cross-tabulation tables prepared by Metro staff from those data.

The AHS is conducted by the Census Bureau. The sampling unit is a housing unit. The survey collects detailed information about the housing unit, as well as information about the "householder." Data are collected from only one person in each household. Therefore, the analysis presented here is of households and householders, not each individual. A householder is usually the owner whose name is on the deed or mortgage or the renter whose name is on the lease. With some exceptions, householders must be 18 or older. The Census conducts the AHS at the national level every other year and at the metropolitan level on a rotating basis. Data for the Portland region are available for 1995 and 2002. The data include weights so that the information is representative of the region. The region includes Clackamas, Columbia, Multnomah, Washington, and Yamhill Counties in Oregon and Clark County in Washington.

Both the NPTS and NHTS are conducted by the U.S. Department of Transportation. Both include the civilian, non-institutionalized population; persons living in nursing homes are not included. The 1995 NPTS user's guide indicated that persons living in assisted living facilities were not included. Alternatively, the 2001 NHTS user's guide provided no indication of whether or not assisted living facilities were included; however, because the survey was conducted over the telephone using random digit dialing, and since residents of most assisted living facilities have their own phone, they are likely to be included in the sample.

All three of these national datasets include weights to correct for sampling bias and more accurately reflect the U.S. population. For the analyses presented here, we used data only from people living in households in urban areas, as defined by the Census Bureau. Excluding rural households makes the analysis more pertinent to the Portland region.

Although the NPTS was also conducted in 1969, 1977, and 1983, those datasets are not readily available. In addition, significant differences in methodology prevent direct comparisons for many variables across all six years of the survey; thus, those earlier datasets are not analyzed here. Similarly, methodological differences in collecting travel information also prevent direct comparisons of the 1990 data with those from 1995 or 2001 for several variables related to travel, such as the number, mode, or length of trips.

Nonetheless, the analyses that are possible help to shed light on the current situation and trends related to age, housing, and transportation in urban areas, and particularly in the Portland-Vancouver metropolitan area.

BEFORE THE METRO CONTRACT REVIEW BOARD

FOR THE PURPOSE OF APPROVING) RESOLUTION NO. 06- 3736
CONTRACT NO. 927489 FOR THE)
DEVELOPMENT OF A STRATEGIC) Introduced by Metro
MASTER PLAN FOR THE OREGON ZOO) Councilor Brian Newman

WHEREAS, on April 14, 2006, the Metro Council adopted Resolution No. 06-3659, for the purpose of establishing The Oregon Zoo Future Vision Committee; and

WHEREAS, the Metro Council charged the Oregon Zoo Future Vision Committee with recommending updates to the Oregon Zoo's Master Plan, changes to the Zoo's conservation and environmental education programs, and operating reforms to address the Zoo's systemic fiscal challenges; and

WHEREAS, the Oregon Zoo Future Vision Committee agreed that Metro should seek to retain a qualified contractor to develop a new plan for the Oregon Zoo; and

WHEREAS, Metro Staff accordingly prepared and released RFP 07-1198-Zoo, requesting proposals to develop a Strategic Master Plan for the Oregon Zoo; and

WHEREAS, six qualified proposals were received in response to the RFP; and

WHEREAS, the proposal of Schultz & Williams, Inc. and its subcontractors was determined to have demonstrated the best qualifications and experience, and to have presented an approach that would best address the challenges and opportunities facing the Oregon Zoo; now therefore,

BE IT RESOLVED,

That the Metro Council, sitting as the Metro Contract Review Board, authorizes the Chief Operating Officer to execute a personal services contract with of Schultz & Williams, Inc., in a form substantially similar to that attached hereto as Exhibit "A"

ADOPTED by the Metro Council this ____ day of _____ 2006.

David Bragdon, Council President

Approved as to Form:

Daniel B. Cooper, Metro Attorney



Personal Services Agreement

Contract # 927489

THIS AGREEMENT is between Metro, a metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, located at 600 N.E. Grand Avenue, Portland, OR 97232-2736, and **Schultz & Williams, Inc.**, referred to herein as "Contractor," located at 325 Chestnut Street, Suite 700, Philadelphia, PA 19106-2422.

In exchange for the promises and other consideration set forth below, the parties agree as follows:

1. Duration. This personal services agreement shall be effective October 11, 2006 and shall remain in effect until and including June 30, 2007, unless terminated or extended as provided in this Agreement.

2. Scope of Work. Contractor shall provide all services and materials specified in the attached "Exhibit A -- Scope of Work," which is incorporated into this Agreement by reference. All services and materials shall be provided by Contractor in accordance with the Scope of Work, in a competent and professional manner. To the extent that the Scope of Work contains additional contract provisions or waives any provision in the body of this Agreement, the Scope of Work shall control.

3. Payment. Metro shall pay Contractor for services performed and materials delivered in the amount(s), manner and at the time(s) specified in the Scope of Work for a maximum sum not to exceed Two-hundred forty-three thousand three hundred fifty-six AND zero/100THS DOLLARS (\$243,356.00).

4. Insurance.

a. Contractor shall purchase and maintain at the Contractor's expense, the following types of insurance, covering the Contractor, its employees, and agents:

(1) Broad form comprehensive general liability insurance covering bodily injury and property damage, with automatic coverage for premises, operations, and product liability, shall be a minimum of \$1,000,000 per occurrence. The policy must be endorsed with contractual liability coverage; and

(2) automobile bodily injury and property damage liability insurance coverage shall be a minimum of 1,000,000 per occurrence.

b. Metro, its elected officials, departments, employees, and agents shall be named as ADDITIONAL INSURED. Notice of any material change or policy cancellation shall be provided to Metro 30 days prior to the change or cancellation.

c. Contractor, its subcontractors, if any, and all employers working under this Agreement that are subject employers under the Oregon Workers' Compensation Law shall comply with ORS 656.017, which requires them to provide Workers' Compensation coverage for all their subject workers. Contractor shall provide Metro with certification of Workers' Compensation insurance including employer's liability. If Contractor has no employees and will perform the work without the assistance of others, a certificate to that effect may be attached, as Exhibit B, in lieu of the certificate showing current Workers' Compensation.

d. If required by the Scope of Work, Contractor shall maintain for the duration of this Agreement professional liability insurance covering personal injury and property damage arising from errors, omissions, or malpractice. Coverage shall be in the minimum amount of \$500,000. Contractor shall provide to Metro a certificate of this insurance, and 30 days' advance notice of material change or cancellation.

e. Contractor shall provide Metro with a Certificate of Insurance complying with this article, and naming Metro as an additional insured within fifteen (15) days of execution of this contract, or twenty-four (24) hours before services under this contract commence, whichever date is earlier.

5. Indemnification. Contractor shall indemnify and hold Metro, its agents, employees and elected officials harmless from any and all claims, demands, damages, actions, losses and expenses, including attorney's fees, arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Contractor's designs or other materials by Metro and for any claims or disputes involving subcontractors.



Personal Services Agreement

6. Ownership of Documents and Maintenance of Records. Unless otherwise provided herein, all documents, instruments and media of any nature produced by Contractor pursuant to this agreement are Work Products and are the property of Metro, including but not limited to: drawings, specifications, reports, scientific or theoretical modeling, electronic media, computer software created or altered specifically for the purpose of completing the Scope of Work, works of art and photographs. Unless otherwise provided herein, upon Metro request, Contractor shall promptly provide Metro with an electronic version of all Work Products that have been produced or recorded in electronic media. Metro and Contractor agree that all work Products are works made for hire and Contractor hereby conveys, transfers, and grants to Metro all rights of reproduction and the copyright to all such Work Products.

a. Contractor and subcontractors shall maintain all fiscal records relating to such contracts in accordance with generally accepted accounting principles. In addition, Contractor and subcontractors shall maintain any other records necessary to clearly document:

- (1) The performance of the contractor, including but not limited to the contractor's compliance with contract plans and specifications, compliance with fair contracting and employment programs, compliance with Oregon law on the payment of wages and accelerated payment provisions; and compliance with any and all requirements imposed on the contractor or subcontractor under the terms of the contract or subcontract;
- (2) Any claims arising from or relating to the performance of the contractor or subcontractor under a public contract;
- (3) Any cost and pricing data relating to the contract; and
- (4) Payments made to all suppliers and subcontractors.

b. Contractor and subcontractors shall maintain records for the longer period of (a.) six years from the date of final completion of the contract to which the records relate or (b.) until the conclusion of any audit, controversy or litigation arising out of or related to the contract.

c. Contractor and subcontractors shall make records available to Metro and its authorized representatives, including but not limited to the staff of any Metro department and the staff of the Metro Auditor, within the boundaries of the Metro region, at reasonable times and places regardless of whether litigation has been filed on any claims. If the records are not made available within the boundaries of Metro, the Contractor or subcontractor agrees to bear all of the costs for Metro employees, and any necessary consultants hired by Metro, including but not limited to the costs of travel, per diem sums, salary, and any other expenses that Metro incurs, in sending its employees or consultants to examine, audit, inspect, and copy those records. If the Contractor elects to have such records outside these boundaries, the costs paid by the Contractor to Metro for inspection, auditing, examining and copying those records shall not be recoverable costs in any legal proceeding.

d. Contractor and subcontractors authorize and permit Metro and its authorized representatives, including but not limited to the staff of any Metro department and the staff of the Metro Auditor, to inspect, examine, copy and audit the books and records of Contractor or subcontractor, including tax returns, financial statements, other financial documents and any documents that may be placed in escrow according to any contract requirements. Metro shall keep any such documents confidential to the extent permitted by Oregon law, subject to the provisions of section E.

e. Contractor and subcontractors agree to disclose the records requested by Metro and agree to the admission of such records as evidence in any proceeding between Metro and the Contractor or subcontractor, including, but not limited to, a court proceeding, arbitration, mediation or other alternative dispute resolution process.

f. Contractor and subcontractors agree that in the event such records disclose that Metro is owed any sum of money or establish that any portion of any claim made against Metro is not warranted, the Contractor or subcontractor shall pay all costs incurred by Metro in conducting the audit and inspection. Such costs may be withheld from any sum that is due or that becomes due from Metro.

g. Failure of the Contractor or subcontractor to keep or disclose records as required by this document or any solicitation document may result in debarment as a bidder or proposer for future Metro contracts as provided in ORS 279B.130 and Metro Code Section 2.04.070(c), or may result in a finding that the Contractor or subcontractor is not a responsible bidder or proposer as provided in ORS 279B.110 and Metro Code Section 2.04.052.



Personal Services Agreement

7. Project Information. Contractor shall share all project information and fully cooperate with Metro, informing Metro of all aspects of the project including actual or potential problems or defects. Contractor shall abstain from releasing any information or project news without the prior and specific written approval of Metro.

8. Independent Contractor Status. Contractor shall be an independent contractor for all purposes and shall be entitled only to the compensation provided for in this Agreement. Under no circumstances shall Contractor be considered an employee of Metro. Contractor shall provide all tools or equipment necessary to carry out this Agreement, and shall exercise complete control in achieving the results specified in the Scope of Work. Contractor is solely responsible for its performance under this Agreement and the quality of its work; for obtaining and maintaining all licenses and certifications necessary to carry out this Agreement; for payment of any fees, taxes, royalties, or other expenses necessary to complete the work except as otherwise specified in the Scope of Work; and for meeting all other requirements of law in carrying out this Agreement. Contractor shall identify and certify tax status and identification number through execution of IRS form W-9 prior to submitting any request for payment to Metro.

9. Right to Withhold Payments. Metro shall have the right to withhold from payments due to Contractor such sums as necessary, in Metro's sole opinion, to protect Metro against any loss, damage, or claim which may result from Contractor's performance or failure to perform under this Agreement or the failure of Contractor to make proper payment to any suppliers or subcontractors.

10. State and Federal Law Constraints. Both parties shall comply with the public contracting provisions of ORS chapters 279A, 279B and 279C, and the recycling provisions of ORS 279B.025 to the extent those provisions apply to this Agreement. All such provisions required to be included in this Agreement are incorporated herein by reference. Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations including those of the Americans with Disabilities Act.

11. Situs. The situs of this Agreement is Portland, Oregon. Any litigation over this agreement shall be governed by the laws of the State of Oregon and shall be conducted in the Circuit Court of the state of Oregon for Multnomah County, or, if jurisdiction is proper, in the U.S. District Court for the District of Oregon.

12. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

13. Termination. This Agreement may be terminated by mutual consent of the parties. In addition, Metro may terminate this Agreement by giving Contractor seven days prior written notice of intent to terminate, without waiving any claims or remedies it may have against Contractor. Termination shall not excuse payment for expenses properly incurred prior to notice of termination, but neither party shall be liable for indirect or consequential damages arising from termination under this section.

14. No Waiver of Claims. The failure to enforce any provision of this Agreement shall not constitute a waiver by Metro of that or any other provision.

15. Modification. Notwithstanding and succeeding any and all prior agreement(s) or practice(s), this Agreement constitutes the entire Agreement between the parties, and may only be expressly modified in writing(s), signed by both parties.

METRO

By _____

By _____

Title _____

Title _____

Date _____

Date _____

Exhibit A2
Resolution 06-3736

SCOPE OF WORK

OREGON ZOO STRATEGIC MASTER PLAN

The Strategic Master Plan will identify ways that the Oregon Zoo can operate in an entrepreneurial and innovative manner in order to better carry out and expand the Zoo's role in environmental education and conservation. To achieve this goal, the Strategic Master Plan will include and integrate the following distinct, but interrelated elements:

- Management plan
- Business and operations plan
- Concept site plan
- Visitor programming plan

Through a thorough assessment and analysis the Contractor will identify how each of these elements impacts the potential success of the other elements. The plan will include a sequencing timeline for each recommendation that clearly describes how and when each recommendation will be implemented.

The Strategic Master Plan must give explicit and special consideration to how recommendations and strategies will affect the welfare and experience of the Zoo's animals and the Zoo's ability to increase its role in educating the public about environmental and conservation concerns.

Scope of Work

The Contractor shall perform the following services and shall provide Metro and the Oregon Zoo with the following deliverables by the deadlines identified below:

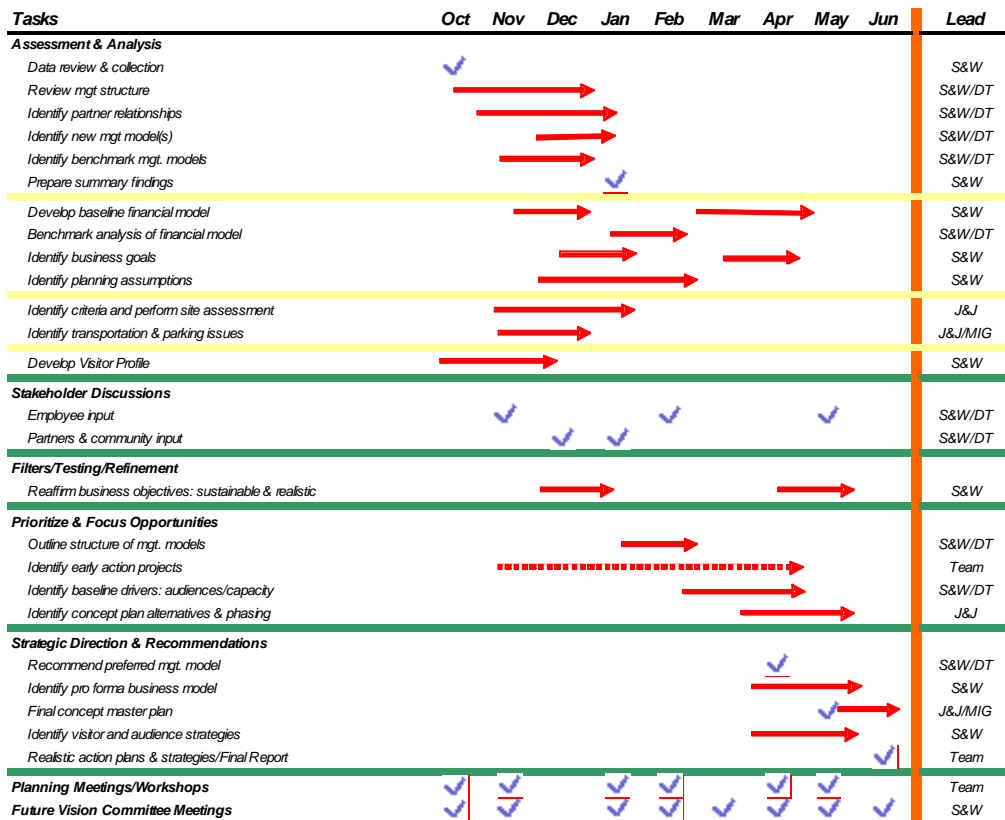
A. Project Approach and Timeline: Integrated Strategic Planning Model

The Contractor will utilize their Integrated Strategic Planning Model approach to accomplish the tasks described in the scope of work. The planning approach comprises six key steps, the end-result of which will be an integrated planning tool and will include Management, Business and Operational, Site, and Programming Plans, detailed below. The six steps, or Phases, of the project overlap. The Contractor, Metro, and the Oregon Zoo will agree to any changes to the project timeline in advance.

1. The process begins with an Assessment and Analysis Phase. This Phase will last 6 weeks, October 2006 –April 2007. The assessment will be supplemented by Stakeholder Discussions, taking place over 6 weeks, November 2006-May 2007.
2. Next the Contractor will apply a series of Filters and Refinements to the collected data and Zoo Profile, which was created in the previous steps. This Phase of the project will take place at two separate intervals, each lasting approximately 4 weeks. The first in November-December 2006, the second in April-May 2007.

3. The Contractor will work with staff to identify opportunities and priorities that could affect operations and determine their incremental return to the organization in terms of revenue, expense and 'bottom-line' return. Each opportunity will be analyzed for its financial return in fulfilling the identified strategic goals. This Phase will take place over 6 weeks, January-June 2007. An early step of this phase will start in November 2006, when early action projects are identified. The Contractor will identify early action projects and/or investments that could be implemented immediately to further the zoo's goals and objectives. For each of the high priority projects or programs, the Contractor will develop the ROIc (return-on-incremental costs) model that outlines the financial expectations of the project/investment: attendance, revenues, operating costs, institutional impact and capital investment.

4. The final two steps in the process would be the development of Strategic Recommendations and then the creation of the comprehensive Strategic Master Plan with associated action plans and timelines. This Phase of the project will take place over 3 weeks, April-June 2007.



S&W - Schultz & Williams; DT - David Towne; J&J - Jones & Jones

B. Project Management

1. The Contractor will maintain regular and frequent communication with the Oregon Zoo Future Vision Committee throughout the planning process to ensure that project planning, problem solving and task delivery are conducted in an effective manner, and that issues are discussed and satisfactorily resolved. The Contractor's Project Manager will conduct its

communications with the Oregon Zoo Future Vision Committee primarily through personal meetings, telephone and email. The Project Coordinator will be the Project Managers main point of contact.

2. The Contractor will attend monthly meetings with the Oregon Zoo Future Vision Committee, or a designated sub-committee, to discuss progress and plan for upcoming activities, and such project meetings will occur no less than every 30 days throughout the term of this contract.
3. The Contractor will prepare monthly progress reports of work for the Oregon Zoo Future Vision Committee's review. Progress reports shall include a summary of activities and accomplishments, and identify "ongoing" but unfinished issues.
4. The Contractor will develop a well-organized structure for staff and stakeholders to provide input, feedback, and comment throughout the entire planning process.
5. Contractor's Subcontracts With: Jones & Jones, MIG & Co., and David Towne, Independent Consultant: The Contractor shall perform the services and provide the deliverables required by the Scope of Work with the assistance of the subcontractors, Jones & Jones, MIG & Co., and David Towne, Independent Consultant (hereinafter the "Subcontractors"). The Contractor's use of Subcontractor to perform the Scope of Work shall be governed by the following terms:
 - a. Metro and the Oregon Zoo shall have the right to approve Contractor's proposed subcontract with Subcontractor. The Contractor shall not subcontract with any other subcontractor without the prior approval of Metro and the Oregon Zoo.
 - b. The subcontract between Contractor and Subcontractor shall include the following minimum terms and conditions:
 - The names of Subcontractors' representatives who will perform the services, and a statement that Subcontractor shall not assign other personnel to perform the services without Metro and the Oregon Zoo's prior approval;
 - A requirement that Subcontractors provide insurance coverage identical to the insurance coverage required by this Contract;
 - A requirement that Subcontractors indemnify and hold Metro and the Oregon Zoo, its agents, employees, and appointed officials harmless from any and all claims, demands, damages, actions, losses and expenses, including attorney's fees, arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Subcontractors' designs or other materials by Metro and the Oregon Zoo and for any claims or disputes involving subcontractors; and
 - A statement that the Contractor shall have the right to terminate the subcontract upon demand by Metro and the Oregon Zoo, without prior notice, and a statement that the Subcontractors waives any and all claims or causes of action against Metro and the Oregon Zoo in the event of any such termination.

- c. Upon request by Metro and the Oregon Zoo, the Contractor shall terminate its subcontract with the Subcontractors.
6. The following staffing and Project Manager designation, and project involvement, will be used throughout the term of this contract, unless otherwise agreed upon:
- a. Management Plan – Schultz & Williams
 - Zoo organizational assessment (Rick Biddle & David Walsh)
 - Comparative analysis (David Towne)
 - Recommended scenarios (Rick Biddle & David Towne)
 - b. Business & Operations Plan – Schultz & Williams
 - An assessment and analysis of Zoo costs and revenues (David Walsh)
 - Benchmark analysis (David Walsh)
 - Recommended financing strategies (Rick Biddle & David Towne)
 - Implementation strategies (Rick Biddle / David Towne)
 - c. Concept Site Plan – Jones & Jones
 - Assessment of Zoo exhibits (Chris Overdorf & Keith Bates)
 - Alternatives and recommendations to increase capacity (Keith Larson & Keith Bates)
 - Parking (Brian Scott, Bruce Appleyard & Chris Overdorf)
 - Range of cost for the site plan (Chris Overdorf & Keith Bates)
 - d. Zoo Programming Plan – Schultz & Williams & David Towne
 - Assessment of the Zoo's current visitor patterns (David Towne / David Walsh)
 - Recommended strategies to increase Zoo capacity to educate (David Towne)
 - Recommended strategic marketing strategies (David Walsh / Rick Biddle)

C. Management Plan

The management plan will provide an assessment and critical analysis of the Zoo's current management structure and recommendations for improvement. The Zoo's management structure includes institutional organization and decision-making.

1. To provide an assessment and analysis of the zoo's organizational, management and staffing structure as it relates to Metro, its current partners and neighbors (including the Children's Museum and the World Forestry Center), and other successful similar models within the industry, the Contractor will:
 - a. Review, assess and analyze all available data and information including mission, programs descriptions and performance, financial history, funding composition, and organizational relationships.

- b. Evaluate program and service offerings that include: demand, capacity, resource allocation, staffing, and audiences served
 - c. Review all relevant information and requirements which describes the facilities, staffing, organization, operational and management issues, the cultural community, competition, current identity, alliances, market trends, and funding.
 - d. Examine all related printed materials, reports and financials.
 - e. Prepare a summary report of the Contractor's organizational and management findings including strengths and weaknesses of the existing model, and performance overlaps and opportunities to leverage the synergies among the institutions/partners.
 - f. Identify potential new management and organizational model(s) for the Zoo:
 - Similar models within Zoos
 - Benchmark institutions, based on performance criteria
 - Criteria for success: funding; sustainability; resources
 - Marketing: telling the story
 - g. Identify a staffing model for the new management and organizational model(s)
 - Strategies for transition
 - Reporting relationships
 - Indirect staffing costs, benefits and retirement options
2. The Contractor will prepare a summary report of the organizational and management findings, including strengths and weaknesses of the existing model, and performance overlaps and opportunities to leverage the synergies among the institutions/partners. This report will include an analysis of the various alternative management and organizational model(s) identified, and the possible outcomes associated with those alternatives
 3. The Contractor will recommend a preferred management and organizational option for the Zoo and identify the pro forma fiscal model for managing and operating the zoo under the preferred organizational model. The underlying planning assumptions will be used to guide the financial model: attendance, revenues, and expenses.

D. Business and Operations Plan

The business and operations plan will provide an assessment and critical analysis of the zoo's current business strategy and operations structure, and recommendations for maximizing revenues, minimizing costs, and maintaining fiscal health.

1. The Contractor will complete a review and analysis of the zoo's business strategies and operations, conducting a thorough assessment of the zoo's current operations, including all financial data, visitation, mission-related programs, and funding options.
2. The Contractor will perform a benchmark analysis against similar facilities to test performance in areas such as revenues (visitor spending, attendance, membership) and expenses (salaries and marketing).
3. The Contractor will utilize benchmark data to identify opportunities for new products and programs.

4. The Contractor will craft a realistic and attainable financial plan to create a baseline financial model. The ‘baseline’ model will establish business goals for the zoo and outline the financial parameters of the expected returns to the organization year to year and factor in inflation, known economic considerations and/or planning assumptions.
 - a. Identify business and financial goals, including capital and operating funding and ‘bottom-line’ management.
 - b. Identify/review planning assumptions that would guide the financial pro forma, capital funding, operating revenues and expenses, and attendance.
 - c. Create ten-year financial projections that integrate the “baseline pro forma model.” These will include: Visitation projections: See Zoo Programming Plan section
 - Per capita visitor spending for food, gift, and concessions
 - Contributed revenue projections
 - Staffing
 - Overhead operating expense allocations
 - Visitor programs, amenities and services
 - d. Establish priorities and timelines for the implementation of key business/financial objectives:
 - Organizational
 - Funding/Financial: grants, contributions, public-sector support
 - Programs: education, conservation
 - Mission-related initiatives

D. Concept Site Plan

The concept site plan will provide a physical plan indicating how the zoo can thrive within its geographical constraints over the next ten years. The experience, welfare and enrichment of the zoo’s animals must be considered in all elements of the concept site plan, and innovative green design elements must be incorporated.

1. The Contractor will conduct an inventory of the exhibits, buildings, and surrounding grounds and structures to determine condition and adequacy. The inventory will be conducted with at least one staff member. A 5 point grading system will be used to prioritize each individual exhibit, building, etc.
2. The Contractor will analyze the existing site to determine existing ecological functions, infrastructure, water use, storm water and drainage systems. Holistic strategies will be generated that provide the potential to optimize these systems, minimize waste and redundant functions that together can provide a more sustainable planning approach to future improvements at the zoo. A strategic green infrastructure report detailing these approaches will be generated.
3. The Contractor will create a written and photographic summary report assessing husbandry, maintenance issues, utilities, mechanical and life support system, structural adequacy, energy efficiency, roof condition, exhibit vegetation, enrichment, adequacy of space both for the animal and keeper, barrier issues, interpretives, signage, visitor comfort, greening potentials, ADA and general issues of safety throughout.

- Pathway capacity, heated zones and shaded/air conditioned zones will be assessed to provide the framework for maximizing summer capacity and comfort and also to increase visitation in the shoulder and winter seasons.
 - Off site facilities and potentials will also be investigated.
 - The overall makeup of visitor amenities, pathways, service and other components that will help to maximize the appeal and utility of the overall zoo grounds will be assessed.
 - Deferred maintenance costs will be evaluated.
4. The Contractor will provide assessment and analysis on the parking constraints identified by the zoo:
- identify the regional transportation and parking issues that affect how people get to Washington Park and the zoo.
 - The Contractor work closely with the Parking Management Committee to identify existing parking, circulation and security issues and develop strategies to optimize the management of the parking area serving the Zoo, the World Forestry Center and the Children's Museum. As part of the parking analysis, all of Washington Park will be looked at to maximize parking opportunities not just for the Zoo, but also for the other uses currently at the park.
 - Transportation strategies identified in MIG's Regional Transportation Plan (a project they are currently under contract with Metro) will also be integrated into the transportation and parking strategies to be developed as part of the scope of work.
5. The Contractor will provide alternatives for changes that might occur on the different parcels of land identified as having need for replacement in the foreseeable future. The alternatives will be developed and evaluated jointly by the Contractor, Metro, and the Oregon Zoo.
- Alternative exhibit concepts, including reinforcing the zoo's present zoogeographic theme, will be developed and evaluated for their adherence to the Zoo's mission and direction as well as an analysis of business opportunities for increasing the Zoo's financial capacity during peak visitation periods.
 - Alternatives for the relocation of services, paths, and axes will be presented to maximize the opportunities for utility, amenity and return (e.g. focusing on the gift shop instead of the exit).
 - Non-peak capacity opportunities will be analyzed to determine their potential return on investment in term of incremental capacity.
6. The preferred site plan will be developed in detail to establish a realistic vision and cost projection, based on similar projects. Illustrative graphics including plans, sections, and sketches will be developed along with supporting narrative.
- The final site plan will include details that will bring critical conceptual detail on components that may require intensive discussion, graphic exploration, and costing (e.g. potential replacement or adaptive reuse of the quarantine and hospital facilities).

7. The Contractor will recommend phasing for the site plan and will determine the site/exhibit sequence that allows for logical incremental change and will have maximum financial impact on the zoo and its operation.

E. Zoo Programming Plan

The zoo programming plan will provide a critical assessment of the zoo's current programming and provide recommended strategies for providing off-season programming, attracting a wider demographic to the zoo, and increasing the zoo's conservation and education mission.

1. To enable the zoo to develop the necessary strategies to increase the zoo's capacity to educate and inform the public on environmental, animal protection and conservation strategies as well as increasing access to new visitor groups, the Contractor will develop a detailed "Visitor Profile" based on the most current and available data, including:
 - Analyzing visitation (member potential, groups & events) and the visitor experience (stay time, visitor services, programs, exhibits and activities).
 - Reviewing demographic data on visitors to establish trends and characteristics
 - Identifying historical impact on visitation at new attractions, exhibits or programs
 - Developing a fee profile of other comparable and competitive institutions
 - Identify opportunities for partnership and integration with the visitors, activities, and programs with the Children's Museum and the World Forestry Center.
2. The Contractor will use the information above will be used he information to identify business and operational strategies that address the following strategic initiatives:
 - Audience Development & Marketing Strategies: repeat visits; membership; new audience targets; image, promotions and branding (during peak and non-peak visitation periods
 - Guest Services: food, i.e. café, and retail sales; "pay-to-play" activities including interactive experiences, i.e. feedings, demonstrations; visitor amenities
 - Managing Visitor Experiences: new experiences; education and conservation interpretive/learning tools; traffic/flow patterns; events: call-to-action opportunities that support program initiatives
 - Capacity Building: expand opportunities to strengthen the Zoo's core mission programs including education, conservation, and environmental initiatives

F. Stakeholder Involvement/Discussions

To build consensus and a complete understanding of all the issues facing the zoo, the Contractor will seek the input of stakeholders, including zoo employees, partners (the Children's Museum, World Forestry Center and the City of Portland), residential neighbors, and business/community leaders.

1. The Contractor will conduct one-on-one interviews with key staff members and 'leadership members' of the Metro Council.
2. The Contractor will meet with eight to twelve external leaders, decided upon by the Contractor and the Oregon Zoo Future Vision Committee, to understand needs, perceptions, challenges, and opportunities associated with the zoo, its history and its plans.

The number of interviews could be increased if selected stakeholder discussions could be held in a focus group format with multiple participants.

3. The Contractor will host a forum for community input regarding the planning process and to test market perceptions of the zoo and begin to identify potential opportunity areas. This session will allow interested community members to share their opinions and input regarding 'their' zoo.
4. The Contractor will provide a summary report stating the findings from the interviews, including recommendations for providing for the long-term involvement of other institutions and the public in the zoo's efforts to fulfill its mission.

G. Final Product and Presentations: Integrating the Plan

The Strategic Master Plan will be used in a variety of settings and exposed to a variety of audiences. The plan will be visually stimulating and accessible to a wide range of audiences, including the Zoo's public and potential donors and partners. The final product will include all of the elements described in the scope of work. Additionally, the final product will thoroughly describe how these elements work together, detailing where frictions and synergies exist.

1. The Contractor will produce two documents:
 - a. A strategic master plan that provides detailed analysis and data on each of the identified plan elements, a description of the planning process, a detailed sequencing timeline that explains how and when recommendations should be implemented, an executive summary that outlines the major findings and recommendations of the planning process.
 - b. A short marketing document that provides an executive summary of the strategic master plan. This document will be used for fundraising and public purposes and should include the concept site plan and major findings and recommendations.

H. Payment

The cost to provide the strategic master plan services as defined within the scope of work from October 2006 through June 2007 is summarized below. The fees are identified on a per task per team member basis, including a summary of reimbursable out-of-pocket expenditures.

Schultz & Williams, Inc.	\$88,520
Dave Towne	\$28,800
Jones and Jones Architects	\$63,336
MIG	\$10,800
Reimbursable Out-of Pocket Expenses	<u>\$35,100</u>
Total	\$226,556

The Contractor will invoice Metro and the Oregon Zoo on a monthly basis based on a percentage of work completed.

	<i>Hourly Rate</i>	<i>Estimated Hours</i>	<i>Fee</i>
<u>Assessment / Analysis</u>			
<i>Rick Biddle, Vice President; S&W</i>	\$175	104	\$18,200
<i>David Walsh, Senior Associate; S&W</i>	\$130	108	\$14,040
<i>David Towne, Consultant</i>	\$150	96	\$14,400
<i>Chris Overdorf, Partner; J&J</i>	\$140	72	\$10,080
<i>Keith Larson, Partner; J&J</i>	\$165	54	\$8,910
<i>Keith Bates, Project Manager; J&J</i>	\$90	92	\$8,280
<i>Bruce Appleyard, Transportation; MIG</i>	\$120	64	\$7,680
<u>Stakeholder Interviews</u>			
<i>Rick Biddle, Vice President</i>	\$175	32	\$5,600
<i>David Walsh, Senior Associate</i>	\$130	24	\$3,120
<u>Filters</u>			
<i>Rick Biddle, Vice President</i>	\$175	16	\$2,800
<i>David Walsh, Senior Associate</i>	\$130	32	\$4,160
<u>Opportunities</u>			
<i>Rick Biddle, Vice President</i>	\$175	64	\$11,200
<i>David Walsh, Senior Associate</i>	\$130	68	\$8,840
<i>David Towne, Consultant</i>	\$150	32	\$4,800
<i>Keith Larson, Partner; J&J</i>	\$165	14	\$2,310
<u>Plan Development</u>			
<i>Rick Biddle, Vice President</i>	\$175	64	\$11,200
<i>David Walsh, Senior Associate</i>	\$130	72	\$9,360
<i>David Towne, Consultant</i>	\$150	64	\$9,600
<i>Chris Overdorf, Partner; J&J</i>	\$140	80	\$11,200
<i>Keith Larson, Partner; J&J</i>	\$165	12	\$1,980
<i>Keith Bates, Project Manager; J&J</i>	\$90	106	\$9,540
<i>Bruce Appleyard, Transportation; MIG</i>	\$120	26	\$3,120
<i>Support Services: J&J</i>	\$89	124	\$11,036
Total Professional Fees:			<u>\$191,456</u>

Reimbursable Out-of-Pocket Expenses:

Schultz & Williams		
<i>Travel</i>	\$6,300	
<i>Room & Board</i>	\$7,350	
<i>Communications</i>	\$1,000	
<i>Reproduction</i>	\$1,500	
<i>Contingency</i>	\$2,000	
<i>Subtotal</i>		\$18,150
David Towne		
<i>Travel</i>	\$1,800	
<i>Room & Board</i>	\$2,100	
<i>Communications</i>	\$0	
<i>Reproduction</i>	\$0	
<i>Contingency</i>	\$400	
<i>Subtotal</i>		\$4,300
Jones and Jones		
<i>Travel</i>	\$4,000	
<i>Room & Board</i>	\$5,000	
<i>Communications</i>	\$500	
<i>Reproduction</i>	\$1,500	
<i>Contingency</i>	\$1,650	
<i>Subtotal</i>		<u>\$12,650</u>
<i>Total Reimbursable Expenses</i>		\$35,100

Additional Services Not Included:

<i>Four (4) Perspective Color Renderings by Seth Seabloom</i>	\$6,800
<i>3D Physical Model</i>	\$14,000
<i>3D Computer Model</i>	\$10,000

Request for Proposals

**Exhibit B 1
Resolution No. 06-3736**

RFP 07-1198-Zoo

Oregon Zoo Strategic Master Plan

Proposals Due: 5:00 P.M., August 11, 2006

Project Coordinator: Lake McTighe
(503) 220-2451, mctighel@metro.dst.or.us

Request for Proposals

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FOR

OREGON ZOO STRATEGIC MASTER PLAN

I. INTRODUCTION and PROJECT OBJECTIVE

Metro, a metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, and the Oregon Zoo, a service of Metro, are requesting proposals from an interdisciplinary consulting team to develop a ten-year Strategic Master Plan for the Oregon Zoo. The Strategic Master Plan will provide analysis, recommendations, and a strategy for the Zoo to operate in an entrepreneurial and innovative manner in order to better carry out the Zoo's conservation and education mission.

The Strategic Master Plan will include:

- An assessment and analysis of the Zoo's current management structure and recommended changes.
- An assessment and analysis of the Zoo's current business strategy and operations plan, recommended changes and funding options.
- An assessment of the Zoo's current exhibits and facilities and a recommended concept site plan that addresses issues such as parking constraints and increasing attendance during the Zoo's off-season.
- An assessment and analysis of the Zoo's conservation/education programming and visitor attendance, and recommendations for attracting a wider demographic and more visitors from outside the region.

The Strategic Master Plan will effectively integrate options for management, business and operations, exhibit and site development, and visitor programming into a plan that will allow the Zoo to thrive.

Metro has appointed an advisory committee, the Oregon Zoo Future Vision Committee, to guide the planning process. The consultant team will work closely with the Committee to develop the Strategic Master Plan, and will meet with the Committee and various subcommittees on a regular basis.

II. PROJECT BACKGROUND

The zoo industry and exhibits have changed significantly over the past decade, and many zoos are struggling to keep operation costs down, increase revenue generation, and bring in more visitors while providing quality animal environments and educational programming. The Oregon Zoo is no exception. The Zoo's current fiscal model is unsustainable and is no longer meeting the needs and expectations of the Zoo. Despite increases in attendance and

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revenue, Metro has had to reduce staff and expenses at the Zoo due to the significant growth of wages, benefits and utility costs.

In April 2006, the Metro Council appointed the Oregon Zoo Future Vision Committee (the Committee) to address these issues. The Committee concluded that the Zoo needed a Strategic Master Plan that would assess the current management and operational structures of the Zoo and provide recommendations on how to move forward over the next ten years. The Committee recognized that a new site plan and new approaches to conservation and education programming would be needed if new management, business and operations plans were to be implemented successfully. The committee is comprised of members of the Metro Council, Metro, Zoo, and MERC staff, Oregon Zoo Foundation Board members, and citizen members.

History

The Oregon Zoo is a public zoo that has operated continuously since 1887, making it the oldest zoo west of the Mississippi River. The Zoo was owned and operated by the City of Portland until 1976, when that responsibility was transferred to Metro and the Zoo was recognized as a regional facility. For a brief time in the early 1970s before Metro assumed responsibility, the Portland Zoological Society managed the Zoo for the City.

The mission of the Oregon Zoo is "inspiring our community to create a better future for wildlife". This mission represents the Zoo's commitment to conservation and education programs. The Zoo has been an industry leader in these activities and is the most popular paid attraction in the State of Oregon with over 1.3 million visitors annually. The Zoo contributes to the conservation of wildlife through direct fieldwork and through an educational program for the public. The Zoo is an accredited member of the American Zoo and Aquarium Association (AZA). Voters have supported the Zoo by approving property tax levies and general obligation bonds since 1954. A permanent tax property tax levy was approved by voters in 1990 and a Great Northwest bond measure was passed in 1996.

Management Structure and Employees

The Metro Council is the governing body of Metro, the Zoo, and Metropolitan Exposition Recreation Commission (MERC). MERC is a subsidiary of Metro and manages the Oregon Convention Center, Portland Center for the Performing Arts, and Portland Expo Center. The Metro Council approves the Zoo's budget and authorizes levies and bond measures for the Zoo to be put before the voters. Additional information on the role and responsibilities of Metro are available on its website at: <http://www.metro-region.org/>.

The Zoo has an active support organization, the Oregon Zoo Foundation, which has over 40,000 household members. The Oregon Zoo Foundation is an independent Oregon nonprofit corporation recognized as tax exempt

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under section 501(c)(3) of the Internal Revenue Code. The mission of the Oregon Zoo Foundation is to increase Zoo membership and community involvement, and to secure financial support for the Zoo's conservation, education, and cultural programs.

In 2000 the Zoo reorganized its operational structure to better serve its mission. For example, the Research/Science division was combined with Education to form the Conservation Department. The Zoo is headed by a Director who oversees Marketing and Administration, and two Deputy Directors. The Deputy Director of Operations is responsible for Construction, Maintenance and Guest Services. The Deputy Director of Living Collections is responsible for Volunteer Resources, Conservation and Education, and Living Collections.

The Zoo has a staff of 163 full-time employees and several hundred temporary seasonal employees. Of the regular employees, 110 are union represented. The remaining 53 employees are non-represented.

Operating Budget

The Oregon Zoo has an operating budget of over \$25 million, with over \$125 million in deferred maintenance costs and renewal projects. The Zoo budget comprises 12.7 percent of Metro's total budget.

Since 1954 seven levies have been passed by the voters to finance exhibits, expansions, and operations. In 1990, voters approved a permanent property tax levy to fund operations at the Zoo. The Zoo tax levy for operations is subject to the state limitations of Ballot Measures 5 and 50. Ballot Measure 50 allows general government operations to increase at 3 percent annually plus allow for new construction, while Ballot Measure 5 limits total general government levies to no more than \$10.00 per thousand of assessed value. In 2005-06 over \$9 million in property taxes were collected for the Zoo's operating budget. In 2005 the property tax was subsumed into Metro's General Fund and is no longer dedicated to the zoo. In 2005-06 the Zoo generated over \$13 million in enterprise revenue from admissions, food and retail sales, railroad rides and other enterprises.

Costs of running the Zoo are rising faster than revenue generated. The Zoo has aggressively conserved electricity and water, but rates continue to rise. Personnel and support services are also rising. The Zoo has a fairly high cost per animal with an average to \$23,844, and even when new exhibits bring in large crowds the costs of running the exhibits are higher than the revenue generated. While costs per visitor average approximately \$15.91, adult admission is \$9.00. Admission is fairly low, compared to other zoos and excluding free zoos, to keep admission costs affordable to all households. The Zoo offers \$2 Buck Tuesdays, a scholarship program, and passes for social service agencies as additional ways to increase access.

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Facilities, Exhibits, Collections, and Programs

The Zoo campus is located in Portland's Washington Park and covers 64 acres. Fourteen of these acres are zoned environmentally sensitive and are not available for development. The terrain of the Zoo campus is sloping (the land is an old slide area) and difficult to develop. Additional land is not available for expansion of the Zoo. The Sunset Highway, Arboretum, World Forestry Center, Children's Museum, and two parking lots owned by the City of Portland border the Zoo campus. There are also several private residences in the area.

The Zoo, Children's Museum, and World Forestry Center share and lease the two parking lots from the City of Portland. In busy summer months parking capacity has not been sufficient. The Zoo provides a shuttle service from a distant, off-site parking lot and provides admission discounts for MAX (the region's light rail) riders. However, parking constraints will continue to be a challenge to increasing visitor capacity in the summer months.

As part of the California Condor Recovery program, the Zoo has an off-site condor facility, the Condor Creek Conservation Facility, located on Metro-owned open space. The Oregon Zoo Foundation has raised over \$1 million for the \$3 million condor project, which is still in phase one. Phase two will include more holding space, a separate flight aviary, and a veterinary clinic. The plan also includes an educational condor exhibit at the zoo. Once the remaining two phases have been completed, the facility will house 16 pairs of condors producing up to 32 young a year.

The Oregon Zoo exhibits and programs are primarily outdoor experiences. Zoo attendance increases dramatically in the summer months and declines in the colder, wet months. In many ways the Zoo's current business model is weather dependent; the Zoo is dependent on the revenue generated in the summer months.

The Zoo's current Master Plan "Caring Now for the Future of Life" was completed in 1990. This plan is primarily a vision document and a physical master plan. Since that time the Zoo has nearly completed Phase I (the entry and Great Northwest exhibit) of the proposed five phased, \$100 million plan. The zoo also has several projects, including a new animal hospital and Lion's exhibit, that have been deferred because of costs.

The Zoo's living collection includes over 1,880 animals representing 270 species of birds, mammals, reptiles, amphibians and invertebrates, including 83 species listed as either endangered or threatened. The Zoo averages 6.79 animals per employee, a fairly low ratio compared to other zoos of its size.

Zoo programming focuses on conservation and education with programs such as the "Wildlife Conservation Lecture Series" and the "Future for Wildlife Program". The Zoo provides additional programming such as a summer Zoo Concert series and summer camps for children.

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III. PROPOSED SCOPE OF WORK

The objective of the Strategic Master Plan process is to identify ways that the Zoo can operate in an entrepreneurial and innovative manner in order to better carry out and expand the Zoo's role in environmental education and conservation. To achieve this goal, the Strategic Master Plan should include and integrate the following distinct, but interrelated elements: a management plan, business and operations plan, concept site plan, and visitor programming plan. The plan should identify how each of these elements impacts the potential success of the other elements. The plan should include recommendations for an overall structure in which each element positively supports the others.

The Strategic Master Plan will be used in a variety of settings and exposed to a variety of audiences. The plan should be visually stimulating and accessible to a wide range of audiences, including the Zoo's public and potential donors and partners.

Special consideration should be given to how recommendations and strategies will affect the welfare and experience of the Zoo's animals and the Zoo's ability to increase its role in educating the public about environmental and conservation concerns.

Management Plan

The management plan will provide an assessment and critical analysis of the Zoo's current management structure and recommendations for improvement. The Zoo's management structure includes institutional organization and decision making. The plan will include:

- An assessment of how the Zoo fits into Metro's overall organizational structure, identifying overlaps and synergies.
- A comparative analysis of zoo management options and applicability to the Oregon Zoo.
- A recommended management scenario for the Oregon Zoo, based on the assessment and analysis of management options.

Business and Operations Plan

The business and operations plan will provide an assessment and critical analysis of the Zoo's current business strategy and operations structure, and recommendations for maximizing revenues, minimizing costs, and maintaining fiscal health. The plan should examine the Zoo's current relationship with its immediate neighbors, the Children's Museum and the World Forestry Center and identify possible beneficial partnerships. The plan will include:

- An assessment and analysis of the Zoo's costs and revenues.

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- A comparative analysis of alternative business and operational scenarios, applicability to the Zoo, and recommended alternative for the Zoo.
- Recommended financing strategies such as operating levies, general obligation or revenue bonds, federal and state grants, and private fundraising from foundations, businesses and individuals.
- A realistic strategy for implementing recommendations.

Concept Site Plan

The concept site plan will provide a physical plan indicating how the Zoo can thrive within its geographical constraints over the next ten years. The experience, welfare and enrichment of the Zoo's animals must be considered in all elements of the concept site plan, and innovative green design elements must be incorporated. The concept site plan must be supported with concept drawings, sketches, and images.

The plan will include:

- An assessment of the Zoo's current exhibits and layout, visitor capacity limitations, the flow of visitors through exhibits, and visitor experience.
- Alternatives and recommendations to increase the Zoo's capacity in the summer months and increase attendance in the winter months, including possible new indoor exhibits or off-site facilities.
- Alternatives and recommendations for addressing parking capacity constraints and increasing alternative transportation choices.
- A range of cost for the site plan based on similar projects.
- Recommendations for project phasing.

Zoo Programming Plan

The Zoo programming plan will provide a critical assessment of the Zoo's current programming and provide recommended strategies for providing off-season programming, attracting a wider demographic to the Zoo, and increasing the Zoo's conservation and education mission. Consideration should be given to possible partnerships with the Children's Museum and the World Forestry Center. The plan will include:

- A critical assessment of the Zoo's current visitor patterns, including visitor demographics, public perception of the zoo, and attendance patterns.
- Recommended strategies to increase the Zoo's capacity to educate and inform the public on environmental and animal protection and conservation.
- Recommendations for increasing Zoo access and opportunities for communities that have not traditionally had access to the Zoo.
- Recommended strategic and niche marketing strategies that address issues such as off-season programming and reaching visitors outside of the region.

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Stakeholder Involvement

The plan must include a plan for identifying and involving stakeholders in the planning process and must include recommendations for providing for the long-term involvement of other institutions and the public in the Zoo's efforts to fulfill its mission.

IV. INFORMATION PROVIDED BY METRO

- Zoo budget
- Metro GIS data for zoning, topography, hydrology
- Photographs and images from the Zoo's image database

V. PROPOSED PROJECT TIMELINE

September 25, 2006	Project begins*
October 17, 2006	Initial meeting with the Oregon Zoo Future Vision Committee*
May 15, 2007	Committee review of final draft*
June 14, 2007	Present Strategic Master Plan and recommended actions to Metro Council

*These dates are approximate and are subject to change.

The consultant team will be working closely with the Oregon Zoo Future Vision Committee; regular meetings between the consultant team and the Committee or sub-committees will be scheduled and integrated into the project timeline.

Oregon Zoo Future Vision Committee Regular Meetings*

October 17, 2006
November 21, 2006
December 19, 2006
January 16, 2007
February 20, 2007
March 20, 2007
April 17, 2007
May 15, 2007
June 19, 2007

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* These dates are subject to change.

VI. PROJECT ADMINISTRATION

The interdisciplinary consultant team will work closely with the Oregon Zoo Future Vision Committee (the Committee) throughout the planning process. The consultant team will provide project updates or presentations at least once a month to the committee or designated sub-committee.

Metro intends to award this contract to a single firm to provide the services required. Proposals must identify a single person representing the lead contractor who will act as project manager to work with Metro. The lead consultant will identify a project manager who will represent the lead consultant, assure responsibility for any subconsultant work, and be responsible for the day-to-day direction and internal management of the consultant team's work.

The project coordinator, Lake McTighe, is staff to the Committee and will coordinate communication between the Committee and the consultant team. The project coordinator will be available to assist the consulting team with information and project coordination.

VII. QUALIFICATIONS and EXPERIENCE

It may be necessary for the lead consultant to procure the services of other qualified firms with specific areas of expertise to form an interdisciplinary team whose members have expertise in budget and finance, organizational and management structures, conservation and education programming (especially related to zoos), and zoo exhibition design and site planning. Members of the interdisciplinary team should have with experience working on projects that include institutional fiscal analysis, operations and management analysis and planning, site and program planning for zoos, and experience planning for public institutions. The qualifications of individual personnel identified in the proposal, as well as the overall qualifications of the entire interdisciplinary team will be considered. The interdisciplinary team's history of working together on past projects will also be considered.

VIII. PROPOSAL INSTRUCTIONS

A. Submission of Proposals

Submit six (6) copies of the proposal to:

Lake McTighe, Project Coordinator
Oregon Zoo Future Vision Committee
The Oregon Zoo
4001 SW Canyon Road
Portland, OR 97221-2799

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All proposals should be submitted on double-sided, recycled paper (post consumer content). One (1) copy must be suitable for copying purposes, and should NOT be bound, include wax paper or plastic dividers, or include any materials that cannot be copied.

B. Deadline

Proposals will not be considered if received after 5:00p.m., August 11, 2006.

C. RFP as Basis for Proposals

This Request for Proposals represents the most definitive statement Metro will make concerning the information upon which Proposals are to be based. Any verbal information which is not addressed in this RFP will not be considered by Metro in evaluating the Proposal. All questions relating to this RFP should be addressed to Lake McTighe in writing and sent to mctighel@metro.dst.or.us. Any questions, which in the opinion of Metro warrant a written reply or RFP addendum, will be furnished to all parties receiving this. Metro will not respond to questions received after 5:00 p.m. on August 4, 2006.

All proposers should contact Lake McTighe at 503-220-2451 or mctighel@metro.dst.or.us to ensure that they are on the planholders list. Metro cannot guarantee that proposers will receive RFP addendums or written replies to questions if the proposer is not on the planholders list.

D. Information Release

All consultants are hereby advised that Metro may solicit and secure background information based upon the information, including references, provided in response to this RFP. By submission of a proposal all consultants agree to such activity and release Metro from all claims arising from such activity.

E. Minority and Women-Owned Business Program

In the event that any subcontracts are to be utilized in the performance of this agreement, the consultant's attention is directed to Metro Code provisions 2.04.100. Copies of that document are available from Purchasing/Contract Office of Metro, Metro Regional Center, 600 NE Grand Avenue, Portland, OR 97232 or call (503) 797-1816.

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IX. PROPOSAL CONTENTS

The proposal should contain no more than 20 pages of written material (excluding resumes, biographies, brochures, and examples of past projects, which may be included in an appendix). The proposal should describe the ability of the consultant to perform the work requested, as outlined below.

- A. Transmittal Letter – 1 page: Indicate the lead consultant and any subconsultants, who will be assigned to the project, who will be project manager, and that the proposal will be valid for ninety (90) days.
- B. Approach– 2 pages: Describe the overall creative approach to the project and how the plan elements identified in Section III will be integrated. Describe the approach the interdisciplinary consulting team will take to working together.
- C. Staffing/Project Manager Designation - 5 pages (does not include resumes): Starting with the project manager, identify the specific personnel that will be involved in the project. Include a short biography (no more than a paragraph) for each person that describes special qualifications they may bring to the project, and the percent of their time on the project overall. Include a resume for all of the individuals identified. Identify which team member will provide which services described in Section III and indicate the experience of specific individuals to complete the work successfully. Indicate whether the team members have worked together on similar projects in the past, and how long they have worked together. Resumes will not be counted in page count.
- D. Project Workplan and Schedule – 4 pages: Include a proposed work plan and schedule. The schedule should describe how the work will be completed within the given timeframe. The workplan should list each major project task and identify the personnel that will be assigned to each task and their roles in relation to the work required.
- E. Experience – 5 pages (does not include brochures, or examples of past projects): Use the first page to describe how the lead consultant and any subconsultants on the team meet the experience requirements listed in section VII of this RFP. On the following pages list the projects that support this experience and that involved services similar to the services required here, especially as they relate to planning for publicly owned zoos. Briefly describe the relevance of each project in relation to the project described in this RFP. For each project include the name of the customer contact person, his/her title, role on the project, and telephone number. Identify persons on the proposed project team who worked on each of the other projects listed, and their respective roles.

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- F. Cost/Budget – 3 pages: On the first page present the proposed cost of the project and the proposed method of compensation. On the following two pages identify the cost for each major task; list hourly rates and projected total number of hours for personnel assigned to the project; total personnel expenditures; support services; and any subconsultant fees. Any requested expenses should also be listed.
- F. Exceptions and Comments – 1 page (not included in total page count): To facilitate evaluation of proposals, all responding firms will adhere to the format outlined within this RFP. Firms wishing to take exception to, or comment on, any specified criteria within this RFP are encouraged to document their concerns in this part of their proposal. Exceptions or comments should be succinct, thorough and organized.

X. TIMELINE FOR REQUEST FOR PROPOSALS PROCESS

July 17, 2006	RFP posted
July 28, 2006	Pre-proposal meeting and Zoo tour
August 11, 2006	Proposal submittal deadline
August 15-30, 2006	Proposals reviewed and evaluated
August 30, 2006	Interviews scheduled*
September 13, 2006	Consultant interviews/presentations and final selection*
September 18-22, 2006	Contract negotiation*
September 25, 2006	Contract signed/project begins*
October 17, 2006	Initial meeting with Committee*

*These dates are approximate and are subject to change.

Pre-proposal Meeting and Zoo Tour

A non-mandatory pre-proposal meeting and optional site tour will be held on Friday, July 28. The purpose of the pre-proposal meeting is to discuss the contents of the RFP in detail and clarify any questions consultants may have. The site tour will cover the Zoo campus and facilities. The pre-proposal meeting will be held in the Sunset Room at the Oregon Zoo, 4001 SW Canyon Road, Portland, OR 97221-2799, from 9:30-11:00 a.m. The site tour will take place immediately following from 11:00 a.m. to 12:00 p.m. The meeting and tour will give consultants the opportunity to meet with staff who will be working on the project, the Zoo Director and representatives of the Committee. To assist in

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the productivity of the meeting it is requested that consultants submit their questions in writing to Lake McTighe at mctighel@metro.dst.or.us before July 24th.

XI. EVALUATION, SELECTION AND NEGOTIATION OF PROPOSALS

Two evaluation teams comprised of members of the Oregon Zoo Future Vision Committee and Metro staff will conduct the evaluation process. The first team will evaluate proposals based on the quality, completeness, and overall presentation of the proposals, the personnel qualifications, the number and type of past projects, and the scope of the workplan and schedule. No more than ten (10) proposals will be selected for the second evaluation. The second evaluation team will evaluate proposals based upon the approach to the project described in this RFP, the experience of the consulting team working together, the scope of work and proposed tasks, and the proposed project cost. Metro will only evaluate proposals that, in the evaluation team’s sole opinion, conform to the proposal instructions and requirements.

Step 1. Proposals will first be evaluated based upon the following criteria and points. No more than ten (10) proposals will be selected for the second round of evaluations.

Step 1. Evaluation Criteria	Points
1. Overall quality, completeness and presentation of proposal.	20
2. Qualifications of identified personnel	30
2. Number and type of projects that are similar to the project requested in this RFP (especially related to zoo strategic and site planning)	30
4. Workplan and schedule conveys a thorough and realistic understanding of the tasks required to complete the project.	20
Total	100%

Step 2. Members of the second evaluation team will individually rank the proposals selected from the first evaluation based on a set of criteria and using a point system. The evaluation team will meet to discuss the proposals and evaluation results. The proposals will be evaluated based upon the following criteria and points:

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Step 2. Evaluation Criteria	Points
1. Approach taken to the project; creativity, demonstrates a thorough understanding of issues.	15
2. Consultant team's overall experience and proven success with similar projects.	25
3. Comprehensive skills and expertise of the proposed individual team members, and experience of the team working together.	25
4. Workplan and schedule conveys a thorough and realistic understanding of the tasks required to complete the project.	20
5. Projected cost of project (overall and specific tasks).	15
Total	100%

Step 3. Upon completion of the evaluation process the evaluation team will select no more than three (3) proposers for an interview. The interviews will be mandatory and will be conducted by the evaluation team and members of the Committee. The interviews will provide an opportunity for the interviewers to ask in depth questions and for the consultants to enlarge on their approach to the project. Metro will schedule the location and time for these interviews after the evaluation process is completed. Interviews will be scheduled approximately two weeks in advance. Interviews will be limited to 60 minutes in duration. Key members involved in the project should be present at the interview.

Step 4. Following the interviews a final selection will be made. The final selection of the interdisciplinary consultant team will be based upon the two proposal evaluations and the interview. All proposers will be notified regarding the outcome of the evaluation and selection process.

Step 5. Metro reserves the right to enter into negotiations for a final contract that is in the best interest of Metro with the highest ranked consulting team. Negotiations will be conducted by Metro staff and will take effect once Metro and the Committee have made the final selection. A standard agreement is included at the end of this RFP.

XII. GENERAL PROPOSAL CONTRACT CONDITIONS

- A. Limitation and Award: This RFP does not commit Metro to the award of a contract, nor to pay any costs incurred in the preparation and submission of proposals in anticipation of a contract. Metro reserves the right to waive minor irregularities, accept or reject any or all proposals received as the result of this request, negotiate with all qualified sources, or to cancel all or part of this RFP.

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- B. Billing Procedures: Consultants are informed that the billing procedures of the selected firm are subject to the review and prior approval of Metro before reimbursement of services can occur. Invoices shall include an itemized statement of the work done during the billing period, and will not be submitted more frequently than once a month. Metro shall pay Contractor within 30 days of receipt of an approved invoice.
- C. Validity Period and Authority: The proposal shall be considered valid for a period of at least ninety (90) days and shall contain a statement to that effect. The proposal shall contain the name, title, address, and telephone number of an individual or individuals with authority to bind any company contacted during the period in which Metro is evaluating the proposal.
- E. Conflict of Interest: A consultant filing a proposal thereby certifies that no officer, agent, or employee of Metro or Metro has a pecuniary interest in this proposal or has participated in contract negotiations on behalf of Metro; that the proposal is made in good faith without fraud, collusion, or connection of any kind with any other consultant for the same call for proposals; the consultant is competing solely in its own behalf without connection with, or obligation to, any undisclosed person or firm.

XIII. NOTICE TO ALL CONSULTANTS -- STANDARD AGREEMENT

The attached personal services agreement is a standard agreement approved for use by the Office of Metro Attorney. This is the contract the successful consultant will enter into with Metro; it is included for your review prior to submitting a proposal.

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PERSONAL SERVICES AGREEMENT

Contract # _____

THIS AGREEMENT is between Metro, a metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, located at 600 N.E. Grand Avenue, Portland, OR 97232-2736, and _____, referred to herein as "Contractor," located at _____.

In exchange for the promises and other consideration set forth below, the parties agree as follows:

1. Duration. This personal services agreement shall be effective _____ and shall remain in effect until and including _____, unless terminated or extended as provided in this Agreement.
2. Scope of Work. Contractor shall provide all services and materials specified in the attached "Exhibit A -- Scope of Work," which is incorporated into this Agreement by reference. All services and materials shall be provided by Contractor in accordance with the Scope of Work, in a competent and professional manner. To the extent that the Scope of Work contains additional contract provisions or waives any provision in the body of this Agreement, the Scope of Work shall control.
3. Payment. Metro shall pay Contractor for services performed and materials delivered in the amount(s), manner and at the time(s) specified in the Scope of Work for a maximum sum not to exceed _____ AND _____/100THS DOLLARS (\$_____).
4. Insurance.
 - a. Contractor shall purchase and maintain at the Contractor's expense, the following types of insurance, covering the Contractor, its employees, and agents:
 - (1) Broad comprehensive general liability insurance covering bodily injury and property damage, with automatic coverage for premises, operations, and product liability, shall be a minimum of \$1,000,000 per occurrence. The policy must be endorsed with contractual liability coverage; and
 - (2) automobile bodily injury and property damage liability insurance coverage shall be a minimum of 1,000,000 per occurrence.
 - b. Metro, its elected officials, departments, employees, and agents shall be named as ADDITIONAL INSUREDS. Notice of any material change or policy cancellation shall be provided to Metro 30 days prior to the change or cancellation.
 - c. Contractor, its subcontractors, if any, and all employers working under this Agreement that are subject employers under the Oregon Workers' Compensation Law shall comply with ORS 656.017, which requires them to provide Workers' Compensation coverage for all their subject workers. Contractor shall provide Metro with certification of Workers' Compensation insurance including employer's liability. If Contractor has no employees and will perform the work without the assistance of others, a certificate to that effect may be attached, as Exhibit B, in lieu of the certificate showing current Workers' Compensation.
 - d. If required by the Scope of Work, Contractor shall maintain for the duration of this Agreement professional liability insurance covering personal injury and property damage arising from errors, omissions, or malpractice. Coverage shall be in the minimum amount of \$500,000. Contractor shall provide to Metro a certificate of this insurance, and 30 days' advance notice of material change or cancellation.
 - e. Contractor shall provide Metro with a Certificate of Insurance complying with this article, and naming Metro as an additional insured within fifteen (15) days of execution of this contract, or twenty-four (24) hours before services under this contract commence, whichever date is earlier.

Request for Proposals

5. Indemnification. Contractor shall indemnify and hold Metro, its agents, employees and elected officials harmless from any and all claims, demands, damages, actions, losses and expenses, including attorney's fees, arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Contractor's designs or other materials by Metro and for any claims or disputes involving subcontractors.

6. Ownership of Documents and Maintenance of Records. Unless otherwise provided herein, all documents, instruments and media of any nature produced by Contractor pursuant to this agreement are Work Products and are the property of Metro, including but not limited to: drawings, specifications, reports, scientific or theoretical modeling, electronic media, computer software created or altered specifically for the purpose of completing the Scope of Work, works of art and photographs. Unless otherwise provided herein, upon Metro request, Contractor shall promptly provide Metro with an electronic version of all Work Products that have been produced or recorded in electronic media. Metro and Contractor agree that all work Products are works made for hire and Contractor hereby conveys, transfers, and grants to Metro all rights of reproduction and the copyright to all such Work Products.

a. Contractor and subcontractors shall maintain all fiscal records relating to such contracts in accordance with generally accepted accounting principles. In addition, Contractor and subcontractors shall maintain any other records necessary to clearly document:

- (1) The performance of the contractor, including but not limited to the contractor's compliance with contract plans and specifications, compliance with fair contracting and employment programs, compliance with Oregon law on the payment of wages and accelerated payment provisions; and compliance with any and all requirements imposed on the contractor or subcontractor under the terms of the contract or subcontract;
- (2) Any claims arising from or relating to the performance of the contractor or subcontractor under a public contract;
- (3) Any cost and pricing data relating to the contract; and
- (4) Payments made to all suppliers and subcontractors.

b. Contractor and subcontractors shall maintain records for the longer period of (a.) six years from the date of final completion of the contract to which the records relate or (b.) until the conclusion of any audit, controversy or litigation arising out of or related to the contract.

c. Contractor and subcontractors shall make records available to Metro and its authorized representatives, including but not limited to the staff of any Metro department and the staff of the Metro Auditor, within the boundaries of the Metro region, at reasonable times and places regardless of whether litigation has been filed on any claims. If the records are not made available within the boundaries of Metro, the Contractor or subcontractor agrees to bear all of the costs for Metro employees, and any necessary consultants hired by Metro, including but not limited to the costs of travel, per diem sums, salary, and any other expenses that Metro incurs, in sending its employees or consultants to examine, audit, inspect, and copy those records. If the Contractor elects to have such records outside these boundaries, the costs paid by the Contractor to Metro for inspection, auditing, examining and copying those records shall not be recoverable costs in any legal proceeding.

d. Contractor and subcontractors authorize and permit Metro and its authorized representatives, including but not limited to the staff of any Metro department and the staff of the Metro Auditor, to inspect, examine, copy and audit the books and records of Contractor or subcontractor, including tax returns, financial statements, other financial documents and any documents that may be placed in escrow according to any contract requirements. Metro shall keep any such documents confidential to the extent permitted by Oregon law, subject to the provisions of section E.

e. Contractor and subcontractors agree to disclose the records requested by Metro and agree to the admission of such records as evidence in any proceeding between Metro and the Contractor or subcontractor, including, but not limited to, a court proceeding, arbitration, mediation or other alternative dispute resolution process.

f. Contractor and subcontractors agree that in the event such records disclose that Metro is owed any sum of money or establish that any portion of any claim made against Metro is not warranted, the Contractor or subcontractor

Request for Proposals

shall pay all costs incurred by Metro in conducting the audit and inspection. Such costs may be withheld from any sum that is due or that becomes due from Metro.

g. Failure of the Contractor or subcontractor to keep or disclose records as required by this document or any solicitation document may result in debarment as a bidder or proposer for future Metro contracts as provided in ORS 279B.130 and Metro Code Section 2.04.070(c), or may result in a finding that the Contractor or subcontractor is not a responsible bidder or proposer as provided in ORS 279B.110 and Metro Code Section 2.04.052.

7. Project Information. Contractor shall share all project information and fully cooperate with Metro, informing Metro of all aspects of the project including actual or potential problems or defects. Contractor shall abstain from releasing any information or project news without the prior and specific written approval of Metro.

8. Independent Contractor Status. Contractor shall be an independent contractor for all purposes and shall be entitled only to the compensation provided for in this Agreement. Under no circumstances shall Contractor be considered an employee of Metro. Contractor shall provide all tools or equipment necessary to carry out this Agreement, and shall exercise complete control in achieving the results specified in the Scope of Work. Contractor is solely responsible for its performance under this Agreement and the quality of its work; for obtaining and maintaining all licenses and certifications necessary to carry out this Agreement; for payment of any fees, taxes, royalties, or other expenses necessary to complete the work except as otherwise specified in the Scope of Work; and for meeting all other requirements of law in carrying out this Agreement. Contractor shall identify and certify tax status and identification number through execution of IRS form W-9 prior to submitting any request for payment to Metro.

9. Right to Withhold Payments. Metro shall have the right to withhold from payments due to Contractor such sums as necessary, in Metro's sole opinion, to protect Metro against any loss, damage, or claim which may result from Contractor's performance or failure to perform under this Agreement or the failure of Contractor to make proper payment to any suppliers or subcontractors.

10. State and Federal Law Constraints. Both parties shall comply with the public contracting provisions of ORS chapters 279A, 279B and 279C, and the recycling provisions of ORS 279B.025 to the extent those provisions apply to this Agreement. All such provisions required to be included in this Agreement are incorporated herein by reference. Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations including those of the Americans with Disabilities Act.

11. Situs. The situs of this Agreement is Portland, Oregon. Any litigation over this agreement shall be governed by the laws of the State of Oregon and shall be conducted in the Circuit Court of the state of Oregon for Multnomah County, or, if jurisdiction is proper, in the U.S. District Court for the District of Oregon.

12. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

13. Termination. This Agreement may be terminated by mutual consent of the parties. In addition, Metro may terminate this Agreement by giving Contractor seven days prior written notice of intent to terminate, without waiving any claims or remedies it may have against Contractor. Termination shall not excuse payment for expenses properly incurred prior to notice of termination, but neither party shall be liable for indirect or consequential damages arising from termination under this section.

14. No Waiver of Claims. The failure to enforce any provision of this Agreement shall not constitute a waiver by Metro of that or any other provision.

Request for Proposals

15. Modification. Notwithstanding and succeeding any and all prior agreement(s) or practice(s), this Agreement constitutes the entire Agreement between the parties, and may only be expressly modified in writing(s), signed by both parties.

METRO

By _____

By _____

Title _____

Title _____

Date _____

Date _____

Pre-Proposal Questions

**Exhibit B 2
Resolution No. 06-3736**

July 28,2006 - Pre-Proposal Meeting Questions

Oregon Zoo Strategic Master Plan (RFP 07-1198-Zoo)

Proposals Due: 5:00 P.M., August 11, 2006

Project Coordinator: Lake McTighe
(503) 220-2451, mctighel@metro.dst.or.us

Pre-Proposal Questions

1. What previous market research and visitor studies has the zoo conducted? How recent and how extensive are those documents? Will those be available to the consultant team?

The following visitor/market surveys will be available to the consultant team. Please note the format that the information is available in for each survey:

Intercept Gate surveys (sample gate survey questions attached)

- Usually a 3-page intercept survey
- Conducted in the Spring, Summer and Fall
- Approximately 300 people surveyed
- Gate survey questions and results available as Word documents from 1993 - 2006
- Intercept Research Corporation conducted gate surveys from 1993 through August 2002.
- Spring 2003 Gate Survey cross-tab data (csv file)
- Summer 2005 Gate Survey results (Excel spreadsheet)
- Spring 2006 Gate Survey results (Word document)

Zip code surveys

- Ask every 10th person at the gate for their zip code
- 1998, 2003 surveys (Word documents)
- 2004 zip code survey of concert visitors
- 2005 survey (Excel file)

Phone survey

- Data (cross-tabulations) from a February 2003 phone survey is available as a Word document
- Includes demographic and visitor information

Length of stay

- 1991-2001 - data on how long visitors stayed at the zoo for Spring, Summer, Fall. Data not available for all seasons in all years

Travel surveys

- A compilation of parking/light rail questions from various surveys, 1997-2002
- Travel mode surveys 1999-2003 (Word documents and Excel)

Pre-Proposal Questions

Day Camp

- 2000 comparison of day camps in the metro region
- 2005 day camp price comparison (Excel spreadsheet)
- 2003 Camp Parent Survey (Excel spreadsheet)

Teacher survey

- 2001 web based survey asking teachers in the region about bringing their classes to the Zoo (Word document)

Zoo concert visitor surveys (see attached sample survey questions)

- Two concert surveys from 2005 – Plus Concert Survey and Premium Concert Survey. (Word and Excel documents).

2. Could you please provide additional detail to describe the scope item under Business and Operations Plan: "Recommend financing strategies such as...?" (page 8 RFP). Is this intended to be a fundraising feasibility plan, revenue budget allocations, or something different?

Something different. The Zoo has been operating under a business model that is the traditional business model for zoos in general. That is, the Zoo builds new exhibits to increase attendance and generate more revenue (the Zoo's attendance numbers continue to increase). However, the operating costs of the new exhibits and of the Zoo's operation costs overall are not being covered by the increases in attendance. This scope item is asking for alternatives to the business model described above, and an analysis of how those alternatives would work for the Zoo. Changes in the Zoo's management plan and organizational structure may influence how the effectiveness of the alternatives.

3. Under Zoo Programming Plan (page 8 RFP), is a comprehensive marketing plan being requested?

No, a comprehensive marketing plan is not being requested. What is being requested is an assessment of the Zoo's current programming, visitor demographics, and attendance patterns, and, recommended alternatives for addressing attendance capacity and increasing Zoo attendance of communities that have not traditionally visited the Zoo. One of the questions that needs to be answered is "who is not visiting the Zoo and why". Alternatives (programming, educational approaches) that increase the Zoo's capacity to educate and inform the public about conservation issues should also be included.

Pre-Proposal Questions

4. Have there been any recent strategic planning efforts conducted jointly among the Children's Museum, Forestry Center, and Zoo and will that information be available to the consultant team?

There has never been a strategic planning effort conducted jointly by the Children's Museum, Forestry Center, and Zoo.

5. In 2005 when the \$9 million in property taxes were no longer dedicated to the zoo, did the zoo lose that \$9 million in income or did Metro replace those funds?

In May 1990 the voters passed a permanent tax levy to provide funds for operational and management functions at the Zoo. The levy is for 9.6 cents on \$1,000 of assessed property valuation. When Measure 50 was passed the wording of the Measure was such that the funds were no longer legally dedicated to the Zoo. At that time the Metro Council passed a resolution reaffirming its desire to use the money for Zoo operations. While the Metro Council could vote to use the funds for other purposes, the council continues to dedicate the revenue to the Zoo each fiscal year.

6. Can we receive a copy of the budget at this time?

Yes. Please see the budget summary attachment. Detailed budget reports will also be available.

7. Will the 1990 Master Plan be available to the consultant team?

Yes. The 1990 Master Plan and the 1987 Zoo Master Plans will be available to the consultant team. A PDF of the 1990 Master Plan is available.

8. In the RFP you list four separate bulleted items that you wish to accomplish with the Strategic Master Plan (page 3 RFP). Please rank each according to which are most important and which you feel would be the most extensive scope of work in your opinion.

No one of the following items is deemed more important than the others, so they have not been ranked. It is believed that each of the items is equally necessary for a complete strategic master plan. However, one of the elements may play a "leading role" and provide a framework for the other elements. It is probable that the business and operations plan may require the most extensive scope of work, though again, this is dependant upon the focus of the plan.

Pre-Proposal Questions

- An assessment and analysis of the Zoo's current management structure and recommended changes.
- An assessment and analysis of the Zoo's current business strategy and operations plan, recommended changes and funding options.
- An assessment of the Zoo's current exhibits and facilities and a recommended concept site plan that addresses issues such as parking constraints and increasing attendance during the Zoo's off-season.
- An assessment and analysis of the Zoo's conservation/education programming and visitor attendance, and recommendations for attracting a wider demographic and more visitors from outside the region.

9. Do you have an approved capital budget or will this plan establish that budget?

The Zoo has an approved capital budget. The Metro Council approves the Zoo's budget each fiscal year.

10. How extensive would you expect the marketing plan to be, for example do you anticipate developing marketing products, conducting marketing research, or focus group discussions?

A marketing plan is not being requested.

11. Do you anticipate conducting visitor surveys, city or countywide phone surveys, or mail surveys to regional households?

The zoo has recent survey information available (see question 1). However, the hired consultant may determine that additional surveys are needed.

12. Do you anticipate a public involvement during the planning process such as public meetings, forums, or workshops?

The involvement of the following stakeholders is anticipated. Other stakeholders may be identified.

- Employees of the Zoo – include in the process constructively and sincerely
- Children's Museum, World Forestry Center, City of Portland (specifically connected to the parking lot, which the zoo leases from the city)

While an intensive and on-going public participation process is not anticipated at this phase of the planning process, the opinions and values of the general public

Pre-Proposal Questions

and Zoo visitors should be incorporated using past surveys and possibly new surveys or focus groups.

13. Please comment on your educational programming goals, current annual participation in programs?

The educational programming goals of the Zoo are closely tied to the Zoo's mission of "Inspiring our community to create a better future for wildlife". The Zoo's education programs are focused on teaching and inspiring conservation through education that is fun and often hands on.

The Zoo's annual participation in education programs for 7/01/2005-6/30/2006 was 29,708 (adults and children), for the following programs:

Program	Annual Attendance
Classes	1045
Day Camp	19,989
Zoo Venture	1924
Overnights	5168
Teacher training	90
Animal Quest	0
Pre-school	1016
Tours	476
Total	29,708

14. Regarding management structure, is the zoo likely to consider privatization in order to become more entrepreneurial? Please help us understand Metro's role in the management and operation of the zoo.

The Zoo is owned and operated by Metro. Metro is governed by a council president elected regionwide and six councilors elected by district. The Metro Council establishes policies for and oversees the operation of Metro's programs and functions. The council adopts the annual budget, establishes fees and other revenue measures. The Director of the Zoo reports to Metro's Chief Operating Officer, which is an appointed, at-will position. The Chief Operating Officer reports directly to the Council President. The Director also has daily communication with councilors involved in Zoo projects, such as the strategic master plan.

Pre-Proposal Questions

The council's involvement in the Zoo's planning and development continues to increase and communication between management at the Zoo and at Metro has improved in recent years.

The Metro Council and the Oregon Zoo Foundation Board consider the current operating and management structure to be a public-private partnership. Both the council and the board are open to evaluating that partnership and finding better ways to manage the Zoo and serve the public.

15. What is the Zoo's relationship with the City of Portland?

While the Zoo is located in Multnomah County and within the city limits of Portland, the Zoo is owned and operated by Metro, a regional government. The City Commissioners are proud of the Zoo. They are also sensitive to the environmental constraints and challenges in Washington Park, which is a city park, and to the needs and desires of the residents in the area. The Zoo works with several departments in the City including environmental services, parks and recreation, transportation (PDOT), and the planning bureau.

16. Do you have current data indicating what percentage of visitors arrive via Metro vs. automobile? What percentage of visitors also visit the Children's Museum and Forestry Center?

Yes, the Zoo conducts periodic surveys on travel modes, such as the example provided below.

Annual transit ridership is 15% (most of this is on the MAX) for Zoo visitors. Ridership is higher for concerts, around 25% of the Zoo's visitors. One bus services the Zoo and Washington Park. The Zoo runs once an hour. When the MAX station was built in 1998 the Zoo lost 130 parking spaces.

The Zoo has been using an auxiliary parking lot (next to the Children's Museum), which has 120 spaces, since that time. The lot was intended to be temporary, its future remains uncertain. Residential neighbors in the area have expressed a desire that the lot be converted to an open green space.

The Zoo has a total of 925 parking spaces. Employees do not have parking spaces in the parking lot. Employees either park off site in a nearby church parking lot and ride a shuttle to the Zoo, or are given a parking space in one of the Zoo's internal parking spaces.

Pre-Proposal Questions

	1st Qtr		4th Qtr	3rd Qtr	2nd Qtr
	Jan-March	Jan-March	Oct-Dec	July - Sept	April-June
	2006	2005	2005	2005	2005
Attendance					
Average Daytime Attendance	1,609	2,008	1,416	7,141	4,004
Peak hour attendance	917	1,145	807	4,070	2,282
Peak hour/daytime attendance	57%	57%	57%	57%	57%
Parking Supply and Demand					
Peak hour parking demand	283	309		1,082	675
Peak hour parking supply	969	969		969	969
Peak hour # of parking lots used ⁽¹⁾	2	2		2	2
Peak hour demand/supply	29%	32%		112%	70%
Average auto occupancy	3.24	3.71		3.76	3.38
Transit mode share	0.01%	12%		16%	7%
Bike/ped mode share	0	0		0	0.01
Duration of stay	2 hrs 50 min	3 hours		3 hrs 30 min	2 hrs 43 min

The Zoo has not conducted a survey to determine the percentage of visitors that also visit the Children's Museum and/or the World Forestry Center (or other attractions in Washington Park) when they visit the Zoo.

The Zoo, along with the Children's Museum and the World Forestry Center, leases the main parking lot from the City of Portland. The directors serve on a Parking Lot Operating Committee. The auxiliary lot is not included in the lease. The three institutions share expenses related to the parking lot proportional to the level of use; the Zoo carries most of the expenses of the lot and also provides parking lot security through Zoo security.

Parking is \$1.00 for non-members. Members park for free. Parking fees are collected at the gate when tickets are purchased. Visitors that used transit to visit the Zoo receive 50 cents off their ticket. This is not subsidized by Tri-Met.

The Zoo train travels off of Zoo grounds and through Washington Park stopping at Elephant Park. Train riders can board the train at Elephant Park. Some visitors choose to walk to or park at Elephant Park and ride the train to the Zoo. There have been no formal steps towards using the parks parking spaces for additional Zoo parking because those areas are already heavily used. The Zoo has had an agreement with the City since 1959 to operate the train in the park.

Pre-Proposal Questions

17. Does the zoo currently operate or own any off-site facilities or properties?

Yes. The Zoo has one off-site facility, the Jonsson Center for Wildlife Conservation in rural Clackamas County on land owned by Metro. The Center covers approximately 70 acres of an approximately 300 acre site. The center houses a Condor breeding facility (as part of the Condor Comeback Recovery Program) and a pygmy breeding facility. The facility has one full-time staff person and a bird curator approximately 2 days a week. The facility is not open to the public and there are not further development plans at this time.

The operational plan for this facility should be integrated into the Zoo's operational plan. The development of the Jonsson Center for Wildlife Conservation should be considered in the planning process.

The site is fairly remote and is accessed by a road shared with neighbors sensitive to increased traffic. Metro is also dedicated to maintaining the open and rural qualities of the land. However, there has been some discussion of holding overnight conservation camps for older children at the site.

18. What is the maximum attendance of Zoo concerts and how many concerts are there a year?

Weekday concerts have an attendance capacity of 5000. Premium concerts, which are held on the weekends and have tickets from \$19-\$30 have an attendance capacity of 3750. Concertgoers can pre-order gourmet picnics and reserve "top blanket spots" on the concert lawn.

In 1979, the Oregon Zoo became the first zoo in the nation to host a summer concert series.

The concert series helps to fund the zoo's condor conservation program. Wells Fargo has been sponsoring the summer concert series since 1996. The concert series is also sponsored by The Oregonian A&E, with promotional support from Oregon Public Broadcasting.

19. What is the Zoo's attendance on a summer day?

On a usual summer day the Zoo will have between 6,000 and 8,000 visitors. A record day was 16,250 visitors. This was on a free Tuesday (the Zoo now has \$2 Buck Tuesdays).

Pre-Proposal Questions

20. What percentage of operational funding comes from tax revenues?

Approximately 37% of the Zoo's operating fund is from the permanent tax levy, and 63% is from enterprise revenue (see budget attachment).

21. General comments on exhibits and zoo grounds from pre-proposal tour:

- When Zoo staff was asked which Zoo exhibits were the weakest, in terms of animals having enough space and the look of the exhibitions, the polar bear, elephant, and primate exhibits were the top three. These three exhibits are also the most popular with the public.
- The current positioning/location of the gift shop makes it easy to miss when entering or exiting the Zoo.
- All exhibits and services are ADA compliant. Elders in Action have certified the Zoo facilities.
- The gift shop services are contracted out, which has worked well for the Zoo. All catering and food services are done in-house.
- The Zoo's current quarantine facility is not adequate (it is outdated, undersized) and threatens the Zoo's AZA accreditation.
- The current education center classrooms (housed on either side of the Visayan Warty Pigs exhibit) are not adequate. There has been an ongoing discussion over whether educational "opportunity sites" should be spread throughout the Zoo, or if there should be one new, main education center. There is not enough room for both options.
- Offices for Zoo administration and management are housed in three separate building providing an extra challenge for effective communication.
- The Zoo's hospital facilities are housed above the Animal Management offices. The building was built around 1972. The offices were later added below the hospital facility.
- The oldest exhibits in operation are the tiger and primate exhibits/buildings, built in 1959.

22. What is the possibility of future bond measures for the Zoo?

The Metro Council is interested in looking at another bond measure for the Zoo. The Strategic Master Plan will provide direction for a possible bond measure.

Pre-Proposal Questions

23. How will the Metro Council be involved in the planning process?

The consulting team will have the opportunity to meet with and present to the Metro Council during the planning process. The council wants to be updated and informed about the process and progress of the project.

Three members of the council also serve on the Oregon Zoo Future Vision Committee and will be involved in the planning process in that capacity as well.

24. Can you provide further information about the \$125 million in deferred maintenance costs and renewal projects (page 5 RFP)?

The deferred maintenance portion of these costs is fairly small. A comprehensive list of deferred maintenance costs was compiled over three years ago and most of the maintenance needs have been addressed. The bulk of the costs includes updating or replacing old exhibits, such as the primate building and tiger plaza, building a new quarantine and hospital facility, and building a new predators exhibit.

25. Can all the information in Point IV (page 9 RFP) be provided at this time?

- Zoo budget
- Metro GIS data for zoning, topography, hydrology
- Photographs and images from the Zoo's image database

Summaries of the Zoo budget are available (see posted information).

The Metro GIS data is extensive and will be provided once a firm is selected. Specific geographical, topographical, or hydrological questions can be answered as needed as proposals are being prepared.

Maps of the Zoo are available (see posted PDF).

Specific images can be provided at this time. Also the hired firm will have access to the Zoo's image database.

26. Can you provide copies of the Minority and Women-Owned Business Program (page 11 RFP Point E)?

Questions concerning Metro's Minority and Women-Owned Business Program, and requests for copies of forms should be directed to Cinna'Mon Williams, Procurement Analyst, 503-797-1816, williamsc@metro.dst.or.us.

Request for Proposals -2

Exhibit B 3 Resolution No. 06-3736

July 28,2006 - Pre-Proposal Meeting Questions-2

Oregon Zoo Strategic Master Plan (RFP 07-1198-Zoo)

Proposals Due: 5:00 P.M., August 11, 2006

Project Coordinator: Lake McTighe
(503) 220-2451, mctighel@metro.dst.or.us

Request for Proposals -2

1. It is not clear who is directing the Strategic Master Plan from the Zoo's standpoint. Is it the Oregon Zoo Future Vision Committee, the project coordinator, the Director of the Zoo, or all of the above?

The Future Vision Committee is the guiding body for the planning process. The committee is made up of members of the Metro Council, Metro senior staff, Oregon Zoo Foundation Board members, and citizens. The committee and/or representatives from the committee, such as Councilor Brian Newman or Zoo Director Tony Vecchio, will address any substantive issues that relate to the master plan. Lake McTighe is staff to the committee and the project coordinator for the planning process. The project coordinator takes care of the nuts and bolts of the project and directs issues and questions to the committee when necessary.

2. Who developed the 1991 master plan A Great Zoo and Framework for the Future? Is that the latest master plan?

The 1991 Master Plan (two documents "Caring Now for the Future of Life" and "A Great Zoo – Framework for the Future") is the most recent master plan for the Zoo. The plan was developed by the Cashio, Cochran & Torre - Design Consortium.

3. I would like to see the 1987 master plan. Is it available in pdf? Who developed the 1987 Master Plan?

The 1987 Master Plan is not available in PDF. The 1987 plan (The Master Plan 1987-2002) was developed by Guthrie, Slusarenko, Associates Environmental Planning, Architecture, Urban Design. Hard copies of the report will be available to the selected firm.

4. How much of the 1991 Master Plan was actually implemented? How much was actually spent on the master plan implementation from 1991 to 2005?

Phase 1 of the 1991 Master Plan (called Entry and Oregon Exhibit in the plan, part A and part B) is nearly completed. The cougar exhibit opened August 1, and the black bear exhibit will open later this year. Approximately \$34.4 million has been spent on Phase 1. A \$28,800,000 bond measure from 1996 was for Phase 1.

5. Are the visitor Gate Surveys (and other visitor surveys) 1993 to 2006 available?

Yes the surveys are available and will be posted on Metro's website Friday, August 4, 2006.

6. What are Deferred Maintenance Costs (\$125m, RFP page 5)? Is Deferred Maintenance Cost an issue for the zoo?

The "deferred maintenance costs and renewal projects" referred to on page 5 of the RFP includes some future capital projects (such as a new hospital and quarantine facility and the

Request for Proposals -2

predators of Africa exhibit), as well as on-going regular maintenance costs of the Zoo.

The Zoo maintains a regularly updated “renewal and replacement” list with items such as replacing the Zoo’s vehicle fleet, HVAC repairs and replacement, repaving, repairs that promote energy conservation, etc. New construction is not included in this list. When the deadline associated with an item passes the item becomes a deferred maintenance item. This year the Zoo has no deferred maintenance items. Last year the Zoo spent approximately \$125,000 in replacement and renewal costs and expects to spend \$500,000 this fiscal year. Renewal and replacement costs are not a crisis issue for the Zoo. The Zoo would like to develop a pro-active plan that enables the Zoo to address renewal and replacement items so that they never reach the stage of deferred maintenance.

7. How much is the Oregon Zoo willing to/can afford to spend in the next 5 to 10 years on capital development? Or is this something you wish us to propose?

Typically large capital projects are financed by bond measures and fundraising. For example, phase 1 of the 1991 Master Plan – the Great Northwest (called Entry and Oregon Exhibit in the plan) has been paid in part by a 1996 bond of \$28,800,00. The condor facility, the Jonsson Center for Wildlife Conservation, was financed through fundraising.

The Oregon Zoo Foundation focuses on specific capital projects, such as the current Predators of Africa campaign.

The Strategic Master Plan should provide “a range of cost for the site plan based on similar projects”. The plan is not looking for a detailed budget for the master plan but an idea of what projects, similar to the one being proposed, have cost.

8. The Oregon Zoo’s Strategic Plan 2005 to 2008 appears to be an internal document. Is this so or has an outside agency contributed to it? Is it a mirror of where you wish to go?

The Oregon Zoo Strategic Plan is an internal document; an outside professional facilitated the development of the document. The plan is used more as a guide and less as a map, and serves as a short-term business plan for the Zoo – not as a master plan. The plan is continually re-evaluated and updated on a quarterly basis.

9. Are you primarily looking for new ideas that will allow you to be financially independent by attracting new visitor market segments and develop the existing segments? You seem to know what you want and where you want to go. So why the need for Strategic Master Plan?

Yes, the Zoo is looking for new and innovative strategies and ideas that will provide a sustainable business model and that also continues to serve larger segments of the population

Request for Proposals -2

and reinforces its mission. The Zoo wants a strategic master plan that draws together business/operations, management, programming, and site planning into one comprehensive and cohesive plan. This plan should build on the strengths and visioning the Zoo has produced, including the combined knowledge of Metro/Zoo staff.

4. Do you want a new master plan? To review it and make it more up-to-date? Are you looking for the big bang but cost effective/attractions? That will allow you to increase visitor attendance, whether during the normal day/summer time or come up with low period (night and winter based) attractions?

The Zoo wants a new master site plan, not an update of the current plan. In addition to a new site plan, the Zoo is looking for a master site plan that examines how people use exhibits, including (but not limited to): how exhibits will increase attendance, how parking constraints will be addressed by surges in attendance created by new exhibits, how the flow of visitors through the Zoo will be affected by new exhibits, how increased attendance will affect the Zoos amenities, how increased stay time will affect Zoo services. In short, the Zoo is looking for a plan that examines and proposes solutions to the interrelated challenges of providing new exhibits, providing excellent visitor services, accommodating increased attendance, and maximizing revenues.

5. Are you looking for a new framework that will allow you to maximize on such new attractions and their potential revenue? Can this break away from your existing corporate model?

Yes, the Zoo needs a new model for doing business and providing services. The strategic master plan should provide alternatives and recommendations to the current model. Alternatives to the current model should be provided.

Pre-Proposal Questions - 3

**Exhibit B4
Resolution No. 06-3736**

July 28,2006 - Pre-Proposal Meeting Questions-3

Oregon Zoo Strategic Master Plan (RFP 07-1198-Zoo)

Proposals Due: 5:00 P.M., August 11, 2006

Project Coordinator: Lake McTighe
(503) 220-2451, mctighel@metro.dst.or.us

Pre-Proposal Questions - 3

1. You request “a range of costs for the site plan based on similar projects”. What exactly are you asking for here? It sounds as if you are expecting the usual service that zoo designers provide, which is assigning costs to the designs. Is this the case?

The RFP for the Oregon Strategic Master Plan calls for a concept site plan, and not detailed architectural exhibit designs/drawings. Because the concept site plan will not be detailed it would be difficult, if not impossible, to provide accurate cost estimates for the implementation and construction of the proposed plan.

What we are looking for is:

- a. **In the RFP proposals:** Identify the **process and methods** that your team would use to identify a range of costs for master plan projects similar to the one that you will be proposing in the Strategic Master Plan. We are not expecting a cost estimate in the RFP proposal.
- b. **In the Strategic Master Plan:** We are not expecting detailed cost estimates for implementing the master plan and constructing exhibits. Rather, the Strategic Master Plan should provide a range of costs (e.g. \$5-15 million) for the concept site plan that will provide a framework for future plans that provide the detailed exhibit designs. The range of costs should be based on elements/features (e.g. interactive displays, size of exhibit, innovative materials) that would affect the cost.

2. In the MBE/WBE/ESB form (see RFP page 11) it is stated that proposers need to fill in which sub-contract(s) the bidder/proposer intends to use.

This form is optional as it applies primarily to the bidding process, and not the proposal process. Proposers that will be sub-contracting with other firms are encouraged to fill out the form and submit it with their proposal. Metro encourages the use of minority and women owned businesses whenever possible.

Any questions regarding the program or the MBE/WBE/ESB form should be directed to:

Cinna'Mon B. Williams
Procurement Analyst
503-797-1816

Pre-Proposal Questions - 3

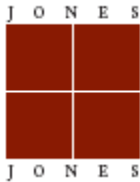
503-797-1796 (fax)
williamsc@metro.dst.or.us

Exhibit C
Resolution 06-3736

STRATEGIC MASTER PLAN PROPOSAL FOR THE OREGON ZOO
SUBMITTED BY SHULTZ & WILLIAMS, INC., AUGUST 11, 2006

SCHULTZ & WILLIAMS INC.

Marketing | Development | Management



David Towne
Independent Consultant

mig & co.

Strategic Master Plan Proposal for the Oregon Zoo
August 11, 2006

August 11, 2006

Ms. Lake McTighe
Project Coordinator
Oregon Zoo Future Vision Committee
The Oregon Zoo
4001 SW Canyon Road
Portland, Oregon 97221-2799

Dear Lake:

On behalf of Schultz & Williams Inc. (S&W), I am delighted to enclose our proposal for developing a ten-year strategic master plan for the Oregon Zoo. We will work with you, the Future Vision Committee and the staff of the Oregon Zoo to create a strategic “roadmap” that will position the Zoo to fulfill its mission and vision.

With our business-focused approach, we will guide the planning discussions and workshops and insure the process is “seamless” – from your mission through sound business practices to a creative and visionary, yet realistic and sustainable strategic master plan.

The end-result of this process will be a management tool which will enable the Zoo to build on its successes of the past and position itself for future growth and development. The strategic master plan will integrate and leverage the Zoo’s mission, visitor, and education related programs for greater reach, effect and impact.

Schultz & Williams, a management consulting firm who helps create innovative strategic business and organizational plans for zoos and aquariums, will lead the project. Our highly qualified team of sub-consultants, includes David Towne, former President & CEO of the Woodland Park Zoo, Jones & Jones Landscape Architects (J&J) and MIG of Portland. Both J&J and MIG have provided professional design and management services to the Zoo in the past. Within the past year, Schultz & Williams has provided strategic business planning services to three of the ten institutional members of the (Northwest) Zoo & Aquarium Alliance. Our collective knowledge and history with the Oregon Zoo, our vast experience in working within the zoological community and our commitment to excellence makes our team uniquely qualified to develop the Zoo’s strategic master plan.

Rick Biddle, Vice President of Schultz & Williams, will be the Principal-in-Charge with David Walsh, Senior Planning Associate, managing and coordinating this project with our sub-consultants and the Future Vision Committee.

The undersigned is authorized to execute and bind personal service agreements on behalf of Schultz & Williams, Inc. Our proposal will be valid for ninety (90) days from August 11, 2006.

After reviewing the attached proposal, should you have comments or questions, please feel free to contact me. I can be reached via my cell (609-332-3309) or via e-mail at rbiddle@sw-inc.com. We appreciate the opportunity to submit this proposal to you and look forward to presenting our team’s qualifications and business-focused approach to the Future Vision Committee and Metro staff in early September.

Best regards,



Richard T. Biddle
Vice President

B. PLANNING APPROACH

The Oregon Zoo (Zoo) intends to conduct a comprehensive strategic master planning initiative, providing the Zoo with a new management and business model that is both sustainable and realistic in meeting its future needs and expectations. This new strategic master plan will build on the Zoo's successes and establish the foundation for strong future growth.

Through discussions with the Zoo's leadership, partners and constituencies, S&W will gain feedback, test ideas and identify issues and challenges. Our plans-of-action and strategic recommendations will be based on our detailed assessment and analysis of the Zoo's management, business and operational structure and will integrate with the identified land use, parking, visitor and programmatic opportunities for strengthening the Zoo's core mission initiatives.

As the lead consultant, Schultz & Williams will insure that sound business practices are the basis for our recommendations and action plans, including how best to address parking and transportation issues, phasing of the concept site plan and future funding of both operational and facility needs. We clearly understand the Zoo's need for a new sustainable fiscal model. We have worked with zoos and cultural attractions across this country to identify new funding and revenue models, have successfully engaged the respective Boards and community leadership in implementing our recommendations and have integrated our strategies and recommendations to support future facility, capital development and programmatic initiatives at these institutions.

S&W would meet monthly with the Zoo and the Future Vision Committee, or one of its sub-Committees, to review our findings, update the project schedule and insure buy-in to the planning recommendations. We would develop a well organized structure for staff and stakeholders to provide input, feedback, and comment throughout the entire planning process. Our goal would be to obtain maximum input from all of your key stakeholders and constituents, including the Metro Council, staff, and the community. By developing consensus in the early stages, the Zoo will benefit from having a comprehensive analysis and recommendations to which the key players are strongly committed. Depending on the workplan phase, S&W sub-consultants will attend these monthly meetings with the Future Vision Committee.

We envision a nine month project timeline, during which, there will be a number of planning workshops with you and key Zoo/Foundation staff members, in addition to the monthly meetings with the Future Vision Committee. Initially, we will focus on assessing and identifying the management, business and operations issues and options as these key initiatives will drive and leverage our findings, next steps and recommendations related to the concept and programming plans. Identifying realistic strategies for implementing our recommendations, and continuing to "test" the concept site plan and programming recommendations against these will be critical to insuring that the Zoo's future fiscal model is sustainable in both the short and long-term.

We would work with you to create a workable action plan that will focus on a shared vision for the future and build on the Zoo's core mission. The plan will offer recommendations, based on our findings and the team's expertise from working with other similar zoo, cultural and visitor attractions. The plan will focus on providing compelling and valued visitor/program experiences which expand your audience reach. The team will guide your thinking, identifying issues, engaging you, Zoo/Foundation staff and the Committee in discussions, and offering you our expertise to assist in problem solving.

Our planning approach would also identify "early action programs" that could be implemented while the strategic master plan is being finalized. Such programs would be initiatives that could be easily implemented and provide short and mid-term success and impact to the Zoo and its visitors.

The final product would be clear, compelling and measurable – serving as a roadmap to follow during implementation. We will develop the plan in a Microsoft Power Point format as it will provide for a structure and format that can be easily amended as the Plan is implemented.

We're confident our team has tailored the best approach to developing the strategic master plan to fit the unique requirements of the Oregon Zoo and will deliver the solutions to position your institution for greater success.

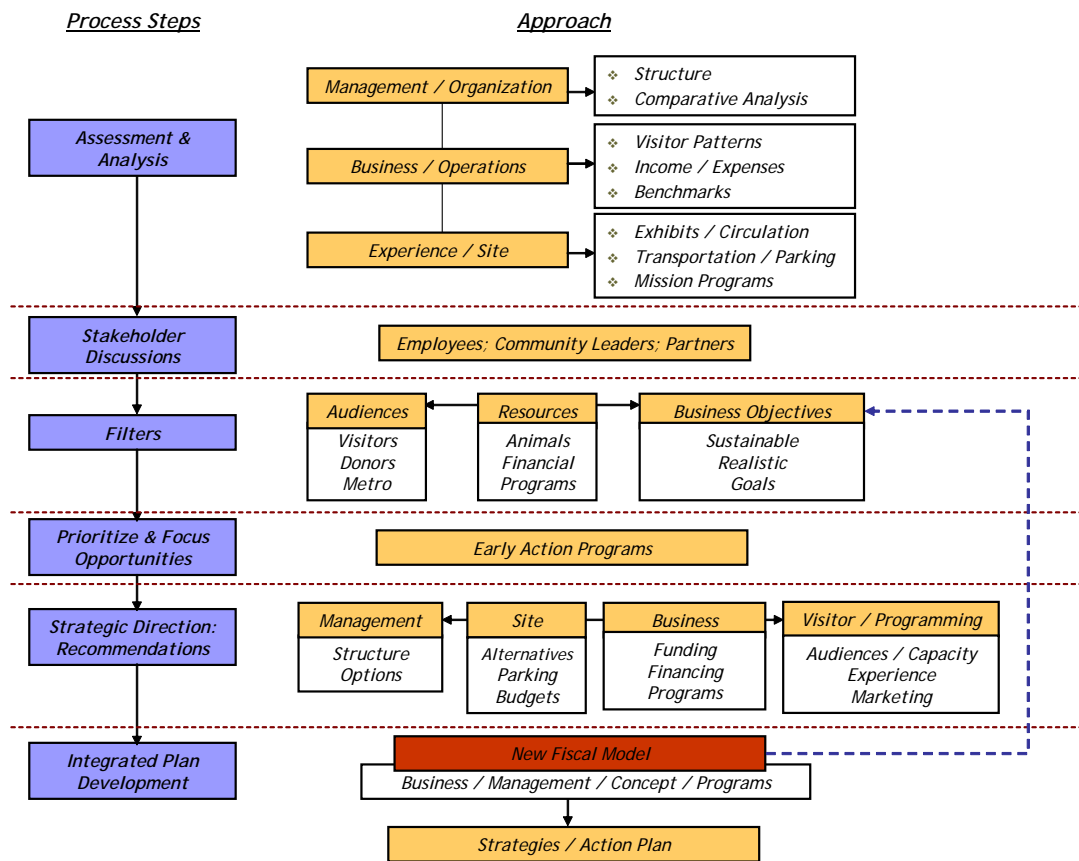
Integrated Strategic Planning Model

Our planning approach, outlined below, comprises six key steps, the end-result of which will be an integrated planning tool and will include Management, Business and Operational, Site, and Programming Plans. The process which is outlined in detail in Section D, begins with an *Assessment and Analysis Phase*. This assessment will then be supplemented by *Stakeholder Discussions*. Next the team will apply a series of *Filters* to the collected data and Zoo Profile which was created in the previous steps.

S&W would work then with the staff to identify opportunities and priorities that could affect operations and determine their incremental return to the organization in terms of revenue, expense and ‘bottom-line’ return. These “opportunities” could be new visitor experiences, educational programs and offerings, expanded facilities, revenue programs and/or capital program initiatives, including deferred maintenance. Each opportunity would be analyzed for its financial return in fulfilling the identified strategic goals. This strategy will allow the Zoo to focus and prioritize its future capital and program investments and resources.

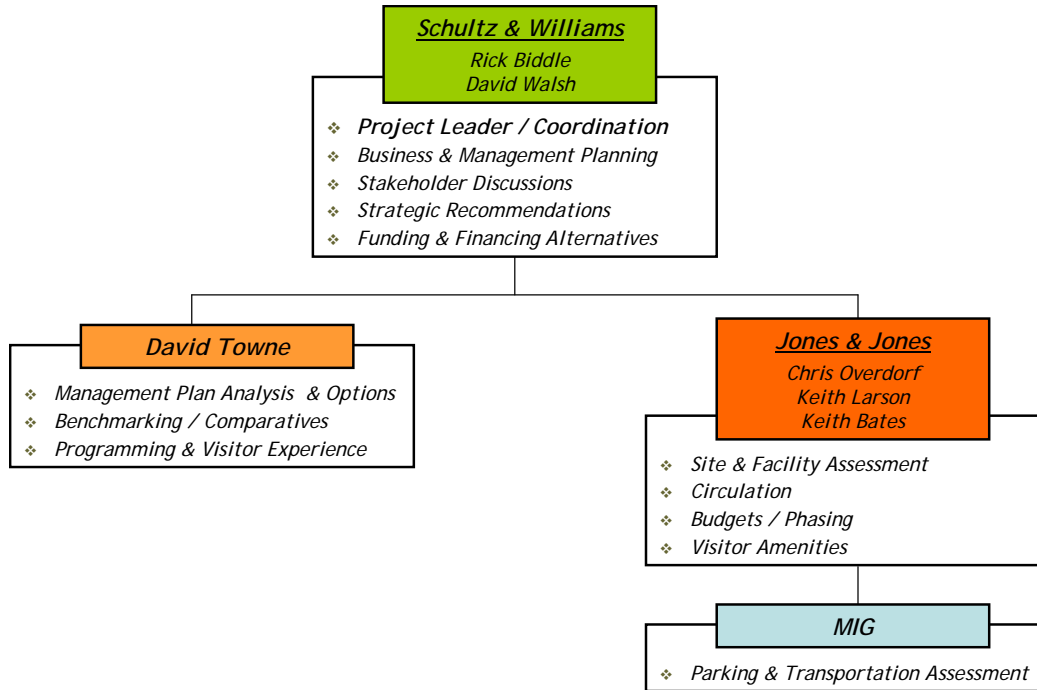
We would identify early action projects and/or investments that could be implemented immediately to further the Zoo’s goals and objectives. For each of the high priority projects or programs, we would develop the ROIc (return-on-incremental costs) model that outlines the financial expectations of the project/investment: attendance, revenues, operating costs, institutional impact and capital investment.

The final two steps in the process would be the *development of Strategic Recommendations* and then the *creation of the comprehensive Strategic Master Plan* with associated action plans and timelines.



C. STAFFING/PROJECT MANAGER DESIGNATION

The project team will be led by Schultz & Williams with support provided by David Towne, Jones & Jones Architects and Landscape Architects, Ltd. and Moore Iacofano Goltsman, Inc. (MIG). The project team and their respective involvement is illustrated below.



Below we have provided a brief biography of each of the team members experience and background. A complete resume can be found in the appendix with additional detail on project experience found in Section E.

Schultz & Williams, Inc (S&W)

RICK BIDDLE

Vice President – PROJECT MANAGER

Rick brings to clients a high level of experience in finance, strategic planning, operations and fund-raising. Rick supports a wide range of clients, with a particular area of expertise in the operation of zoos and museums. Rick has developed and provided oversight for each of the strategic business plans that Schultz & Williams has completed for its over sixty zoological clients. Under Rick's leadership and guidance, S&W recently completed strategic business plans for the Woodland Park Zoo, Point Defiance Zoo & Aquarium and the Northwest Trek Wildlife Park. Rick, along with Dave Towne, are a leading management and planning resource in the area of public/private partnerships of zoos throughout this country. Rick has had hands-on experience in working for zoos, allowing him to understand and appreciate the challenges of managing a cultural organization from "the other side of the desk." Prior to joining Schultz & Williams in 1992, Rick served for 11 years as Chief Operating Officer of the Zoological Society of Philadelphia, America's oldest zoo.

DAVID WALSH

Senior Planning Associate

David has worked with S&W for the last five years and has assisted over thirty Zoo, Cultural Attractions, and non-profit organizations with Strategic Business and Financial Planning. David brings to Schultz & Williams a broad range of expertise in strategic business planning, marketing and new venture development. This expertise was built through a successful career in both the corporate and entrepreneurial worlds. He is well versed in business management issues, finance, marketing and the creation and launch of new programs and products. He is also adept at understanding and utilizing new technologies as tools for business growth and operation. David has a wide breadth of experience in working with zoological institutions. He has worked with over two dozen zoos in the development of strategic business plans, marketing, financial planning, and feasibility analyses.

DAVID TOWNE

Consultant

Dave has an extensive background in public administration as well as zoo and aquarium planning, development and management. David served as the Director of the Woodland Park Zoo in Seattle from 1984 to 2000 and as its President and CEO from 2000 to 2002. He successfully managed the transition of the Zoo from a City owned and operated facility to a public / private partnership with a Society led management. Prior to his tenure at the Zoo, he was Managing Partner for Jones & Jones in Seattle and worked as Superintendent for the City of Seattle Parks & Recreation department. Dave currently provides consulting services to zoo clients on management and leadership issues.

Jones & Jones

CHRISTOPHER L. OVERDORF, ASLA, APA

Principal-in-Charge

Chris has over sixteen years of experience in a broad range of land use projects that sensitively blend nature with art and interpretation. His work includes zoological master planning & exhibit design, children's play environments, park and recreation design, regional planning and design, corporate master planning, urban design, environmental art, visual impact assessment, stream restoration, and transportation planning. Due to Chris' diverse experience working with public agencies and community groups, he has been leading most of Jones & Jones' current zoological master planning projects.

KEITH B. LARSON, AIA, ASLA

Resource Principal

Keith has been involved in a wide variety of zoological projects in his 30 years at Jones & Jones. Licensed as both an architect and a landscape architect, his designs have successfully balanced animal needs dictated by husbandry, while creating compelling exhibitry that speaks to topical issues of conservation, research, education, and visitor appeal. Keith's specialty is working on complex multidisciplinary projects in which comprehensive design and technical challenges enable him to meet complex and multi-faceted problems, while finding unity and consensus, as well as greater ecological integrity and economic efficiency. The result of his multidisciplinary approach has been numerous award-winning zoological projects.

KEITH BATES, ASLA, LEED™ AP

Landscape Architect – Project Manager

Keith is a landscape architect with a background in site planning, urban design, zoological and exhibit design, construction administration, and municipal code consulting. Keith has a strong emphasis on zoological master planning project details, presentation, and environmental methods for design and construction of various projects. As a LEED™ Accredited Professional, Keith designs and manages projects with environmental consideration as a top priority.

MIG – Portland

BRIAN SCOTT

Director of Northwest Operations

Mr. Scott leads MIG's Portland staff of planners and designers. Brian has 25 years of experience in comprehensive community development, emphasizing downtown revitalization, livability, visioning, urban design, long-range planning, and public policy. Mr. Scott's unique strengths include a capacity to build consensus and unlikely coalitions, communicate complex information, demonstrate leading ideas, and shape policy. Mr. Scott leads many of MIG's projects in the Pacific Northwest, including strategic planning, urban planning and design, public involvement, park and recreation planning and design, and school facilities planning.

BRUCE APPELYARD

AICP

Land Use and Transportation Specialist

Bruce has a passion for working with people to effectively integrate transportation and land use through urban design. Mr. Appleyard is a certified planner with over a decade of experience working closely with transportation, municipal and environmental organizations to create effective and implementable plans for regional trail systems and street livability. He has led numerous public and professional workshops around the country and has designed professional short courses for engineers and planners on creating safe routes to school and designing livable streets and neighborhoods, with a special expertise in the needs of children and the elderly.

Within the project schedule section of this proposal, we have provided a detailed breakdown of the responsibilities of each member of the project team. However, as defined by the project scope within the RFP, the primary lead has been identified as follows:

- Management Plan – Schultz & Williams
 - Zoo organizational assessment (*Rick Biddle & David Walsh*)
 - Comparative analysis (*David Towne*)
 - Recommended scenarios (*Rick Biddle & David Towne*)
 -
- Business & Operations Plan – Schultz & Williams
 - An assessment and analysis of Zoo costs and revenues (*David Walsh*)
 - Benchmark analysis (*David Walsh*)
 - Recommended financing strategies (*Rick Biddle & David Towne*)
 - Implementation strategies (*Rick Biddle / David Towne*)
- Concept Site Plan – Jones & Jones
 - Assessment of Zoo exhibits (*Chris Overdorf & Keith Bates*)
 - Alternatives and recommendations to increase capacity (*Keith Larson & Keith Bates*)
 - Parking (*Brian Scott, Bruce Appleyard & Chris Overdorf*)
 - Range of cost for the site plan (*Chris Overdorf & Keith Bates*)
- Zoo Programming Plan – Schultz & Williams & David Towne
 - Assessment of the Zoo's current visitor patterns (*David Towne / David Walsh*)
 - Recommended strategies to increase Zoo capacity to educate (*David Towne*)
 - Recommended strategic marketing strategies (*David Walsh / Rick Biddle*)

We strongly believe that this project must be managed with a clear understanding of the business, management and financial opportunities and realities and have highlighted below the team's business and management experience related to the key tasks the project team members will be responsible for throughout the engagement.

Rick Biddle has completed governance and financial plans to guide the privatization of the Kansas City, Woodland Park (Seattle, WA) Chaffee Zoo (Fresno, CA), Detroit and Houston Zoos. He currently supports The Maryland Zoo at Baltimore, The Houston Zoo, Fresno's Chaffee Zoo, and Utah's Hogle Zoo with strategic business planning services. Rick has also lead two strategic plans in Grand Rapids, Michigan with the John Ball Zoo and Kent County Millennium Park – both of which were in partnership with Jones & Jones. Rick is also guiding the acquisition of the Elephant Survival Center.

David Walsh has extensive experience in business and financial planning, having completed business and operational plans for the Riverbanks Zoo & Gardens (*Columbia, SC*), Fort Wayne Children's Zoo (*Fort Wayne, IN*), Utah's Hogle Zoo (*Salt Lake City, UT*) and Connecticut's Beardsley Zoo (*Bridgeport, CT*) among many others. He has also updated a five-year business and strategic plan for the Louisville Zoo, provided business planning and marketing expertise to the Pueblo Zoo and created a long-term financial model for Zoo Atlanta. David has completed projects which include a strategic business, governance, and marketing plan for the Chaffee Zoo, a business plan for the Dubai Zoo in the United Arab Emirates, and revenue, marketing, and financial plans for Zoos in Miami, Toledo, and Grand Rapids. He also has conducted in-depth community and stakeholder involvement sessions with Millennium Park and the Chaffee Zoo.

David Towne, in addition to his hands-on experience running the Woodland Park Zoo, has assisted the Honolulu Zoo assess options for developing a public/private partnership as well as consulted with the Los Angeles and San Francisco Zoos on strategic leadership issues. Dave is a highly-regard leader within the zoological community and has offered his guidance and direction to zoos on both a national and international level.

Project Team Relationship

The project team has worked together on numerous projects. This includes close coordination and integration of planning projects in Grand Rapids, Michigan at the John Ball Zoo and the Kent County Wildlife Park as well as work at the Metro Miami Zoo and the Caldwell Zoo in Tyler, Texas. This work required a seamless planning process which provided the clients with well integrated design and business plans.

Schultz & Williams has worked with Jones & Jones on projects for the past ten years and most recently in 2005 with our work in Grand Rapids. Our partnership continues with our latest project in Eureka, CA at the Sequoia Park Zoo. As you will note from our respective client lists, Jones & Jones and Schultz & Williams, share many of the same zoo clients from around the country.

Schultz & Williams experience with David Towne goes back to our involvement with the privatization plan for the Woodland Park Zoo in 2000. S&W has continued this long-standing relationship through Dave's tenure at the Zoo and since his retirement.

Jones & Jones has had a relationship with MIG on multiple zoo projects, including work on Jacksonville Zoo's Children's Garden and at the San Antonio Zoo. Their work continues at the Oklahoma City Zoo and their Children's Zoo.

We are confident we have assembled the ideal team to meet the needs of the Oregon Zoo and the Future Vision Committee. Our team will provide the necessary expertise in the multiple disciplines required to develop the strategic master plan. However, S&W may call on additional expertise in specific areas of programming, education, and marketing based on needs identified during the planning process to supplement the team's experience in these areas.

D. PROJECT WORKPLAN AND SCHEDULE

Our project workplan integrates with the scope of work outlined in Section III of the request for proposals and outlines the tasks to be completed within each of the core plans to be developed. The project schedule contained herein links to our planning approach and process steps identified within this proposal.

Management Plan

In completing the assessment and analysis of the Zoo's organizational and management structure as it relates to Metro, its current partners/neighbors and other successful similar models within our industry, we would:

- Gain a full understanding of the Zoo's organizational, management and staffing structure and its relationship with Metro, the Oregon Zoo Foundation, and with its current partners: the Children's Museum and the World Forestry Center. We would review, assess and analyze all available data and information including mission, programs descriptions and performance, financial history, funding composition, and organizational relationships. We will evaluate program and service offerings that include: demand, capacity, resource allocation, staffing, and audiences served. S&W will also review all relevant information and requirements which describes the facilities, staffing, organization, operational and management issues, the cultural community, competition, current identity, alliances, market trends, and funding. We would examine all related printed materials, reports and financials.
- Prepare a summary report of our organizational and management findings including strengths and weaknesses of the existing model, and performance overlaps and opportunities to leverage the synergies among the institutions/partners.
- Identify potential new management and organizational model(s) for the Zoo
 - Similar models within Zoos
 - Benchmark institutions, based on performance criteria
 - Criteria for success: funding; sustainability; resources
 - Marketing: telling the story
- Identify a staffing model for the new management and organizational model(s)
 - Strategies for transition
 - Reporting relationships
 - Indirect staffing costs, benefits and retirement options
- Recommend a preferred management and organizational option for the Zoo
 - Identify the pro forma fiscal model for managing and operating the Zoo under the preferred organizational model
 - Underlying planning assumptions that will guide the financial model: attendance, revenues, expenses
 - Note: the pro forma fiscal model would be updated and enhanced as the business, operational, programmatic and site concept plans are refined during our planning process

Business and Operations Plan

In completing the review and analysis of the Zoo's business strategies and operations, we would:

- After conducting a thorough assessment of Zoo's current operations, including all financial data, visitation, mission-related programs, and funding options, we would build a realistic and attainable financial plan to create a baseline financial model. This 'baseline' model would establish business goals for the Zoo and outline the financial parameters of the expected returns to the organization year to year and factor in inflation, known economic considerations and/or planning assumptions
- After reviewing the Zoo's internal data, S&W will perform a benchmark analysis against similar facilities to test performance in areas such as revenues (visitor spending, attendance, membership) and expenses (salaries and marketing). In addition, we will utilize the benchmark data to identify opportunities for new products and programs.

- Identify business and financial goals, including capital and operating funding and ‘bottom-line’ management.
- Identify/review planning assumptions that would guide the financial *pro forma*, capital funding, operating revenues and expenses, and attendance.
- Create ten-year financial projections that integrate the “baseline pro forma model.” These will include:
 - Visitation projections: See Zoo Programming Plan section
 - Per capita visitor spending for food, gift, and concessions
 - Contributed revenue projections
 - Staffing
 - Overhead operating expense allocations
 - Visitor programs, amenities and services
- Establish priorities and timelines for the implementation of key business/financial objectives:
 - Organizational
 - Funding/Financial: grants, contributions, public-sector support
 - Programs: education, conservation
 - Mission-related initiatives

Concept Site Plan

- *Assessment Phase*

One of the first design tasks will be to conduct an inventory of the exhibits, buildings, and surrounding grounds and structures to determine both the condition and adequacy of each. The overriding concern of visitor experience and capacity is implicit with all of this. All of these features will be explored in some detail to establish useful life and the functionality of each. For the Oregon Zoo, we would recommend a 5 point grading system that would prioritize each individual exhibit, building, etc. as to its condition, from “Poor, in need of replacement”, which would receive a #1 to “Excellent”, which might receive a #5.

In each case, we would conduct the inventory with at least one of your knowledgeable staff members to attempt to see the exhibit through the eyes of the person who operates the zoo and create a written and photographic document assessing husbandry, maintenance issues, utilities, mechanical and life support system, structural adequacy, energy efficiency, roof condition, exhibit vegetation, enrichment, adequacy of space both for the animal and keeper, barrier issues, interpretives, signage, visitor comfort, greening potentials, ADA and general issues of safety throughout. At a macro level, pathway capacity, heated zones and shaded/air conditioned zones will be assessed to provide the framework for maximizing summer capacity and comfort and also to increase visitation in the shoulder and winter seasons. Parking capacity issues would also be looked at during this assessment and addressed throughout the process.

The reason for early completion of the inventory is the establishment of the physical patterns that will help steer the potentials that will need to be explored from a business, operations, visitor and animal standpoint. A physical plan will be created that will delineate the features that are at or near the end of their useful life or were inadequate because of other issues such as safety, animal health, etc. This would include a look at the overall makeup of visitor amenities, pathways, service and other components that will help to maximize the appeal and utility of the overall zoo grounds. Off site facilities and potentials will also be investigated.

As part of the assessment phase of work, the overall existing site will be analyzed to determine existing ecological functions, infrastructure, water use, storm water and drainage systems. During the design exploration phase, holistic strategies will be generated that provide the potential to optimize these systems, minimize waste and redundant functions that together can provide a more sustainable planning approach to future improvements at the Zoo. A strategic green infrastructure report detailing these approaches will be generated.

Together with S&W and MIG, regional transportation and parking issues will be identified that affect how people get to Washington Park and the Zoo. Transportation strategies identified in MIG’s Regional Transportation Plan (a project they are currently under contract with Metro) will also be integrated into the transportation and parking strategies to be developed as part of the scope of work.

Together the consultant team will work closely with the Parking Management Committee to identify existing parking, circulation and security issues and develop strategies to optimize the management of the parking area serving the Zoo, the World Forestry Center and the Children’s Museum. As part of the parking analysis, all of Washington Park will be looked at to maximize parking opportunities not just for the Zoo, but also for the other uses currently at the park.

The other issue that we would explore as part of the assessment phase is deferred maintenance. We would look at general costs and attempt to provide a check on the amount that has been tentatively identified by the zoo as deferred maintenance items.

- *Concept Site Plan - Alternative Design Exploration*

From the potentials established in the assessment workshops, we would then map the alternative changes that might occur on the different parcels of land identified as having need for replacement in the foreseeable future. The question of reinforcing your present zoogeographic theme, assuming this is your preference, would steer the direction for the different proposed changes. Relocation of services, paths, and axes would also be explored at this time to maximize the opportunities for utility, amenity and return (e.g. focusing on the gift shop instead of the exit).

Alternative exhibit concepts would be developed for the different approaches and would be evaluated by the team (client and consultants) for their adherence to the Zoo’s mission and direction as well as an analysis of business opportunities for increasing the Zoo’s financial capacity during peak visitation periods. Non-peak capacity opportunities will also be analyzed in determining their potential return on investment in term of incremental capacity.

- *Concept Site Plan – Final Design*

The preferred site plan would then be developed in more detail to establish a realistic vision and cost projection, based on similar projects. Illustrative graphics including plans, sections, and sketches will be developed along with supporting narrative. We would also propose to create some detail that would bring critical conceptual detail on components that may require intensive discussion, graphic exploration, and costing. (e.g. potential replacement or adaptive reuse of the quarantine and hospital facilities)

Phasing plans would be explored to determine the site/exhibit sequence that allows for logical incremental change and will have maximum financial impact on the Zoo and its operation.

Zoo Programming Plan

To enable the Zoo to develop the necessary strategies to increase the Zoo’s capacity to educate and inform the public on environmental, animal protection and conservation strategies as well as increasing access to new visitor groups, we would develop a detailed “Visitor Profile” based on the most current and available data, including:

- Analyzing visitation (member potential, groups & events) and the visitor experience (stay time, visitor services, programs, exhibits and activities).
- Reviewing demographic data on visitors to establish trends and characteristics
- Identifying historical impact on visitation at new attractions, exhibits or programs
- Developing a fee profile of other comparable and competitive institutions

We will also identify opportunities for partnership and integration with the visitors, activities, and programs with the Children’s Museum and the World Forestry Center.

We will utilize the information to identify business and operational strategies that address the following strategic initiatives:

- Audience Development & Marketing Strategies: repeat visits; membership; new audience targets; image, promotions and branding (during peak and non-peak visitation periods)
- Guest Services: food, i.e. café, and retail sales; “pay-to-play” activities including interactive experiences, i.e. feedings, demonstrations; visitor amenities
- Managing Visitor Experiences: new experiences; education and conservation interpretive/learning tools; traffic/flow patterns; events: call-to-action opportunities that support program initiatives
- Capacity Building: expand opportunities to strengthen the Zoo’s core mission programs including education, conservation, and environmental initiatives

Stakeholder Involvement/Discussions

To build consensus and a complete understanding of all the issues facing the Zoo, we will also seek the input of stakeholders, including Zoo employees, partners (the Children’s Museum, World Forestry Center and the City of Portland) and business/community leaders. Initially, we will conduct one-on-one interviews with key staff members and ‘leadership members’ of the Metro Council. We would then meet with eight to twelve external leaders to understand needs, perceptions, challenges, and opportunities associated with the Zoo, its history and its plans. We will interview these individuals to gather their ideas for future development and begin to build consensus around future direction. The number of interviews could be increased if selected stakeholder discussions could be held in a focus group format with multiple participants. S&W would also host a forum for community input regarding the planning process and to test market perceptions of the Zoo and begin to identify potential opportunity areas. This session will allow interested community members to share their opinions and input regarding ‘their’ Zoo.

Project Schedule

Tasks	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Lead
Assessment & Analysis										
Data review & collection	✓									S&W
Review mgt structure		→	→	→						S&W/DT
Identify partner relationships			→	→						S&W/DT
Identify new mgt model(s)			→	→						S&W/DT
Identify benchmark mgt. models			→	→						S&W/DT
Prepare summary findings				✓						S&W
<hr/>										
Develop baseline financial model			→	→	→	→	→			S&W
Benchmark analysis of financial model			→	→	→	→	→			S&W/DT
Identify business goals			→	→	→	→	→			S&W
Identify planning assumptions			→	→	→	→	→			S&W
<hr/>										
Identify criteria and perform site assessment		→	→	→	→					J&J
Identify transportation & parking issues		→	→	→	→					J&J/MIG
<hr/>										
Develop Visitor Profile	→	→	→	→						S&W
<hr/>										
Stakeholder Discussions										
Employee input		✓			✓			✓		S&W/DT
Partners & community input			✓	✓	✓					S&W/DT
<hr/>										
Filters/Testing/Refinement										
Reaffirm business objectives: sustainable & realistic			→	→			→	→		S&W
<hr/>										
Prioritize & Focus Opportunities										
Outline structure of mgt. models				→	→	→	→	→		S&W/DT
Identify early action projects			→	→	→	→	→	→		Team
Identify baseline drivers: audiences/capacity			→	→	→	→	→	→		S&W/DT
Identify concept plan alternatives & phasing						→	→	→		J&J
<hr/>										
Strategic Direction & Recommendations										
Recommend preferred mgt. model							✓			S&W/DT
Identify pro forma business model							→	→		S&W
Final concept master plan							→	→		J&J/MIG
Identify visitor and audience strategies							→	→		S&W
Realistic action plans & strategies/Final Report									✓	Team
<hr/>										
Planning Meetings/Workshops										
Future Vision Committee Meetings	✓	✓		✓	✓	✓	✓	✓	✓	Team
	✓	✓		✓	✓	✓	✓	✓	✓	S&W

S&W - Schultz & Williams; DT - David Towne; J&J - Jones & Jones

E. EXPERIENCE

Schultz & Williams, Inc.

Schultz & Williams (S&W) is uniquely qualified to lead this project. S&W has extensive experience in working with zoos of all sizes across the country. We have helped develop strategic, business, and operational plans for over sixty AZA accredited institutions with operating budgets from less than \$1,000,000 to well over \$20,000,000 and attendance ranging from 75,000 to close to 2,000,000. During the development of these plans we have conducted or participated in numerous community and stakeholder input initiatives, including projects at the Chaffee Zoo in Fresno, CA, Millennium Park in Grand Rapids, MI, and the Pocatello Zoo in Boise, ID, among others. Additionally we have been involved with the development of privatization plans at the Kansas City Zoo, Woodland Park Zoo, Detroit Zoo, and the Houston Zoo.

Schultz & Williams Inc., founded in 1987, is a full-service planning and consulting firm dedicated to strengthening the viability of nonprofit organizations by helping them to maximize revenue potential from all available sources and to forge strong links with their communities. S&W is based in Philadelphia, with additional professional staff in Chicago, Los Angeles, San Francisco and Washington, D.C. S&W's expertise in assisting non-profit institutions is nationally recognized. As career professionals, the S&W staff have held executive positions with numerous non-profit cultural institutions.

Our philosophy is to build long-term relationships with our clients; we are focused on strengthening organizations, assessing and improving performance and helping our clients fulfill their mission and overall goals. We seek innovative, short-term action plans designed for immediate results. Our goal is to leverage our broad experience across the industry and tie it back to what would work in Portland.

Additional information on S&W's current zoo clients can be found in the appendix section of this proposal.

Jones & Jones Architects and Landscape Architects, Ltd (J&J)

Jones & Jones Architects and Landscape Architects, Ltd., was founded in 1969 to bring an integrated architectural and landscape approach to the planning and design of built environments and the conservation of natural resources. We are renowned for innovations and world-class quality in zoological planning and design.

Nearly 30 years ago, the firm pioneered the whole-habitat/landscape immersion approach to zoological exhibits—an approach which is now embraced by a majority of zoological operations. Zoo exhibits and master plans comprise approximately one-third of our project experience. We are responsive to highly involved project teams, and we work closely with our clients, who include the most prestigious national and international zoological institutions, to create a design dialogue and build consensus within their organizations and the larger community. In concert with the best zoologists, veterinarians, and conservation organizations, we have helped promote advances in animal care and management, interpretation, visitor education, and wildlife habitat conservation.

Our position of leadership in landscape architecture was recognized in 2003 by the American Society of Landscape Architects with its highest honor, the first-ever Firm Award, for “establishing new standards of excellence in analysis, creative design, and the practice of landscape architecture. Jones & Jones is known both for the unique culture it has created and its philosophy of embracing that which is challenging and unexplored. Its work and its commitment to future generations have created an enduring legacy.” Additionally, Jones & Jones designed exhibits have been honored by the American Zoological Association more than any other firm in the country: a total of 12 times.

Moore Iacofano Goltsman, Inc. (MIG)

MIG is a multi-disciplinary firm that specializes in urban and land use planning and design, public outreach and participation, consensus building and facilitation, strategic planning, and communications. Since the firm's founding in 1981, we have worked extensively with public agencies and municipalities nationally and internationally to involve communities in design and planning for future change.

MIG focuses on developing implementable plans based on detailed technical planning and design and widespread community support. Our unique combination of design, management and communications expertise allows us to conduct planning in a highly interactive process involving all constituent groups. This process generates a clear and collective vision of development and growth in a dynamic, yet stable, environment. Through MIG's participatory planning process, client goals and community interests work together to frame key issues and generate workable solutions. Plans created through this approach enjoy broad-based support and can be readily implemented.

At MIG, the diversity of our staff of 115 provides a base of knowledge that bridges technical expertise and values, and facilitates the exchange of information and input between all parties engaged in the planning process. Staff backgrounds include urban and regional planning, environmental design and research, public participation, landscape architecture, communications, journalism, graphic design, and public policy.

Schultz & Williams Relevant Experience

Woodland Park Zoo; Seattle, WA

Strategic Business Plan

Facilitated the development of a strategic business plan to guide the Zoo's facility development plans; created short-term business strategies that identified new sources of funding to support the public-sector investment and the Zoo's strong commitment to its core mission initiatives.

Relevance: S&W's development of the Zoo's strategic business plan provided innovative revenue producing strategies while enhancing the Zoo's mission related programs.

Deborah Jensen, President

Phone: 206-615-1086

E-Mail: Deborah.jensen@zoo.org

Involvement: 2006; Rick Biddle & David Walsh

Houston Zoo; Houston, TX

Strategic Counsel; Privatization Plan

Provide strategic business, operational and membership planning/consulting; provided strategic oversight to the Zoo's privatization in 2002; facilitated the ROIc model for the Zoo's current facility plan – an \$80 million Africa exhibit. Rick Biddle has continued to provide strategic advisory and consulting to the Zoo for the last several years.

Relevance: S&W's business planning and management assessment work was instrumental in the success of the Zoo's privatization. Our relationship with Houston since 2002 demonstrates our on-going commitment and the value we bring to our clients.

Rick Barongi, Zoo Director

Phone: 713-533-6800

E-Mail: rbarongi@aol.com

Involvement: 2002 – 2006; Rick Biddle

John Ball Zoo Society; Grand Rapids, MI

Integrated Facility / Business Plan

Developed a strategic business plan for the Zoo/Society which prioritized a new capital investment program for the facility; assessed feasibility for relocating Zoo to a significantly expanded facility

Relevance: S&W's work in Grand Rapids demonstrates our partnership with Jones & Jones to closely link the development of a Master Plan with a sustainable operational plan.

Brenda Stringer, Executive Director

Phone: 616-336-4301

E-Mail: bstringer@johnballzoosociety.org

Involvement: 2003 – 2006; Rick Biddle & David Walsh

Chaffee Zoo; Fresno, CA
Strategic Assessment

Developed a strategic assessment which identified opportunities for public / private partnerships to revitalize the Zoo and provide over \$110 million in capital and operating funding. We are currently working with the new director to implement business and facility master plans.

Relevance: Demonstrates S&W's ability to work with a wide variety of constituent and stakeholder groups to create and implement strategic goals. S&W also worked with the Chaffee Zoo to evaluate and develop new funding and leadership strategies.

Lewis Greene, Executive Director

Phone: 559-621-5715

E-Mail: lgreene@fresnochaffeezoo.com

Involvement: 2003, 2006; Rick Biddle & David Walsh

Kent County Parks; Grand Rapids, MI

Developed a strategic business plan for the County's Millennium Park – a 1,500 acre open-space land reclamation project. David Walsh, S&W Senior Planning Associate, led this project with Rick Biddle's oversight management. The strategic business plan guided the future development phases of the Park and conducted business assessment including ROIc modeling to leverage the County's capital investment. Included in-depth stakeholder interview process with the community, county and business representatives.

Relevance: Conducted a comprehensive stakeholder interview process to build consensus around future Park opportunities, amenities, and programs.

Mary Swanson, Assistant Kent County Administrator

Phone: 616-336-2176

E-Mail: mary.swanson@kentcounty.org

Involvement: 2005; David Walsh & Rick Biddle

Metro Parks Tacoma; Tacoma, WA

Developed a strategic business plan for the Point Defiance Zoo & Aquarium; in addition to long-term strategic strategies, identified a number of short-term opportunities to increase revenue. S&W also updated the Business Plan for Northwest Trek Wildlife Park.

Relevance: Demonstrates S&W's work with Metro government to create business and operational plans which have the support of multiple stakeholder groups, including Zoo staff, Metro Parks Management, Zoo Society and political leadership.

Gary Geddes, Director ZEED

Phone: (253) 591-5337

E-Mail: ggeddes@nwtrek.org

Involvement: 2005 - 2006; David Walsh & Rick Biddle

Jones & Jones Relevant Experience

Outlined below is a very select list of J&J client briefs. Additional client experiences can be found in the appendix.

San Antonio Zoological Society; San Antonio, Texas Master Plan Development

Long a place of innovation with a world-renowned species collection, the San Antonio Zoological Gardens and Aquarium, with its 2020 Vision Master Plan, is poised to maintain its standard of excellence into the next century. Existing historic structures and dramatic cliffs and trees were carefully integrated into the design which relocates the main entry and uses an historic canal to organize access to various exhibit areas. Education and interpretation are keystones for the visitor's experience. The 2020 Vision calls for South American, African, Asian, Australian, and Texan environments. In addition, a new entry with improved visitor services and a new service area with off-view holding, hospital, commissary, and parking are proposed.

J. Stephen McCusker, Executive Director

Phone: (210) 734.7184

E-Mail: mccusker@sazoo-aq.org

Involvement: 1999 - 2000; Chris Overdorf and Keith Larson

John Ball Zoo; Grand Rapids, MI Master Plan Development

Since 1986, Jones & Jones has worked with the John Ball Zoo on their Master Plan and has consulted with the Zoo on periodic updates to that plan, most recently in the 2005 update, which is currently ongoing. In the 2000 update to the Master Plan, Jones & Jones, Wolverine Construction, and granite contractor Jolly Miller, collaborated to design and build a large chimpanzee exhibit, which opened in 2001. The teaming represents a design-build effort in which the contractors have guaranteed the within-budget price of construction and effective value engineering has created a design that retains its visitor appeal without compromising animal, keeper, or operations concerns.

Brenda Stringer, Executive Director

Phone: (616) 336-4301

E-Mail: bstringer@johnballzoosociety.org

Involvement: 1985 – 2005; Chris Overdorf, Keith Bates and Keith Larson

Balboa Park City of San Diego Park and Recreation Department; San Diego, CA Land Use, Circulation, and Parking Study

Balboa Park is the heart of the San Diego community and a place of national pride and cultural significance. Its 1,400 acres are home to 24 museums and cultural institutions, as well as the renowned San Diego Zoo, a naval hospital, educational and recreational facilities, and rich botanical and horticultural resources. As Balboa Park's lead park planner, Jones & Jones is assessing current land-use, circulation, and parking needs and making recommendations for future improvements. Our approach has been to work closely with the existing Park stakeholders, including the museums, cultural facilities, community leaders, and city staff in order to develop an understanding of Balboa Park's core values. Our goal has been to "listen to the land" in order to regain a balance between the Park and its cultural institutions while still preserving the unique variety of its parkland.

Mark Marney, Supervisor

City of San Diego – Park & Recreation

Phone: (619).525-8242

E-Mail: mmarney@sandiego.gov

Involvement: 2005; Chris Overdorf

Zoological Society of San Diego; San Diego, CA
Comprehensive Planning

We have been involved with long-range planning at the San Diego Zoo since 1981, sharing the zoo's commitment to international design leadership in zoological habitat construction. We were commissioned to develop a long-range planning process tailored to the complex needs of this large zoo. Planning issues include: a mission statement, defined goals, objectives, and organizational themes, interpretive guidelines, future animal exhibits, infrastructure, administrative, visitor, and service facilities, operations, revenue, and scheduled development. The firm staff has worked closely with zoo staff in all levels of planning and design, with each project often including a series of workshops intended to take a particular project from a conceptual stage through construction. Exhibit designs have been executed for twenty percent of the San Diego Zoo's area since 1981.

David Rice, Director, Architecture & Planning

Phone: (619) 557-3929

Involvement: 1993; Keith Larson

Oregon Zoo; Portland, OR
Africa Project

Diversity is the key to the Africa Project at the Oregon Zoo in Portland, Oregon. Not only is there a diversity of species exhibited, but a wide range of colors, shapes, textures, sights, and sounds is available to visitors as well. The project features a wide range of design elements. More than ten species are exhibited in three habitats—from small aquariums for reptiles to a 45-thousand-gallon hippopotamus pool. A seven-thousand-square-foot restaurant overlooks Portland's first enclosed aviary. The AfriCafe serves large and small groups and is characterized by African motifs translated into contemporary materials. Another outstanding feature of this exhibit is a public viewing area called Treetops. This area provides visitors a giraffe's-eye view of the edge of the African Plains and the animals that dwell there. Although the actual acreage is not extensive (total project is 6.5 to 7 acres) visitors feel as though they have been given a walking tour of the East African Thornbush. Before their visit is complete, they have encountered swimming hippos, roaming zebras, and vervet monkeys swinging from tree branches. At an estimated cost of more than \$6 million, this exhibit marks the most extensive new construction ever undertaken at the Oregon Zoo.

Mark Keele, Assistant Director

Phone: (503) 226-1561

Involvement: 1979-89; Keith Larson

F. COST / BUDGET

Our fee to provide the strategic master plan services as defined within this proposal from October 2006 through June 2007 is summarized below. We have identified the fees per task per team member on the following pages, including a summary of reimbursable out-of-pocket expenditures.

Schultz & Williams, Inc.	\$88,520
Dave Towne	\$28,800
Jones and Jones Architects	\$63,336
MIG	<u>\$10,800</u>
Total Professional Fees	\$191,456

Our fees will be invoiced on a monthly basis based on a percentage of work completed.

Our fees do not cover any reasonable out-of-pocket reimbursable expenses such as long-distance telephone, coach-class airfare, accommodations, meals, parking, reproduction, postal, delivery, Internet or fax services. Any such expenses would be billed monthly at costs times a 1.1 administrative multiple.

Reimbursable out-of-pocket expenses do not include:

- Color Renderings by Seth Seabloom
- 3D Physical Model
- 3D Computer Model

Estimates for these services are outlined on the following pages.

	<i>Hourly Rate</i>	<i>Estimated Hours</i>	<i>Fee</i>
<u>Assessment / Analysis</u>			
<i>Rick Biddle, Vice President; S&W</i>	\$175	104	\$18,200
<i>David Walsh, Senior Associate; S&W</i>	\$130	108	\$14,040
<i>David Towne, Consultant</i>	\$150	96	\$14,400
<i>Chris Overdorf, Partner; J&J</i>	\$140	72	\$10,080
<i>Keith Larson, Partner; J&J</i>	\$165	54	\$8,910
<i>Keith Bates, Project Manager; J&J</i>	\$90	92	\$8,280
<i>Bruce Appleyard, Transportation; MIG</i>	\$120	64	\$7,680
<u>Stakeholder Interviews</u>			
<i>Rick Biddle, Vice President</i>	\$175	32	\$5,600
<i>David Walsh, Senior Associate</i>	\$130	24	\$3,120
<u>Filters</u>			
<i>Rick Biddle, Vice President</i>	\$175	16	\$2,800
<i>David Walsh, Senior Associate</i>	\$130	32	\$4,160
<u>Opportunities</u>			
<i>Rick Biddle, Vice President</i>	\$175	64	\$11,200
<i>David Walsh, Senior Associate</i>	\$130	68	\$8,840
<i>David Towne, Consultant</i>	\$150	32	\$4,800
<i>Keith Larson, Partner; J&J</i>	\$165	14	\$2,310
<u>Plan Development</u>			
<i>Rick Biddle, Vice President</i>	\$175	64	\$11,200
<i>David Walsh, Senior Associate</i>	\$130	72	\$9,360
<i>David Towne, Consultant</i>	\$150	64	\$9,600
<i>Chris Overdorf, Partner; J&J</i>	\$140	80	\$11,200
<i>Keith Larson, Partner; J&J</i>	\$165	12	\$1,980
<i>Keith Bates, Project Manager; J&J</i>	\$90	106	\$9,540
<i>Bruce Appleyard, Transportation; MIG</i>	\$120	26	\$3,120
<i>Support Services: J&J</i>	\$89	124	\$11,036
Total Professional Fees:			<u>\$191,456</u>

Reimbursable Out-of-Pocket Expenses:

Schultz & Williams

<i>Travel</i>	\$6,300	
<i>Room & Board</i>	\$7,350	
<i>Communications</i>	\$1,000	
<i>Reproduction</i>	\$1,500	
<i>Contingency</i>	\$2,000	
<i>Subtotal</i>		\$18,150

David Towne

<i>Travel</i>	\$1,800	
<i>Room & Board</i>	\$2,100	
<i>Communications</i>	\$0	
<i>Reproduction</i>	\$0	
<i>Contingency</i>	\$400	
<i>Subtotal</i>		\$4,300

Jones and Jones

<i>Travel</i>	\$4,000	
<i>Room & Board</i>	\$5,000	
<i>Communications</i>	\$500	
<i>Reproduction</i>	\$1,500	
<i>Contingency</i>	\$1,650	
<i>Subtotal</i>		<u>\$12,650</u>

Total Reimbursable Expenses

\$35,100

Additional Services Not Included:

<i>Four (4) Perspective Color Renderings by Seth Seabloom</i>	\$6,800	
<i>3D Physical Model</i>	\$14,000	
<i>3D Computer Model</i>	\$10,000	

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Exhibit D – Committee List
Resolution 06-3736

On April 13, 2006 the Metro Council approved RESOLUTION NO. 06-3659, establishing the Oregon Zoo Future Vision Committee.

The following individuals have been serving on the Committee since April 18, 2006, and are expected to serve through June 30, 2007.

Co-Chairs:

Brian Newman (co-chair)	Metro Councilor
Penny Serrurier (co-chair)	Oregon Zoo Foundation Board President

Metro/Oregon Zoo Foundation Members:

David Bragdon	Metro Council President
Robert Liberty	Metro Councilor
Bruce Berning	Oregon Zoo Foundation Board Member
D. Carter MacNichol	Oregon Zoo Foundation Board Member
C. Kregg Hanson	Oregon Zoo Foundation Board Member

Citizen Members:

Sandra McDonough	Portland Business Alliance Director
John Inskeep	IFC Foundation
George Passadore	Wells Fargo Northwest, Former Chief Executive Officer
Walt Pollock	Portland General Electric, Former Vice President

Ex-officio members:

Tony Vecchio	Oregon Zoo Director
Jeff Miller	MERC General Manager
Michael Jordan	Metro Chief Operating Officer

Exhibit E
Resolution 06-3736

Committee Charge

The Oregon Zoo Future Vision Committee is charged with crafting recommendations on strengthening and improving the Oregon Zoo consistent with its conservation and environmental education mission. The Committee will be asked to advise the Metro Council and the Oregon Zoo Foundation on the following questions:

- *What should the Oregon Zoo be like in 10 years?*
- *How should the institution change to incorporate public tastes, interests and needs?*
- *How can the zoo better achieve its mission of “inspiring our community to create a better future for wildlife”?*
- *What changes need to be made in the Oregon Zoo’s master plan, programming, and operations to ensure its success and stability in the future?*

Related to those questions, the Oregon Zoo Future Vision Committee will make recommendations on the following:

1. An update of the Oregon Zoo’s master plan to guide physical improvements and new exhibits at the zoo for the next decade. Specifically, the master plan must be designed to be fiscally and environmentally sustainable and responsive to input from OZF members, zoo patrons and the general public. The zoo should continue to inspire and entertain visitors in ways that are consistent with its conservation and environmental education mission. The plan will include a realistic phasing and financing strategy for implementation and operations. Financing strategies could include operating levies, general obligation or revenue bonds, federal and state grants, private fundraising from foundations, businesses and individuals, new enterprise activities, and other financing mechanisms.
2. Changes and improvements to the Oregon Zoo’s conservation and environmental education programming. This may include expanding and/or creating new program activities while reducing and/or eliminating others, as well as identifying new partnerships and financing strategies to fund program activities.
3. A new operations plan and business model to stabilize the Oregon Zoo’s day-to-day maintenance and operations in light of challenging fiscal trends. The committee will look at reducing costs and increasing revenue in order to stabilize the zoo’s finances and should include recommendations on how to make the zoo operations more entrepreneurial in nature.

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 06-3736, FOR THE PURPOSE OF APPROVING A CONTRACT FOR DEVELOPMENT OF A STRATEGIC MASTER PLAN FOR THE OREGON ZOO

Date: September 26, 2006

Prepared by: Lake McTighe

BACKGROUND

The Oregon Zoo's mission is "Inspiring our community to create a better future for wildlife," and represents the zoo's commitment to conservation and environmental education. The zoo is an industry leader in these activities.

Over the past decade the zoo industry and exhibits have changed significantly, but the current Oregon Zoo master plan was written in 1990 and is no longer considered a relevant guide to the future of the zoo.

Additionally, the Zoo has recently seen the need for a new operating model that incorporates the physical site planning with operational needs, revenue and expenses. There is a recognized need for the Zoo to operate in a businesslike, entrepreneurial and innovative manner while maintaining the rigorous standards required by the public agency. The current fiscal model of the zoo is unsustainable, and despite increases in attendance and revenue, Metro has had to reduce staff and expenses at the zoo due to the significant growth of labor and utility costs.

In recognition of these factors, the Metro Council and the Oregon Zoo Foundation Board held a joint meeting on August 1, 2005 to discuss these trends and jointly agreed that a long-range planning effort was necessary to explore the future of the zoo and resolve master planning, programming, and operating challenges.

The Metro Council and the Oregon Zoo Foundation Board agreed that a special committee should be formed to make recommendations to update the zoo's master plan, changes to the zoo's conservation and environmental education programs, and operating reforms to address the zoo's systemic fiscal challenges.

The Metro Council approved RESOLUTION NO. 06-3659 for the purpose of establishing the Oregon Zoo Future Vision Committee on April 13, 2006. There are fourteen Committee members (Committee members are listed in Exhibit B). The Committee was asked to serve on a short-term basis, beginning in mid April 2006 and concluding by June 30th, 2007.

The Metro Council charged the Committee with crafting recommendations for a new site plan, a new business model and operations plan, and a new programming plan that will strengthen and improve the Oregon Zoo consistent with its conservation and environmental education mission. The Committee was asked to advise the Metro Council and the Oregon Zoo Foundation on the following questions:

- What should the Oregon Zoo be like in 10 years?
- How should the institution change to incorporate public tastes, interests and needs?
- How can the zoo better achieve its mission of "inspiring our community to create a better future for wildlife"?

- What changes need to be made in the Oregon Zoo's master plan, programming, and operations to ensure its success and stability in the future?

The Committee held its first meeting on April 18, 2006. Over the course of several meetings the Committee reviewed the zoo's budget, operations, and programming. The Committee discussed the challenges and opportunities faced by the zoo, including parking constraints, increased visitor capacity in the summer months, and rising operational costs.

The Committee agreed that a creative consulting team should be hired to create a new strategic master plan for the zoo that would address budget and operations, management, programming, and the development of a new concept site plan. The Committee agreed that all of these elements should be addressed in a comprehensive and integrated strategic master plan that provided recommendations and a sequencing timeline.

Staff drafted a Request for Proposals for a Strategic Master Plan for the Oregon Zoo (Exhibit D - RFP 07-1198-Zoo). The Committee reviewed the RFP and it was posted on July 17, 2006. On August 11, 2006 the Committee received six qualified proposals from nationally recognized firms (Exhibit C- Proposal).

The Committee agreed to form evaluation and interview sub-committees, which would represent the Committee in the evaluation and interviewing of the proposers. Two evaluation sub-committees evaluated the proposals and four proposals were selected for interviews.

From the interviews the interview sub-committee unanimously agreed that the firm of Schultz & Williams, Inc., located in Philadelphia, presented an approach that would to the challenges and opportunities facing the zoo

ANALYSIS/INFORMATION

- 1. Known Opposition:** There is no known opposition to this legislation.
- 2. Legal Antecedents:** RESOLUTION NO. 06-3659, approved by the Metro Council on April 13, 2006 for the purpose of establishing the Oregon Zoo Future Vision Committee. The Committee was charged with recommending updates to the zoo's master plan, changes to the zoo's conservation and environmental education programs, and operating reforms to address the zoo's systemic fiscal challenges. The Metro Council also charged the Committee with providing recommendations on a new site plan, business and operations plan, a management plan, and a programming plan.
- 3. Anticipated Effects:** The planning process will commence on October 23, 2006, and the consulting firm Schultz & Williams will develop a strategic master plan by June 30, 2007. The strategic master plan will guide the zoo for the next 10 years providing recommendations that will allow the zoo to operate in a sustainable manner and carry out its conservation and education mission.
- 4. Budget Impacts:** The Council President's 06-07 budget includes \$250,000 for the Strategic Master Plan work.

RECOMMENDED ACTION

Staff recommends that the Metro Council Contract Review Board approve RESOLUTION NO. 06-3736.