

Metro | Agenda

Meeting: Metro Council Work Session
Date: Tuesday, September 30, 2014
Time: 2 p.m.
Place: Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | |
|----------------------------|---|---------------------------------|
| 2 PM | 1. ADMINISTRATIVE/COUNCIL AGENDA FOR OCTOBER 2, 2014/CHIEF OPERATING OFFICER COMMUNICATION | |
| 2:15 PM
(45 Min) | 2. INSTITUTIONAL COLLECTION PLAN AND ANIMAL TRANSPORT PRESENTATION - <u>INFORMATION</u> | Chris Pfefferkorn, Metro |
| 3:00 PM
(30 Min) | 3. GENERAL OREGON ZOO UPDATE - <u>INFORMATION</u> | Teri Dresler, Metro |
| 3:30 PM | 4. COUNCIL COMMUNICATION | |

ADJOURN

Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.

Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт www.oregonmetro.gov/civilrights або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានក្បួនលក្ខណ៍រើសអើងសូមចូលទស្សនាការប្រកាស www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការការបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإبداء شكوى ضد التمييز، يرجى زيارة الموقع الإلكتروني www.oregonmetro.gov/civilrights. إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

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Уведомление о недопущении дискриминации от Metro

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Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lw m ua ntej ntawm lub rooj sib tham.



Agenda Item No. 2.0

**INSTITUTIONAL COLLECTION PLAN
AND ANIMAL TRANSPORT
PRESENTATION**

Metro Council Work Session
Tuesday, September 30, 2014
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: September 30, 2014

LENGTH: 45 min.

PRESENTATION TITLE: Institutional Collection Plan and Animal Transport Presentation

DEPARTMENT: Oregon Zoo

PRESENTER(S): Chris Pfefferkorn, deputy director of Living Collections, 503-220-2444, chris.pfefferkorn@oregonzoo.org

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Brief Metro Council on practices and procedures around the zoo's institutional collection plan and animal transport.
- Outcome: Information

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

As part of an ongoing effort to brief the Metro Council on zoo operations, this presentation covers practices and procedures around the zoo's institutional collection plan and animal transport. The Oregon Zoo keeps Institutional Collection Plans and participates in Species Survival Plans to maintain AZA (Association of Zoos and Aquariums) accreditation and follow best practices in supporting healthy animal populations. Executing these plans involves transporting animals to and from other zoos, working with federal agencies and maintaining internal processes.

QUESTIONS FOR COUNCIL CONSIDERATION

None

PACKET MATERIALS

- Would legislation be required for Council action? Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? POWERPOINT PRESENTATION

Agenda Item No. 3.0

GENERAL OREGON ZOO UPDATE

Metro Council Work Session
Tuesday, September 30, 2014
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: September 30, 2014

LENGTH: 30 min.

PRESENTATION TITLE: General Zoo Update

DEPARTMENT: Oregon Zoo

PRESENTER(S): Teri Dresler, interim zoo director, 503-220-2450, teri.dresler@oregonmetro.gov

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Give update on meeting Oregon Zoo challenges through strategic improvements
- Outcome: Information

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

In May 2014, the Oregon Zoo experienced a significant change with the departure of its director. Since that time, zoo leadership has invested a focused effort on executing and updating the zoo's five-year strategic plan, identifying key staffing needs and evaluating employee morale. This update will give the Metro Council a clear picture on next steps moving forward.


QUESTIONS FOR COUNCIL CONSIDERATION

None

PACKET MATERIALS

- Would legislation be required for Council action? Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? POWERPOINT PRESENTATION

Materials following this page were distributed at the meeting.

 **Metro** | *Agenda*

Meeting: Metro Council
Date: Thursday, October 2, 2014
Time: 2:00 p.m.
Place: Metro, Council Chamber

REVISED 9/26/2014

CALL TO ORDER AND ROLL CALL

1. **CITIZEN COMMUNICATION**
2. **AUDITOR ANNUAL REPORT PRESENTATION** **Suzanne Flynn, Metro**
3. **RECYCLING HOTLINE AUDIT PRESENTATION** **Suzanne Flynn, Metro**
4. **CONSIDERATION OF COUNCIL MEETING MINUTES FOR SEPTEMBER 18, 2014**
5. **RESOLUTIONS**
- 5.1 **Resolution No. 14-4558**, For the Purpose of Denying a Request for a Transfer Station Tonnage Limit Increase at Willamette Resources, Inc. **Roy Brower, Metro**
6. **CHIEF OPERATING OFFICER COMMUNICATION** **Martha Bennett, Metro**
7. **COUNCILOR COMMUNICATION**

ADJOURN

AN EXECUTIVE SESSION WILL BE HELD IMMEDIATELY FOLLOWING THE PUBLIC MEETING PURSUANT TO ORS 192.660(2)(i), TO REVIEW AND EVALUATE THE PERFORMANCE OF AN OFFICER, EMPLOYEE OR STAFF MEMBER IF THE PERSON DOES NOT REQUEST AN OPEN MEETING.

Television schedule for October 2, 2014 Metro Council meeting

<p>Clackamas, Multnomah and Washington counties, and Vancouver, WA Channel 30 – Community Access Network <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 <i>Date:</i> Thursday, October 2, 2:00 p.m.</p>	<p>Portland Channel 30 – Portland Community Media <i>Web site:</i> www.pcmv.org <i>Ph:</i> 503-288-1515 <i>Date:</i> Sunday, October 5, 7:30 p.m. <i>Date:</i> Monday, October 6, 9 a.m.</p>
<p>Gresham Channel 30 - MCTV <i>Web site:</i> www.metroeast.org <i>Ph:</i> 503-491-7636 <i>Date:</i> Monday, October 6, 2 p.m.</p>	<p>Washington County and West Linn Channel 30– TVC TV <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 <i>Date:</i> Friday, October 3, 12 p.m. <i>Date:</i> Sunday, October 5, 11 p.m.</p>
<p>Oregon City and Gladstone Channel 28 – Willamette Falls Television <i>Web site:</i> http://www.wftvmedia.org/ <i>Ph:</i> 503-650-0275 Call or visit web site for program times.</p>	

PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times. Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Regional Engagement and Legislative Coordinator to be included in the meeting record. Documents can be submitted by e-mail, fax or mail or in person to the Regional Engagement and Legislative Coordinator. For additional information about testifying before the Metro Council please go to the Metro web site www.oregonmetro.gov and click on public comment opportunities.

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Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lw m ua ntej ntawm lub rooj sib tham.





September 29, 2014

This summer, we invited a team from AZA to the Oregon Zoo for a pre-accreditation visit. In July, I shared feedback from the team's brief exit summary, and now that their report is complete, I want to share that with you as well.

As expected, the report is very positive and confirms the great work our team does every day. It applauds the passion, skills and knowledge of zoo staff; the dedication of the Oregon Zoo Foundation; and the strong emphasis placed on quality of life for all the animals in our care.

The report also notes our rapid growth from a "small local zoo" to a "larger, more complex and globally-recognized operation" — and, not surprisingly, many of our improvement opportunities stem from "growing pains" associated with this quick rise.

Recommendations from the mentoring team include a transition to the Incident Command System for emergency responses; a strategic assessment of veterinary staffing levels; clarification of staff roles and responsibilities; and continued work to improve relations among Metro, the zoo and the zoo foundation.

I want you to know that management is committed to fully implementing the recommendations provided by this report. Most of the issues, in fact, are ones we had previously identified and have already been addressing. I firmly believe the changes we've made thus far — and the changes we will make in response to the mentoring report — will ensure that we continue to move in a positive direction.

I want to thank the AZA mentoring team for their thorough and thoughtful report, as well as all the zoo staff who participated in the tours, discussions and interviews.

Please feel free to contact me or Chris Pfeifferkorn if you have questions or concerns.

Sincerely,

Teri Dresler
Interim Director Oregon Zoo
General Manager, Metro Visitor Venues



ACCREDITATION
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September 8, 2014

Teri Dresler, Director
Oregon Zoo
4001 SW Canyon Road
Portland, OR 97221

Dear Ms. Dresler,

Enclosed please find the special report requested by the Oregon Zoo. This report was generated following an inspection, at the zoo's request, and identifies areas that should be addressed prior to the zoo's next regular accreditation inspection, scheduled for the summer of 2015.

If you have any questions regarding this report, please contact myself or inspection team chair John Lewis.

Sincerely,

A handwritten signature in blue ink, appearing to read "Denny Lewis".

Denny Lewis
Vice President, Accreditation Programs

Enclosure (1)

AZA Mentoring Report Oregon Zoo 2014

An AZA mentoring team (AMT), consisting of John Lewis (Los Angeles Zoo, Team Chair), Robyn Barbiers, D.V.M. (The Anti-Cruelty Society, Chicago), Eric Miller, D.V.M. (St. Louis Zoo), Don Moore, Ph.D. (Smithsonian's National Zoo) reviewed Oregon Zoo for opportunities for improvements 22-24 July 2014. The Oregon Zoo is owned and operated by Metro, a municipal corporation and political subdivision of the State of Oregon. The Oregon Zoo Foundation serves in a nonprofit capacity to support the Zoo.

The AMT was asked by Oregon Zoo Interim Director, Teri Dresler to review the following:

- emergency response protocols, particularly dangerous animal health emergency response;
- veterinary medical program - staffing levels and structure, vet to vet tech ratio;
- veterinary medical program policies and procedures – are they meeting industry standards and following best practices;
- organizational structure in relation to size of collection and attendance;
- relationship between fundraising organization and zoo – structure and responsibilities.

Meetings were held with zoo leaders including Director Teri Dresler, the Oregon Zoo Foundation Board, and multiple zoo teams, including Living Collections, Safety/Security, Guest Services, and Facilities. Animal health and wellbeing, and physical facilities, were reviewed in conjunction with interviews. Prior to the team's arrival, we thoroughly reviewed the most recent AZA Accreditation Visiting Committee Report, List of Concerns, Response to the List of Concerns, a variety of current policies, procedures, organization structure and summaries of recent events provided by the zoo.

Oregon Zoo has a passionate Staff and is a fine zoo on a beautiful site. A high level of attention is paid to quality of life for the living collection. This is mostly inclusive, and passionate people have input into the process of providing high quality of life. The Zoo clearly has grown in philosophy and practice from a small local zoo with informal interpersonal relationships and management practices; to a much more complex organization that is establishing (and needs) more formalized interpersonal, professional relationships and practices. This seems to be the “root cause” of some of the challenges/opportunities we list below.

Emergency Response Protocols:

The Oregon Zoo has extensive emergency response protocols covering natural and man-made disasters, public disturbances, lost children and animal escapes. The protocols utilize a Code Leader system versus an Incident Command system. There are enough “leader” terms in the protocol that our AMT was confused by what appeared to be an overly complicated system. However, we tested Oregon Zoo Staff at several levels, all of whom were proficient in the complexities of the protocol. This was also confirmed by Rob Dahl, Occupational Safety Manager who indicated that the Code

Leader system works fairly well but is a work in progress. Mr. Dahl and Ms. Dresler both indicated that the Zoo is moving to the Incident Command System (ICS) which will be integrated into the Zoo emergency response, and everyone should be using the standard. The AMT encourages that transition as it makes working with outside emergency response agencies more seamless through consistent command staff terminology and response action terminology. Mr. Dahl has joined the AZA Safety Listserv, and will be a valuable ICS-knowledgeable contributor to AZA zoo and aquarium safety forward actions.

The Zoo conducts frequent drills of its emergency protocols. Drills and actual events are debriefed for lessons learned and opportunities for improvement. Zoo managers held a very good debrief after a real tiger death, which led to immediate improvements, including to a different Emergency Firearms Team (EFT) and shooting development schedule. However, the tiger incident also illustrates that the veterinarian responsible for immobilizing a dangerous animal should not be expected to also be the Code Leader per the Emergency Response Protocol. The veterinarian's focal responsibility should be on the safe and effective immobilization of the animal.

This Zoo is a leader in establishing safe lockout procedures for dangerous animals. Lockout kits were numerous and immediately accessible in dangerous areas. This is highly commendable.

Veterinary medical program - staffing levels and structure;

The veterinarian-veterinary technician ratio seems too low for the size and complexity of this living animal collection. Four days per week there is only one veterinarian and one veterinary technician on site. Vet techs also serve as part time keepers for hospitalized animals after the Animal Keeper leaves for the day. People are "stretched thin" which can lead to reactive versus proactive responses to procedures, preventative health and communications. The Oregon Zoo is in the process of hiring a Hospital Manager to relieve the Chief Veterinarian of many administrative duties which will help provide needed relief. However, with the completion of the new veterinary hospital and its increased capacity, the Zoo needs to be mindful of the tendency to fill spaces and be prepared to manage the ebb and flow of the Hospital's population. There should be a strategic assessment of staffing veterinary programs and chain-of-contact procedures given the growing complexity of the hospital operations. (AZA Standard 7.3)

Veterinary medical program policies and procedures;

The veterinary program personnel at the Zoo are skilled, up-to-date, well equipped and the program is appropriate for the Zoo's resident animals. However, as mentioned above, full delivery of the program is dependent on having adequate staffing.

Delivery of procedures has become complicated in recent times due to the arrival of new animal care staff with different expectations than the previous norms. There is a difference in philosophy about animal "ownership" and veterinary decision-making responsibility among the curatorial team. Zoo leadership should assess this issue in relation to the USDA Animal Welfare Act which places the veterinarian in the final decision making position in health care issues, however those decisions

should be a team effort. In that light, the Zoo should establish a consistent philosophy for final decision-making across the curatorial, vet and research teams. Common expectations on how and when veterinary services are needed or delivered should be established throughout the Living Collections Division and therefore the Zoo. Stewardship of the Zoo's animals is dependent upon good, working, professional relationships among curatorial, keeper and veterinary relationships (AZA Standard 7.6). This decision-making should be respected during routine, non-routine and emergency animal care situations.

Organizational structure:

This is the area in which the AMT found the greatest opportunities for improvement at the Oregon Zoo. These opportunities can be grouped into two categories; Intra-Zoo and Zoo-Metro relations.

1. Intra-Zoo

The AZA team reviewed structural management changes in the last 12, 7, 4 and 2 years, and found that the Zoo has progressed quickly from a small, informal and local operation, to a larger, more complex and globally-recognized operation. Much of the system stress seems to be based on this root cause of "growing pains" and lack of requisite policies and procedures for a growing organization. This stress manifests in many ways.

There is the previously mentioned difference in philosophies on veterinary decision making and treatments. In addition, there are not clear expectations about curatorial responsibilities and authority for animal care resulting in different styles and authority delegated to Staff. The lack of clear expectations trickles down to other Staff leading to confusion and lack of cohesion among Senior Keepers and Keepers alike. Staff at all levels needs to feel they are on the same team.

There has not been a clear expectation about coverage in terms of days, and hours. There is an evening keeper who covers a later shift when animals are out in exhibits, and late-hours events are being performed, and curatorial supervisors are apparently not on-site from 3:30-close to help with supervision (but apparently EFT members and some zoo leadership are on site). The AMT urges Zoo management to review the number of curators, coverage responsibilities, and what kind of animal care and emergency response team coverage is necessary and sufficient for late day human and animal safety (AZA Standard 11.4).

While there are a number of Zoo-wide meetings and intra-division meetings, lack of communication and feedback on outstanding issues was expressed as a concern by a number of employees at different levels. Some offered this as the reason there has been an increased use of the Metro Hotline. Staff needs to be trained on how to communicate through their ranks and be held accountable to that responsibility. Zoo management should look for ways to communicate within teams and across Zoo Staff, how to more effectively communicate consistently in terms of planned and scheduled meetings, use e-communication, and how zone-specific information can be conveyed among disciplines (for example type and timing of incoming animals, and Animal Department communication with Facilities, Education, Marketing, Guest Services, etc.). Additionally, the Zoo

should consider an intra-Zoo suggestion/complaint system to handle Zoo-specific operational issues.

The Work Order (WO) system for maintenance and repairs needs to be improved to provide feedback and updates to the Staff person submitting the request. Staff at many levels shared that there is no way to tell if their request has been scheduled, denied or otherwise assigned. As a result Staff resubmits work orders repeatedly often erroneously coded as safety or animal welfare in an attempt to move them through the system. This of course further clogs the system. One solution for WO transparency might be to summarize all WOs on a monthly, quarterly or annual basis, and show zoo Staff how many were addressed, and why. Sharing information would also help Staff understand demand and resources.

In summary, there is an immediate need to clarify roles and responsibilities among the Living Collections Staff to clarify individuals who make final decisions, and; to facilitate access to information and services needed for animal care and to hold individuals responsible to these expectations.

2. Zoo-Metro Relations

There is a general feeling by Zoo Staff of a “disconnect” with Metro. A comment the AMT heard several times was “the people across the river just don’t understand the Zoo.” Long, drawn-out contracting, purchasing and other Metro functions are characterized as an enormous challenge for the living collection with months of waiting for necessary items affecting animal care. The AMT recommends that Metro look for ways to close this gap by listening to Zoo Staff concerns to improve time-impacting bureaucratic activities and to increase mutual understanding of animal welfare and safety needs of a living collection. (e.g., “umbrella Purchase Orders” for entire year to allow faster purchasing of food, medications and lab fees that are critical to animal welfare). Perhaps an ombudsman could be assigned at Metro to facilitate change for the Zoo while also helping Zoo Staff understand Metro's fiduciary responsibility to the tax payer and legal constraints.

The AMT heard conflicting comments about HR support from Metro. On the one hand Staff appreciated the onsite presence of HR personnel. However, some also felt that the Metro disciplinary process is demoralizing, regimented in terms of the outcome, resulting in a “least-common denominator” situation that causes Metro HR and the Union to react to one another too fast. Metro should make sure Zoo supervisors have been trained and understand Metro policies and procedures for disciplinary action.

Metro is to be commended for re-evaluating the outcome of their recent investigation resulting in the rehire of Dr. Mitch Finnegan. Zoo employees work in a complex, potentially dangerous organization where animals depend on them every day for their livelihood and welfare. Visitors depend on them for their safety and engagement. Metro should actively acknowledge and even celebrate their commitment to the work. In turn Zoo employees will be more receptive to the scope of responsibilities Metro has to the Public.

Relationship between the Oregon Zoo Foundation and the Zoo:

The Bylaws of the Oregon Zoo Foundation (OZF) and MOU between OZF and Metro are appropriate for the support of the Oregon Zoo. The OZF Board and Staff are passionate and dedicated to improving the zoo on behalf of all stakeholders. Recent events surrounding the departure of the Zoo Director shocked OZF. Metro's narrow communication with OZF during the change challenged trust and caused them to lose donors and their gifts. The OZF Board was very complimentary of the previous Director who they felt understood issues, context for the Oregon Zoo and provided references for the Board to read and be informed. They further felt that the previous Director was a normal and trusted conduit for recent communication between the Board and Metro.

As an investor arm for the Zoo, OZF is sometimes frustrated by Metro's slow timing. OZF feels Metro did not understand OZF's role, and is working on relationships with Metro Councilors to improve that understanding. The OZF Board is now looking towards the recruitment of a new Director with a focus on Leadership, Vision, and Trust. A community support organization like OZF can be invaluable to a zoological institution in spreading its mission, engaging the community and bringing significant funds to the Zoo. The AMT encourages Metro and OZF to plot a mutually beneficial course forward for the continued betterment of the Oregon Zoo.

As seen by many notable achievements, Oregon Zoo has much to be proud of. This review offers everyone an opportunity for improvement. It seems that the system does not keep good communication flowing, and stylistic/structural changes within and across departments might offer a means of faster improvement. Clear roles and responsibilities, clear expectations, need to be the norm in this system. This institution needs to develop an atmosphere of courtesy, professionalism and respect, facilitated open and honest communication, and good/clear conflict resolution among all. All stakeholders need to want this improvement.