



**Oregon Zoo Bond  
Citizens' Oversight Committee**  
Oregon Zoo – **Kalahari Room\***  
Wednesday, February 16, 2011  
3 to 5 p.m.

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
Feb. 16, 2011  
Agenda

**AGENDA**

- |  |   |
|--|---|
| A. Welcome / Introductions   | Sheryl Manning  |
| B. Approval of Nov. 10, 2010, Committee meeting minutes  | Sheryl Manning  |
| C. Comprehensive Capital Master Plan Update<br>Interim Status Report #2  | Craig Stroud<br>SRG, CLR and Atelier Dreiseitl                    |
| D. Land Use Project Status   | Cheryl Twete  |
| E. Remote Elephant Center – Information Update   | Kim Smith   |
| F. Required Report to the Metro Council (from Ordinance 10-1232)<br>Subcommittee work discussion and steps to finalize report<br>(Please see page 2 for contents of the report.) | Sheryl Manning<br>Deidra Krys-Rusoff<br>Dave Evans<br>Carol Welch |
| G. Bond Measure Program Progress (Projects in Metro Council Bond<br>Authorization Resolution) report focus for this meeting:   |   |
| 1. Bond Program Management Quarterly Report (FY 11, Q2), including   | Craig Stroud  |
| • Protecting Animal Health and Safety (Replace 45-year-old animal hospital)  |   |
| • Upgrading Zoo Facilities to Save Water and Energy<br>(Update/install energy/water saving measures)   |   |
| • Saving Water and Improving Water Quality at the Penguin Exhibit<br>(Install a modern filtration system)  |   |
| For the complete list of projects from the resolution, please see the list on page 2.  |   |
| H. Program Status and Financial Information at a Glance  | Craig Stroud  |
| I. Consolidated Oregon Zoo Bond Program Schedule   | Craig Stroud  |
| J. Open Discussion/Questions   | Sheryl Manning  |

Meeting dates for 2011 –Wednesdays, 3 to 5 p.m., in the Skyline Room at the Oregon Zoo:  
May 11, Aug. 10, and Nov. 9, 2011

\*The Kalahari Room is located below the AfriCafe and next to the concert lawn. Please plan to arrive by 2:45 p.m. to allow time to pick up your admission ticket in the reception office and walk or take a Zoomer vehicle to the Kalahari Room. If you would like a ride in the Zoomer, please ask the receptionist for directions. Only one Zoomer vehicle is available and will shuttle back and forth between the Kalahari Room and the entrance.

## **Oregon Zoo Bond Citizens' Oversight Committee meeting, Feb. 16, 2011**

### **Additional information:**

#### **Projects in the Metro Council Bond Authorization Resolution:**

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

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

This report should contain:

1. Assessment of the zoo's program progress in implementing the Oregon Zoo Bond Measure 26-96 project improvements.
2. Report on project spending trends and current cost projections, and a review and report on the Annual Independent Financial Audit of spending.
3. May recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promise of the Oregon Zoo Bond Measure 26-96 is fully realized.



## Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room  
Wednesday, Nov. 10, 2010  
3 to 5 p.m.

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

Feb. 16, 2010

Agenda item B

### MINUTES

#### MEMBERS PRESENT

Sheryl Manning  
Jacqueline Bishop  
David Evans  
Greg Gahan  
Ann Gravatt  
Benjamin Jackson  
Tony Jones  
Carter MacNichol  
Deidra Kryz-Rusoff  
Penny Serrurier  
Michael Sestric  
Bob Tackett  
Carol Welch

#### AFFILIATION

Oregon Zoo Bond Citizens' Oversight Committee  
Roberts Kaplan LLP  
The ODS Companies  
NW Construction Management, Inc.  
Renewable Northwest Project  
REAP, Inc.; Clackamas High School  
Metropolitan Contractor Improvement Partnership  
Shiels Oblatz Johnsen, Inc.  
Ferguson Wellman Capital Management  
Stoel Rives LLP  
Smith Group, Inc.  
Northwest Oregon Labor Council  
Nike, Inc.

#### MEMBERS ABSENT

Marcela Alcantar  
Steve Bloom  
Jim Irvine  
Ray Phelps  
Kelly Peterson

#### AFFILIATION

Alcantar & Associates  
Portland Japanese Garden  
The Conifer Group, Inc.  
Allied Waste Services  
Humane Society of the United States

#### GUESTS

Carlotta Collette  
Hussain Mirza  
Greg Dykstra,  
Eric Bode

Metro Council President  
SRG Partnership  
CLR Design  
Atelier Dreiseitl

#### STAFF

Lee Campbell, Mike Keele, Jim Mitchell, Linnea Nelson, Joanne Ossanna, Scott Robinson, Marcia Sinclair, Brent Shelby, Kim Smith, Doug Strickler, Craig Stroud and Cheryl Twete.

#### **A. Welcome / Introduction**

Sheryl Manning, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:05 p.m. and welcomed members. Members introduced themselves.

#### **B. Approval of May 12, 2010, Oversight Committee meeting minutes**

Deidra Kryz-Rusoff made a motion to approve the minutes of the May 12, 2010, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting. The

motion was seconded by Carol Welch, and members approved the motion with a unanimous oral vote.

**C. Revisit Oversight Committee Charter / Responsibilities**

Chair Manning asked members to review the Committee responsibilities listed in the Committee Charter, included in the meeting packet.

**D. Comprehensive Capital Master Plan Team Introduction**

Craig Stroud, bond program director, introduced zoo director Kim Smith. She introduced the three main consulting firms heading up the Comprehensive Capital Master Plan (CCMP) work, and their representatives:

Hussain Mirza, SRG Partnership (prime consultant; architecture and management)

Greg Dykstra, CLR Design (zoo planning and exhibit design)

Eric Bode, Atelier Dreiseitl (landscape, planning and sustainability)

The staff just completed their second workshop. Ms. Smith explained that she considers them some of the best in their field in the world. They have shown a lot of synergy in working with the Oregon Zoo staff.

The completed Master Plan will include schematic design for all the bond projects (The Veterinary Medical Center and Penguin Filtration projects are already underway). It will be important to maintain a positive guest experience as the zoo goes through a relatively long period of construction. The Master Plan team is proceeding with the budget in mind, and will produce a plan that accounts for all costs, including soft costs.

Mr. Mirza of SRG Partnership explained how the team was selected. They looked for the best in each needed expertise, and he believes that is what they have assembled – a world class team. He reviewed each member firm and how they work together. Mr. Mirza talked about the process of developing the master plan, including the zoo's charge to be more sustainable.

Mr. Dykstra of CLR Design spoke about the scope of the master planning work. CLR Design is based in Philadelphia and typically teams up with firms like SRG. They were excited about the focus on elephants and sustainability, including water and energy.

Mr. Bode of Atelier Dreiseitl said they are looking especially at natural systems, including water conveyance and treatment.

CLR will lead the campus planning for guest circulation, exhibits, visitor services and animal management. Metro specified in the Request for Proposals that planning for elephants be fast-tracked ahead of the other exhibits.

Mr. Mirza spoke about the schedule and budget, indicating that the team is on schedule. There are nine bond projects, with seven remaining. The elephant exhibit concepts are developed furthest, and the polar bear exhibit concept is underway.

The final Master Plan is scheduled for completion in August 2011. The team will revisit the Oversight Committee in February. At that meeting, they will be able to bring back visual representations of the concepts and plans developed to date.

By February, they will have a framework process for getting to the discrete projects and overall program budget. They will be able to share the budget process, but the final budget numbers will not be ready in February.

Primary team work with Metro staff occurs at six CCMP workshops, each scheduled for three days duration. The team presents and tests concepts and draft plans with the staff.

Jaqueline Bishop asked about how this project is proceeding within its budget. Mr. Mirza responded that the team's work will include developing the budgets and schematic design for all the bond projects, and that the overall program budget delivered will be at or within the funds available.

Ms. Smith said she feels the CCMP team is on track, given the progress so far. In addition to the workshops, she has scheduled interim meetings with the consultants. Ms. Smith and Mr. Stroud meet with them formally every two weeks. They are regularly checking to make sure information is flowing to and from the team.

Chair Manning asked if all the projects can be done for \$125 million. Mr. Mirza said they will identify scopes that can meet the available funds. They will also identify additional scopes that include a longer-term vision. Their plan will provide the information needed to develop a future fundraising vision. Mr. Dykstra said there will be choices presented so that Metro can direct the allocation of resources across the projects.

Penny Serrurier asked about The Oregon Zoo Foundation (OZF) involvement in the master planning process. OZF has just contracted for a development plan that will rely on information from the CCMP. The OZF director and key staff are attending the master planning sessions and are directly involved.

#### **E. Land Use Approach and Status**

Mr. Stroud introduced Cheryl Twete, Metro senior development advisor, who is on loan to the bond program from Metro. She is working on advancing the land use effort. She explained about her background working in public and private development. She noted that she is very impressed with the Comprehensive Capital Master Plan consultant team.

Ms. Twete reviewed the zoo's land use background as documented in the Oversight Committee's meeting packet.

Carter MacNichol asked about Bev Bookin's land use support to the CCMP. Ms. Bookin is providing land use consulting services as part of the CCMP consultant team. Mr. Stroud explained that initially the bond program eliminated land use from the CCMP process because Metro was pursuing a Plan District approach at that time. With the change in direction toward a new Conditional Use Master Plan (CUMS), land use assistance is needed to inform the CCMP. Ms. Bookin is documenting the historical record of the zoo's existing CUMS, which took six years to finalize and went through many changes. Ms. Twete noted that a portion of the shared

parking lot, the portion between the Children's Museum and the World Forestry Center, is not currently sanctioned by the city. The city has asked the zoo to address this as part of the CUMS process. Based on Metro's experience with the prior conditional use master plan review and approval, access and parking are believed to be primary considerations that must be addressed to successfully achieve a new conditional use master plan.

The program's goal is to submit an application to the city in August or September 2011. A CUMS pre-application meeting will most likely be held in February 2011. It is hoped that by spring 2012, it could be approved. Ms. Twete noted that there are known nonconforming issues, and others may arise that require correction.

Mr. Stroud explained that the CCMP team will prepare the elephant schematic design by March 2011. To maintain the program's construction momentum, Metro asked the city to permit the elephant design under the current CUMS via amendment before the new CUMS application is submitted.

Mr. MacNichol asked what the known issues are with a new CUMS. Ms. Twete responded that access and parking (including bicycle parking and parking lot landscaping), environmental impacts, and stormwater management are the three main known issues.

Mr. MacNichol expressed concerns about the financial risks of nonconforming conditions. Mr. Stroud said that as information is developed, the program will report back.

#### **F. Public Involvement Strategy**

Mr. Stroud introduced Marcia Sinclair, public involvement specialist, who is on loan to the bond program from Metro. She is developing the strategy for engaging the various groups of the public into the bond program activities.

Ms. Sinclair uses a process developed by the International Association for Public Participation. She reviewed this process as outlined in the information sheet provided in the meeting packet. The zoo marketing team will assist with the media engagement. The program will have a robust presence on the website, but content must be developed and implemented. One of her next steps is to better develop the website so that people can better access program information and provide feedback. Other social media types will also likely be used.

The zoo plans to host one or more public open houses in February or March 2011. The new conditional use master plan process will also call for supporting and developing relationships to assist that process. Ms. Sinclair has also developed an engagement strategy for the Washington Park Alliance.

Ms. Sinclair has also been preparing a preliminary strategy for how Metro would engage with the public on a remote elephant site, should the Metro Council direct the program to proceed with the vision.

#### **G. Bond Measure Program Progress (Projects in the Metro Council Bond Authorization Resolution) report focus for this meeting:**

### **1. Bond Program Management Quarterly Report (FY 11, Q1)**

Craig Stroud briefly covered the Bond Program Management Quarterly Report (FY11 Q1), which is also provided to the Metro Council on a quarterly basis.

### **2. Protecting Animal Health and Safety (Replace 45-year-old animal hospital)**

Jim Mitchell, project manager, presented a PowerPoint presentation (included in the meeting packet) showing the new Veterinary Medical Center (VMC) that is currently under construction. He identified the various parts of the building and uses. He reviewed the sustainability features of the project, including the goal of LEED silver certification and a recycling goal of 90 percent. He showed a photo of the construction site as of yesterday, with the soil nail wall nearly complete. He then played a video of a portion of the VMC construction celebration on Sept. 29, 2010.

### **3. Upgrading Zoo Facilities to Save Water and Energy (Update/install energy/water saving measures)**

Jim Mitchell reviewed the Water Main Building project that includes a pressure reducing backflow assembly that will serve the entire zoo. The zoo will be capturing and reusing rainwater with the new bond projects. The new assembly is required to protect the city potable water supply against potential backflow into the city system. Bids were opened today, and Skanska USA Building is the apparent low bidder. The project is scheduled to be complete in April 2011.

### **4. Saving Water and Improving Water Quality at the Penguin Exhibit (install a modern filtration system)**

The zoo has completed the design of the Penguin Life Support System Upgrade project and bid the project construction. Metro opened bids Sept. 9, 2010, and a contract is pending with Triad Mechanical. The penguins have been moved to the Polar Bear winter pool during construction. The project construction is scheduled to be complete in May 2011.

## **H. Program Status and Financial Information at a Glance**

Mr. Stroud referred members to the document provided in the meeting packet.

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

Mr. Stroud referred members to the document provided in the meeting packet.

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

### **Discussion – Draft report for Feb. 16, 2011, Oversight Committee meeting**

Chair Manning distributed a handout "Items for consideration in report to Metro Council" (a copy of which was submitted to the record). Chair Manning met with Councilor Collette and Metro chief operating officer Scott Robinson, and it was agreed that the Oversight Committee would submit its required annual report to the Metro Council in the March/April time frame.

Chair Manning suggested splitting into three subcommittees to meet once before the Feb. 16, 2011 Oversight Committee meeting. Each subcommittee would prepare a draft of their part of the report for the entire Committee's consideration. It is expected that at the Feb. 16 meeting, agreement will be reached as to the substance of the final report. Subsequently, a final draft will be prepared with the help of a writer and circulated for comment. Chair Manning suggested that the report follow the items required to be reported on in the Metro Ordinance

establishing the Citizens' Oversight Committee, and also submit brief comments on management's responses to the Metro Auditor's November 2009 Report.

To that end, the following subcommittees were formed:

**Assessment of Progress in Implementing Bond Measure Improvements** Deidra Krysov-Rusoff, Chair; Michael Sestric, Jacqueline Bishop and Ann Gravatt

**Report on Spending Trends and Current Cost Projections and Independent Auditor's Report** David Evans, Chair; Carter MacNichol, Greg Gahan and Tony Jones

**Management's Response to the Metro Auditor's Concerns** Carol Welch, Chair; Sheryl Manning

One additional item required to be reported on per the Ordinance that established the Oversight Committee is to recommend project modifications intended to account for increases in construction costs in excess of budget estimates, but it was noted that it is too early in the process to report on this item.

Mr. MacNichol asked about the budget to get to \$125 million. Mr. MacNichol stated that his concern is whether \$125 million will be able to deliver to the voters what they expect. Mr. Stroud said that the budget will be a deliverable of the CCMP. For this initial report, the Oversight Committee will not be expected to review budgeted numbers for the entire program because those figures are in development as part of the CCMP. The Oversight Committee can communicate if it believes the program's planning approach and land use efforts are the appropriate actions to implement the bond measure. Mr. MacNichol noted that the Oversight Committee's annual report was an important part of the bond measure.

**K. Open Discussion/Questions** – no discussion

**L. Other – Communication Protocol**

Chair Manning reported that two members have resigned from the Committee: John Mohlis and Gary Gamer. She has informed Council President Collette.

She reviewed the Metro Council ordinance that appointed the individual members to the Committee.

**M. Adjournment**

Chair Manning adjourned the meeting at 4:53 p.m.

**2011 Meeting Dates –Wednesdays, from 3 to 5 p.m. at the Oregon Zoo:**

Feb. 16 in the Kalahari Room, below AfriCafe and next to the concert lawn (Note new date and location. Please arrive at the entrance gate by 2:45 p.m. to allow time to pick up an admission ticket and travel to the Kalahari Room.)

May 11 in the Skyline Room

Aug. 10 in the Skyline Room

Nov. 9 in the Skyline Room





## Comprehensive Capital Master Plan Project Update

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

Feb. 16, 2011

Agenda item C

For this agenda item, representatives of the Comprehensive Capital Master Plan consultant team will present project progress and Interim Status Report #2. The report will be electronically distributed to Oregon Zoo Bond Citizens' Oversight Committee members in advance of the meeting for review.

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**OREGON ZOO BOND  
CITIZENS' OVERSIGHT COMMITTEE  
Worksheet**

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
Feb. 16, 2011  
Agenda item D

Presentation Date: Feb. 16, 2011      Time: 3 p.m.

Presentation Title: Land Use Process Update

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

**ISSUE & BACKGROUND**

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

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

Metro has engaged consultants and is moving forward with the conditional use master plan process. The actual CU MS application is expected to be submitted in September 2011, after completion of the Comprehensive Capital Master Plan. In the interim, staff and the SRG project team, plus Metro's transportation consultant team of Rick Williams and Kittelson and Associates, are working on a range of analyses and strategies that will be part of the CU MS application. These steps include:

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

During second quarter 2011, a Pre-Application conference with the city will be scheduled for the new zoo CU MS. This conference will inform preparation of the actual Conditional Use Application and drive the consultant studies and analyses that will be needed for the application

itself. Metro is in the process of soliciting for a land use consultant to prepare the CU MS application and guide the review process with the city.

In addition, Metro has begun the process of obtaining land use approvals for the On-Site Elephant Exhibit, perimeter road, and train rerouting. On Dec. 21, 2010, program staff and consultants participated in a meeting with city staff to identify the required approach for a land use review process for this next bond project in advance of the updated CU MS.

The On-Site Elephant Exhibit project's current conceptual planning includes an expansion of the overall elephant exhibit site from 1.5 to six acres, a new elephant barn, potential for an indoor/outdoor guest viewing structure, construction of a perimeter service road, reconstruction of the train trestle turnaround and removal of train tracks from the southeastern perimeter of the site. The team anticipates holding a Pre-Application conference with the city for this project in March 2011.

The city will require an amendment to the current approved conditional use master plan (Type III review) and a concurrent environmental zone review (Type II review). These requirements are substantive and require an approximately four- to six-month review/decision making process, once an application is submitted and deemed complete by the city. Staff's goal is to submit an application package in May 2011, once the proposed new Comprehensive Capital Master Plan elements are finalized for the siting, location and environmental impacts of the expanded elephant exhibit, perimeter road and train.



## Remote Elephant Center Information Update

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

Feb. 16, 2011

Agenda item E

For this agenda item, Kim Smith, Zoo Director, will provide an update on work performed to assess the feasibility of a remote elephant center, as well as recent Metro Council direction on next steps to fulfill the vision.

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## Required Oversight Committee Report to the Metro Council

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
Feb. 16, 2011  
Agenda item F

At the Nov. 10, 2010, Oversight Committee meeting, the committee discussed the upcoming required Oversight Committee report to the Metro Council. The required report (from Ordinance 10-1232) should contain:

1. Assessment of the zoo's program progress in implementing the Oregon Zoo Bond Measure 26-96 project improvements.
2. Report on project spending trends and current cost projections, and a review and report on the Annual Independent Financial Audit of spending.
3. May recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promise of the Oregon Zoo Bond Measure 26-96 is fully realized.

To perform inquiry and analysis to create contents of the report, the committee formed three subcommittees. The subcommittees were:

- 1. Assessment of Progress in Implementing Bond Measure Improvements**  
Deidra Krys-Rusoff, Chair  
Michael Sestric  
Jacqueline Bishop  
Ann Gravatt
- 2. Report on Spending Trends and Current Cost Projections and Independent Auditor's Report**  
David Evans, Chair  
Carter MacNichol  
Greg Gahan  
Tony Jones
- 3. Management's Response to the Metro Auditor's Concerns**  
Carol Welch, Chair  
Sheryl Manning

Each subcommittee provided drafts of their conclusions back for committee review. The draft information is contained on the following pages.

## 1. Assessment of Progress in Implementing Bond Measure Improvements

The bond program and Metro staff provided extensive information at three committee meetings in 2010 (February, May, and November). Having the right people in place, a cohesive process and internal reporting is essential to the successful implementation of the bond measure.

### People

- The bond program has a clear organizational and governance structure
- Led by Craig Stroud, Bond Program Director
- Supported by Linnea Nelson, Bond Coordinator
- Supported by Zoo personnel and other Metro staff
- Additional staff has been added as projects and planning have proceeded, including construction managers, a staff person to support the master planning process and more recently a land use staff person to coordinate the land use process.
- See attached organizational and reporting chart

The committee believes that the bond program is adequately staffed, with one exception. Mr. Stroud has identified communications/public outreach as one potential area needing additional staff support. Given the multiple public implications of the bond program, we want to ensure there is sufficient attention given to communications and outreach and we encourage Mr. Stroud to work directly with Metro to address this issue.

### Process and Reporting

The bond program has four significant processes underway simultaneously – the Zoo land use process, the Master Plan process and ongoing construction projects (Veterinary Medical Center and the Penguin Filtration Project).

Our committee is charged with reviewing projects from a high, oversight level – not a specific detail level. We are at the early start of a lengthy and complicated process, which will require complex reporting as projects progress.

Mr. Stroud identified and communicated the need for a master plan for bond projects at the onset of the planning process. Given the scope of the bond projects and the concerns raised in the Audit Report from 2009, our subcommittee agrees. This integral document will provide structure, sequencing, and budget specifics for each phase of the bond program and is essential for successful program completion.

At this early stage, it appears that adequate internal reporting process for the two active bond construction projects, the Master Plan, and the Land Use Process is in place. This includes:

- Detailed monthly reports from staff, which are provided to Metro Council and the Oregon Zoo Bond Advisory Group
- Reports containing detailed bond project status updates, which includes: budget status, schedules and signoffs, deliverables, critical issue identification, corrective actions, and key issues for Metro Council attention
- Our committee expects to see further defined reporting upon completion of the Master Plan, with enhancements to progress and financial reporting.



## 2. Report on Spending Trends and Current Cost Projections and Independent Auditor's Report

### Projection/Construction Spending

- The bond measure covers 10 main projects for a total of \$125 million.
- The Program is just getting started. The Program is broken into four areas: Construction, Planning, Land Use and Administration. Through Nov. 30 the contracting phase has been completed on the Veterinary Medical Center, Penguin Life Support, and Water and Energy projects. Construction is starting on the Veterinary Medical Center and Penguin Life Support. The other construction projects are at various phases in the pre-planning process.
- The budget for the Veterinary Medical Center went through an extensive budgeting process, including value engineering. The Request for Bid was competitive and ultimately the project budget was set at \$9.4 million, which was set using the independent costs estimator's construction estimate, plus program design, permitting, and project management costs and includes a 15 percent contingency. Metro staff is currently exploring alternative contracting methods.
- As of Nov. 30, 2010, total expenditures are \$3.786 million on a total budget over \$13 million. It is expected that the master plan will be completed in the third quarter of 2011. The master plan will drive the budget and timing of all the other projects.
- The master plan is currently budgeted at \$1.5 million and will provide schematic designs for all of the specific exhibits, as well as infrastructure and sustainability measures. Considering the overall campus and how these improvements are built into the campus are reasonable and justifiable considerations to ensure the specific exhibits, infrastructure, and sustainability improvements are optimized and function.
- Metro staff is willing and able to develop an overall reporting and monitoring package once the master plan is completed and there is more clarity on the budget and timing of the projects. The reporting package should include, but not be limited to, cash flow monitoring, scheduling, budgets, expenditures and other metrics. There is extensive reporting on projects that are currently underway, of which the Oversight Committee only sees it at a summarized level.

### Overhead Costs

- The operating/administration costs represent 22 percent of the total expenditures of the program through Nov. 30. It is expected that with the completion of the master plan and resolution of the land use issues this amount will decline. Ultimately, there will be five full-time equivalent staff assigned to the program. Note that if the master plan calls for more than two major construction projects to be running simultaneously, other resources may need to be added, but the master plan should take this into consideration. This is cost that should be carefully monitored.
- There is an assumption that the ongoing operating costs of the zoo will be neutral upon completion of projects. The Condor Exhibit is the only new exhibit; the remaining projects are enhancements to existing exhibits. It is expected that zoo operating staff time will be saved in cleaning and filling exhibits and the goal is to have significantly reduced operating costs for energy and water. The master plan should address the ongoing operating costs of all bond projects in detail to allow reasonable financial planning by zoo staff.
- The overhead allocated by Metro for support services is consistent with other Metro programs.

## 2. Report on Spending Trends and Current Cost Projections and Independent Auditor's Report (cont.)

### Financing Costs

- The current financing costs are approximately \$66,000. There are \$20 million of private placement issues currently outstanding.
- The Metro team is working with outside counsel to schedule the amount and timing of future general obligation bond debt issuances. There are federal limitations of how much can be issued based on cash flow and scheduled spending projections.
- One potential issue is that the timing and scheduling of the projects could have significant impact on the overall cost of the program. At this point, the main risk to the overall program schedule is land use approval, but the Metro team appears to have a strategy in place and is working hard to mitigate the risk through extensive planning. Specifically, this involves moving forward on projects that can be done through facility permits and enhancements to infrastructure while the land use issues are resolved.

### Audit Report

- The audit report was issued on Dec. 2, 2010 by Moss Adams. The audit reported that nothing came to the auditor's attention that caused them to believe that Metro failed to comply with the provisions in the 2008 Bond Measure.
- No specific management letter comments were made.
- The audit report was published Jan. 20, 2011 in [The Oregonian](#).

### 3. Management's Response to the Metro Auditor's Concerns

- Metro Auditor Suzanne Flynn issued an audit report in Nov. 2009 entitled, "Oregon Zoo Capital Construction: Metro's Readiness to Construct 2008 Bond Projects."
- The Committee reviewed the Nov. 2009 Metro Auditors Report and the Metro Auditor presented the highlights of her report to the Committee and gave us the opportunity to ask her questions.
- Craig Stroud, Zoo Bond Program Director, prepared a status report on the implementation of the Nov. 2009 Auditors Report recommendations and presented this report to the committee in May 2010. The committee read the report and has discussed the report with Craig.
- Overall, based on the memorandum prepared by Craig, our follow-up discussion with Craig, and our level of visibility of the workings of the zoo bond program through meeting materials prepared for us, we believe that the Metro Auditor's concerns have been / are being addressed.
- The Metro Auditor has informed us that her office intends to formally follow-up on the November 2009 audit this spring. Our belief that the audit report concerns have been addressed is clearly subject to the auditors follow up, which as of the date of our report to the Metro Council, has not yet occurred. The Committee will review the follow-up audit report when issued and discuss with the Metro Auditor and the Zoo Bond Program Director, as needed.

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## Program Status Report

<b>Program Title:</b> 2008 Zoo Bond (A Better Zoo Program)	<b>Program Manager:</b> Craig Stroud
<b>Program Description:</b> The Zoo Infrastructure and Animal Welfare Bond Fund program (A Better Zoo program) represents the capital planning and construction activities funded by the Nov. 2008 general obligation bond authority. Program work is reported in the following categories: <ul style="list-style-type: none"> <li>• Master Planning Activities – Comprehensive Capital Master Plan, Waste and Stormwater Planning, Remote Elephant Center and Land Use activities</li> <li>• Construction Project Activities</li> <li>• Project Management and Program Governance Activities</li> </ul>	
<b>Reporting Period/Status Date:</b> Q2 FY11 as of 1/15/11	<b>Program Manager Phone:</b> 503-220-2451

### Performance Measures

#### Content and Method

The bond measure approved by the region's citizens included requirements for a citizens' oversight committee to review progress on the project improvements and to monitor spending. Program performance measures are forthcoming as the bond program and oversight committee develop and the comprehensive capital master plan is completed, which will provide a comprehensive schedule and overall budget allocations.

### Key Items for Management Attention

#### ➤ Land Use

- Zoo staff determined, based on City Bureau of Planning and Sustainability's recommendation, that maintaining a conditional use approval status is a more cost-effective approach to long-term land use regulatory approvals. Also, city staff have committed to working with the Zoo to craft a more flexible conditional use approval mechanism, so that for the next several years, the land use reviews can be minimized, once the new conditional use master plan is approved. The bond team anticipates significantly reduced costs for land use process due to reversion to the original conditional use master plan approach (in lieu of a plan district concept). The original projected costs for city staff services to create a plan district were \$1 million, plus additional Metro staffing resources and consultant fees. We now anticipate the total cost for an updated conditional use review to be significantly less, approximately \$900,000 inclusive of staff, consultant costs, and city fees. The overall budget will be determined as negotiations with the City of Portland proceed and the entire project scope of work is finalized.
- To move forward with both the Comprehensive Capital Master Plan and a new Conditional Use Master Plan, zoo staff applied for and attended an Early Assistance conference with city staff on Dec. 21 to discuss the issues involved in submitting both an amendment to the existing Conditional Use Master Plan to allow work for the elephant exhibit to move forward and an application for a new Conditional Use Master Plan. The land use consultant engaged through the Comprehensive Capital Master Plan consulting team has compiled the zoo's land use history and identified current nonconforming land use conditions. In addition, the consultant has identified strategies for the upcoming conditional use permit application and will support any land use processes that may be needed to obtain approvals for the elephant exhibit. Metro is issuing an RFP for land use consultant services to support the new Conditional Use Master Plan.
- Rick Williams Consulting, a firm specializing in parking and traffic demand management, has been conducting interviews to develop a knowledge base to assess and recommend options for addressing the zoo's significant access, parking and traffic issues. This work directly supports the upcoming conditional use permit application.

- Staff continues to work closely with Washington Park Alliance members on transportation, access, parking and transportation demand management strategies. As part of this work, the Comprehensive Capital Master Plan consultants have been tasked with exploring urban design considerations for the Washington Park entry area and parking lot configuration and circulation.
- The conditional use master plan application is anticipated to be submitted late summer 2011, following completion of the Comprehensive Capital Master Plan. The city's review and approval process will take approximately six months, assuming no unforeseen issues or problems arise.
- Public involvement and communication demands are increasing -- reflecting the program's many active threads of work. Staff is assessing the condition to identify needed communications to support key milestones and resources available to maintain positive outreach.

**Key Items for Metro Council Attention**

- The **Comprehensive Capital Master Planning** consultant contract is signed and the contract budget is established. Remaining supporting scopes and budget for management and professional services outside the contract are in final analysis.
- Work on the **Veterinary Medical Center** soil nail wall was stopped due to the discovery of an ancient landslide that contained unstable soils. The two project consulting geotechnical engineering firms designed a solution to stabilize the problem area. This work proceeded as an emergency safety issue, due to the instability posed to the excavated earth while change order pricing was compiled. The final cost to remediate the slide area was \$272,648 and 21 working days were added to the construction schedule. The work was completed and the wall is finished.
- Metro signed a contract with Triad Mechanical for the **Penguin Water Filtration** project on Oct. 29 and the zoo obtained permits for the work on the same day. The contractor mobilized for the project on Nov. 1 and work is proceeding.

**Senior Leadership Team Action(s) Required**

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

**Metro Council Action(s) Required**

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

**Risks and Opportunities Summary**

RISK/OPPORTUNITY	ACTION PLAN/UPDATE
<p><b>Comprehensive Capital Master Planning</b></p> <p>a. Risk: The schedule must remain on target to meet timely adoption of the Master Plan and provide information for subsequent bond projects.</p> <p>b. Risk: The allocation of bond funds to each project must be monitored to ensure sufficient funding to complete all projects.</p> <p>c. Risk: Zoo information must be produced timely and management direction must be provided timely to the consultant team.</p> <p>d. Risk: Public outreach and communication is needed to the adjoining neighborhood associations and general public to inform them of</p>	<p>a. Monitor consultants work program and ability to meet identified milestones.</p> <p>b. Develop forecast costs for all projects and balance project scopes to available funds. The program team is pursuing an outside cost consultant to act as an owner's representative on the cost forecasting.</p> <p>c. Coordinate resource requests and communicate resulting information in a timely manner.</p> <p>d. Attend Neighborhood Association meetings and hold public information open house(s) to show preliminary plans, explain process, and answer questions.</p>

RISK/OPPORTUNITY	ACTION PLAN/UPDATE
upcoming plans for the zoo and to seek input.	
<p><b>Waste and Stormwater Plan</b> – Opportunity: Consultant calculated that the zoo annually uses 85 million gallons of fresh water, but they were able to account for less than half of usage. Possible water losses to pursue include animal exhibit wash downs or leaks.</p>	<p>Consultant supplied information regarding equipment to monitor water usage during exhibit wash downs. The team is implementing a monitoring program. In addition, a company has been engaged to pressure test the existing water delivery infrastructure for leakage. Also, leverage the Comprehensive Capital Master Planning consultant expertise to assist.</p>
<p><b>Land Use</b></p> <p>a. Risk: Parking and transportation management need to be moved up in the project schedule.</p> <p>b. Risk: Obligations regarding parking lot nonconforming code upgrades must be addressed concurrently with the conditional use master plan, including restructuring zoo obligations relative to the parking lot owner (City Parks) as part of a new lease agreement.</p>	<p>a. Resources have been identified to assess and identify options to address access and parking issues.</p> <p>b. Crafting common vision and strategy for the parking lot/entry area involving WPA members and City Parks. Requested City Parks to renegotiate lease agreement in 2011-12, rather than wait to 2014, to inform obligations the city will place on the Zoo as part of the conditional use process.</p>
<p><b>Remote Elephant Center</b> - Opportunity: Facility annual operating costs are estimated to be at least \$1 million, annually. The source of annual funding for operations must be identified.</p>	<p>The team engaged Metro senior leadership and The Oregon Zoo Foundation senior leadership in a strategy discussion for annual operating funding. The zoo is refining a vision for the zoo’s elephant program with multi-generational matriarchal herds as the focus.</p>
<p><b>Veterinary Medical Center</b></p> <p>a. Risk: Possible contractor motivation to submit numerous project change orders due to aggressive construction bidding climate.</p> <p>b. Risk: Construction activity is expected to impact the zoo’s Washington Park Alliance neighbors. Truck traffic adjacent to the main parking lot will be frequent.</p> <p>c. Risk: Existing upper service road near Living Collections Administration has eroded to the extent that it may be unsafe for continued heavy truck traffic, especially in continual precipitation events.</p> <p>d. Risk: Discovery of unstable soils led to the stopping of work on the soil nail wall. This is considered an emergency safety issue due to the instability posed to the excavated earth.</p>	<p>a. Strictly manage change order request and processing through formal, established processes. Maintain timely responses. Ensure change orders requested from zoo stakeholders are controlled, necessary, and balanced against other concerns.</p> <p>b. Monitor truck speeds and impacts to neighbors. Strictly enforce established site safety protocols.</p> <p>c. A shoring design was developed and Skanska and their subcontractors are pricing the work. This is considered an infrastructure item to be covered by the bond and not part of the project budget.</p> <p>d. The two project consulting geotechnical engineering firms designed a solution, Metro authorized the work, and the Metro Council approved the contract amendment. The soil nail wall work is finished.</p>
<p><b>Penguin Filtration Upgrade</b></p> <p>a. Risk: Possible contractor motivation to submit numerous project change orders due to aggressive construction bidding climate.</p> <p>b. Risk: Remodels are prone to “hidden conditions” because destructive testing is not possible while</p>	<p>a. Strictly manage change order request and processing through formal, established processes. Maintain timely responses. Ensure change orders requested from zoo stakeholders are controlled, necessary, and balanced against other concerns.</p> <p>b. Bid documents are written to mitigate risk of Change</p>

RISK/OPPORTUNITY	ACTION PLAN/UPDATE
<p>the building is occupied.</p> <p>c. Risk: Filtration equipment has long-lead time for delivery and can impact schedule.</p> <p>d. Risk: Inability of contractor to meet project scheduling goals. This may delay the date that penguins can move back into exhibit building.</p>	<p>Orders by asking for unit prices for some aspects of the work.</p> <p>c. Product submittals will be approved early in the construction process, so that equipment can be ordered.</p> <p>d. Triad Mechanical submitted a complete schedule showing Substantial Completion is not on target with project goals. The schedule was rejected by Metro. Metro is holding the contractor's pay application until the schedule issue is resolved.</p>
<p><b>Water Main Building</b> – Risk: Identify sequencing and impact of potential water shutdown at the zoo with internal stakeholders.</p>	<p>The Water Bureau stated that the configuration of the main water lines and shutoff valves will allow the zoo to maintain 100 percent water volume while the new pressure reducing device is installed. A test of the bypass system will occur in mid-January prior to the start of construction.</p>

## Summary Status

### Major accomplishments for this reporting period

#### Master Planning Activities

##### ➤ Comprehensive Capital Master Planning.

- The consulting team held two workshops in accordance with the project schedule. The Oct. 5 - 7 workshop explored the zoo's vision for the zoo campus and discussed broad options for campus organization with special attention given to sustainability, animal welfare, and the quality of guest experience. The second workshop on Nov. 8 – 10 presented concepts that the consultant team had developed for the elephant exhibit and concepts for re-organization of the zoo campus.
- Members of the core consultant firms made an introductory presentation to the Metro Council on Oct. 5 where they discussed the master planning process and schedule.
- Two Interim Status Reports were produced detailing the progress that had taken place in the Master Planning process. The first report was submitted on Nov. 5 and the second report was submitted on Dec. 15.
- Representatives of the core consultant firms made presentations to the Oregon Zoo Bond Advisory Group on Nov. 8 and to the Citizens' Oversight Committee on Nov. 10 where they discussed the master planning process, Interim Status Report #1, and answered questions.
- A series of meetings were held with members of the consultant team to enable the continued exchange of information on various aspects of the Master Plan in lieu of a workshop in December.

##### ➤ Land Use Activities

- The bond team continued outreach with a meeting with city bureau directors on Dec. 9 to review the status of the bond program and to begin developing a work plan to produce a conditional use master plan.
- Work to address parking and transportation management issues is underway in advance of the conditional use review and approval process. Staff has negotiated with consultants to prepare a preliminary scope of work to address parking, circulation, transportation demand management and mode split in conjunction with the Zoo's Comprehensive Capital Master Plan.



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- Three meetings have been held with the Washington Park Alliance (WPA) to discuss the zoo's master plan process and the transportation access and planning study. In addition to access, parking and transportation demand management strategies have also been considered. Addressing all of these issues will be required as a part of the new conditional use Master Plan application. The Comprehensive Capital Master Plan consultant team's scope of work includes design studies relating to the Washington Park entry area and the parking lot configuration. The first work session for that effort was held on Dec. 9 and the work is due Feb. 28, after a second work session with WPA members on Feb. 9. This work will inform a potential WPA-supported plan for the Washington Park entry/parking lot area.
  - The land use consultant engaged through the Comprehensive Capital Master Plan consulting team contract has compiled the zoo's land use history and identified current nonconforming land use conditions. The final report will assist the city and Metro to establish an updated assessment of the zoo's land use status for existing conditions and identify where the zoo has nonconforming conditions. In addition, the consultant has also identified strategies for the upcoming conditional use permit application and will support any land use processes that may be needed in the interim to begin bond construction projects.
  - Rick Williams Consulting, a firm specializing in traffic demand management, has been conducting interviews to develop a knowledge base in order to assess and recommend options for addressing the zoo's significant parking and traffic issues. This work directly supports the upcoming conditional use permit application.
  - The conditional use master plan application is anticipated to be submitted late summer 2011, following completion of the Comprehensive Capital Master Plan. The city's review and approval process will take approximately six months, assuming no unforeseen issues or problems arise.
  - Staff is developing the overall land use project budget, including adequate contingency. Staff is identifying additional necessary scopes and related budgets.

➤ **Remote Elephant Center**

- Continued compiling operating costs for animal husbandry and facility operations.
- Project team began to define facility footprint based on program assumptions to assist in developing a facility operations budget.
- Continued to work on a business plan communications strategy.
- Updated The Oregon Zoo Foundation on the project in anticipation of developing funding strategies.

## **Construction Project Activities**

➤ **Veterinary Medical Center (VMC)**

- Work was stopped on the soil nail wall due to the discovery of an ancient landslide that contained unstable soils. The two project consulting geotechnical engineering firms designed a solution to stabilize the problem area. This work proceeded as an emergency safety issue, due to the instability posed to the excavated earth. The Metro Council approved the contract amendment to increase scope to finish the wall and the wall was completed on Dec. 23.
- Met with the fire department and Skanska personnel to coordinate an emergency action plan.
- Team staff met with WPA staff and received positive feedback regarding the ongoing logistics and safety protocols being followed in the joint parking lot related to construction traffic.
- In response to the ongoing erosion of a section of the upper service road near the Living Collections building, a shoring design was developed to stabilize the road. The preliminary design is 35 ft. long and incorporates 40-ft. soldier piles at 5 ft. on center. Pricing for the stabilization work is underway.

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➤ **Penguin Water Filtration**

- The “Penguin Parade” to relocate the birds to one of the polar bear pools took place on Oct. 27.
- A pre-construction conference was held with general contractor on Oct. 22, and a Safety/Security meeting was held with the contractor on Oct. 28. The contract with Triad Mechanical was signed and the permit from the City of Portland was obtained on Oct. 29. The contractor mobilized on Nov. 1.
- Demolition of the mechanical and electrical systems has been completed and electrical service has been temporarily relocated. Excavation of the mechanical room basement has also been finished and concrete demolition has been started.

➤ **Water Main Building**

- A pre-bid meeting was held on Oct. 13 with 11 prime contractors and three subcontractors in attendance.
- Bids were received on Nov. 4 from eight general contractors, and Skanska USA Building, Inc. was the successful low bidder with a bid in the amount of \$160,000. The contract is signed and the contract schedule has been approved. The budget for the project was established at \$267,459.
- The Water Bureau stated that the configuration of the main water lines and shutoff valves will allow the zoo to maintain 100 percent water volume while the new pressure reducing device is installed. A test of the bypass system will occur in mid-January prior to the start of construction.

**Project Management and Program Governance Activities**

- Continued work on a communication and public involvement plan modeled on the Natural Areas plan. The plan identifies parties to whom the program wants to push or pull information, as well as the assignment of roles and responsibilities.
- Reclassified an existing bond program position to bond program construction manager with the remaining two existing bond construction project managers directly reporting. Jim Mitchell was the successful candidate after completing an internal recruitment.

**Major accomplishments for the next reporting period**

**Master Planning Activities**

➤ **Comprehensive Capital Master Planning**

- Hold third, fourth and fifth workshops with major emphasis on the elephant project. Other workshop activity will have individual work sessions devoted to each of the identified bond projects, Master Plan site organization, circulation, and sustainability initiatives as well as infrastructure assessment and recommendations.
- Continue providing background information, project visioning and programming information to the master plan consultant team.
- Engage a consultant to serve as an owner’s representative in reviewing costs and scheduling for individual projects as well as the overall bond project.
- Enhance the master plan scope of work to include a “leveraged financing” analysis for infrastructure and sustainability initiatives. This analysis will assess whether opportunities exist to use federal and state tax incentives, private equity, and debt markets to fund capital improvements repaid from future energy expense savings.
- Review the third master plan interim status report, due March 1.
- Finish schematic design for the elephant exhibit. Assess possible schedule slippage for this schematic into overall schedule and identify next steps.

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- Assess existing campus infrastructure, identify campus-level sustainability initiative options, and identify campus-level schematic design alternatives for the remaining major bond exhibit projects.

#### **Remote Elephant Center**

- Continue refinement of the business plan for the off-site habitat, with emphasis on funding needs of annual operations.
  - Seek Metro Council direction on the remote elephant center vision.
  - Engage The Oregon Zoo Foundation leadership in the critical annual operating funding issue.
  - Continue to assess properties throughout the region for siting suitability.
- **Land-Use Activities**
- Coordinate between and participate with the Comprehensive Capital Master Planning effort.
  - Prepare a work program to address Washington Park transportation, circulation and parking issues for zoo guests and visitors. Explore the creation of a Washington Park Alliance Transportation Management Association, as well as other tools to manage parking and mode-split.
  - Request a city pre-application conference for the updated conditional use permit to identify the key zoning conformance issues and topics for further study. Expected issues to address include transportation and accessibility impacts, environmental zone impacts and requirements, and other off-site impacts.
  - RFP for land use consulting services for the updated conditional use master plan process will be issued in late January 2011, with consultant selection anticipated early March 2011.

#### **Construction Project Activities**

- **Veterinary Medical Center**
- Continue construction of the building foundation and walls, water quality swale and road.
- **Penguin Water Filtration**
- Continue project demolition and construction activities.
- **Water Main Building**
- Trench utilities to new building.
  - Pour foundation and erect walls.

#### **Project Management and Program Governance Activities**

- Continue bond program communication and public involvement plan refinement.
- Assess alternative procurement strategies for general contractors, such as Construction Manager/General Contractor (CM/GC).

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## Oregon Zoo Bond Program

### Project Status and Financial Information at a Glance

As of December 31, 2010

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
Feb. 16, 2011  
Agenda item H

Construction Projects									Project Budget and Expenditures - note 1		
									Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures
	Pre-Design	Schematic Design	Design Development	Construction Documents	Contracting	Construction	Close-Out				
Veterinary Medical Center	Complete	Complete	Complete						\$ 9,464,299	\$ 2,597,318	\$ 9,464,299
% Complete	100	100	100	100	100	23					
Penguin Life Support System Upgrade	Complete								\$ 1,800,000	\$ 215,345	\$ 1,800,000
% Complete	100	100	100	100	100	15					
Water and Energy											
Water Main Pressure Reducing Assembly	Complete								\$ 267,459	\$ 44,097	\$ 267,459
% Complete	100	100	100	100	100	10					
Elephant Exhibit On-Site									\$ 18,029		
% Complete	90										
Elephant Exhibit Off-Site									\$ 38,178		
% Complete	95										
Polar Bear Exhibit									\$ -		
% Complete	90										
Primate Exhibit - Chimps									\$ -		
% Complete	70										
Primate Exhibit - Kongo Ranger									\$ -		
% Complete	0										
Conservation Education Discovery Zone									\$ 2,893		
% Complete	90										
Condor Exhibit									\$ -		
% Complete	90										
Hippo Exhibit									\$ 1,853		
% Complete	90										
Planning Projects									Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures
	RFP/App Prepared	Proposals Submitted	Contract Award	Interim Reports	Final Plan						
Stormwater/ Wastewater Analysis	Complete	Complete	Complete	Complete	Complete				\$ 160,000	\$ 159,979	\$ 159,979
% Complete	100	100	100	100	100						
Stormwater Minor Projects & Campus Survey									\$ 386,797		
% Complete	100	100	100	100	100						
Comprehensive Capital Master Plan	Complete	Complete	Complete						\$1,503,850 + Addt'l Scope	\$ 333,434	\$1,503,850 + Addt'l Scope
% Complete	100	100	100	50							
Land Use Process									Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures
	Mtgs. with City of Ptld. Officials	Determine Appropriate Process and Negotiate	Establish Project Scope and Baselines	Project Execution - Technical Studies and Prepare Application	Public meetings	Submit CU MS to City for Approval	Land Use Approval Process				
Land Use Designation									TBD	\$ 80,938	TBD
% Complete	80	60	45	5	5	0	0				
Program Administration									Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures
Program Staff, Administration, Metro Central Support, & Bond Issuance									TBD	\$ 857,817	TBD

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

**Total Expenditures \$ 4,736,677**

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**CONSOLIDATED OREGON ZOO BOND PROGRAM SCHEDULE**

As of January 12, 2011

Oregon Zoo Bond Citizens' Oversight Committee Meeting  
Feb. 16, 2011  
Agenda item I

Task Name	Start	Finish	2011				2012				2013				2014					
			Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4			
<b>Consolidated Bond Program Schedule</b>	10/26/09	4/18/14																		
<b>Veterinary Medical Center</b>	11/12/09	12/30/11	Veterinary Medical Center																	
Budget Redesign	11/12/09	5/3/10	Budget Redesign																	
Step 1 Request for Bids	4/13/10	5/12/10	Step 1 Request for Bids																	
Step 2 Request for Bids	5/13/10	6/30/10	Step 2 Request for Bids																	
Construction	8/16/10	11/4/11	Construction																	
Post Construction	10/6/11	12/30/11	Post Construction																	
<b>Penguin Filtration</b>	1/7/10	6/7/11	Penguin Filtration																	
Schematic Design	1/7/10	3/4/10	Schematic Design																	
Design Development	3/4/10	5/20/10	Design Development																	
Construction Documents	5/21/10	8/2/10	Construction Documents																	
Bidding/Contracting	8/3/10	10/15/10	Bidding/Contracting																	
Construction	11/1/10	5/4/11	Construction																	
Post-Construction	5/4/11	6/7/11	Post-Construction																	
<b>Comprehensive Capital Master Plan</b>	2/25/10	9/15/11	Comprehensive Capital Master Plan																	
Write and advertise Zoo Master Plan RFP	2/25/10	6/2/10	Write and advertise Zoo Master Plan RFP																	
Selection of Master Plan Consultant	6/3/10	8/10/10	Selection of Master Plan Consultant																	
Master Planning Process	8/11/10	9/15/11	Master Planning Process																	
Interim Report #1	10/26/10	10/26/10	Interim Report #1																	
Interim Report #2	12/14/10	12/14/10	Interim Report #2																	
Presentation to Metro Council	1/13/11	1/13/11	Presentation to Metro Council																	
Interim Report #3	3/1/11	3/1/11	Interim Report #3																	
Onsite Elephant Exhibit Report	3/1/11	3/1/11	Onsite Elephant Exhibit Report																	
Interim Report #4	4/26/11	4/26/11	Interim Report #4																	
Final presentation to Metro Council	9/9/11	9/9/11	Final presentation to Metro Council																	
<b>Land Use Process (Tentative)</b>	3/15/10	7/1/12	Land Use Process (Tentative)																	
Engage City officials and staff	3/15/10	7/1/12	Engage City officials and staff																	
Determine and Define Land Use Approach	8/2/10	4/30/11	Determine and Define Land Use Approach																	
Prepare Transportation Work Scope	8/10/10	1/30/11	Prepare Transportation Work Scope																	
Hire Transportation Consultant	8/10/10	9/30/10	Hire Transportation Consultant																	
Ongoing Public Outreach/Communications	8/10/10	7/1/12	Ongoing Public Outreach/Communications																	
Request Land Use Pre-App Conf. @ City	12/1/10	4/30/11	Request Land Use Pre-App Conf. @ City																	
Prepare/submit Land Use CU MS Application	6/1/11	9/1/11	Prepare/submit Land Use CU MS Application																	
CU MS Review/Hearings/Approval	9/1/11	7/1/12	CU MS Review/Hearings/Approval																	
<b>Water Main Building Project</b>	10/26/09	5/25/11	Water Main Building Project																	
Design Selection Process	10/26/09	9/29/10	Design Selection Process																	
Request for Bids	10/5/10	11/4/10	Request for Bids																	
Construction	12/20/10	3/28/11	Construction																	
Post Construction	3/4/11	5/25/11	Post Construction																	
<b>Onsite Elephant (Tentative)</b>	2/22/11	4/18/14	Onsite Elephant (Tentative)																	
Land Use Review	2/22/11	9/1/11	Land Use Review																	
RFP Architect	4/25/11	7/15/11	RFP Architect																	
Schematic Design Due from Master Planners	3/1/11	3/1/11	Schematic Design Due from Master Planners																	
RFP Contractor-Assumes CMGC	5/23/11	8/12/11	RFP Contractor-Assumes CMGC																	
Design Development	7/18/11	11/4/11	Design Development																	
Construction Documents	11/7/11	1/13/12	Construction Documents																	
Permit Process	11/8/11	1/12/12	Permit Process																	
Construction	8/13/12	2/14/14	Construction																	
Post-Construction	2/17/14	4/18/14	Post-Construction																	

This schedule includes active bond projects. The Comprehensive Capital Master Planning effort will identify the schedule and sequencing for the remaining bond projects.