



## Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room  
Wednesday, June 8, 2011  
3 to 5 p.m.

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

June 8, 2011

Agenda

### AGENDA

- |  |                                |
|--|--------------------------------|
| A. Welcome / Introductions   | Sheryl Manning                 |
| B. Approval of Feb. 16, 2011, Committee meeting minutes  | Sheryl Manning                 |
| C. Follow-up to 2009 Zoo Capital Construction Audit  | Suzanne Flynn                  |
| D. Comprehensive Capital Master Plan Update  | Craig Stroud                   |
| 1. Interim Status Report #4  | SRG, CLR and Atelier Dreiseitl |
| 2. Bond project budgets and phasing  |                                |
| 3. Summer schedule – open houses and plan finalization   |                                |
| E. Land Use Projects Status  | Cheryl Twete                   |
| Amendment of existing permit for elephants, train and road,<br>and application for new permit                                |                                |
| F. Remote Elephant Center – Information Update   | Mike Keele                     |
| G. Hippo Filtration Project  | Chris Pfefferkorn              |
| H. Bond Measure Program Progress (Projects in Metro Council Bond<br>Authorization Resolution) report focus for this meeting: |                                |
| Bond Program Management Quarterly Report (FY 11, Q3), 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.  |                                |
| I. Program Status and Financial Information at a Glance  | Craig Stroud                   |
| J. Consolidated Oregon Zoo Bond Program Schedule   | Craig Stroud                   |
| K. Open Discussion/Questions   | Sheryl Manning                 |

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

Aug. 10 and Nov. 9, 2011

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## Oregon Zoo Bond Citizens' Oversight Committee meeting, June 8, 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)



## Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Kalahari Room  
Wednesday, Feb. 16, 2011  
3 to 5 p.m.

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

June 8, 2011

Agenda item B

### MINUTES

#### MEMBERS PRESENT

Sheryl Manning  
Marcela Alcantar  
David Evans  
Ann Gravatt  
Jim Irvine  
Benjamin Jackson  
Tony Jones  
Carter MacNichol  
Kelly Peterson  
Bob Tackett

#### MEMBERS ABSENT

Jacqueline Bishop  
Steve Bloom  
Greg Gahan  
Deidra Kryz-Rusoff  
Ray Phelps  
Penny Serrurier  
Michael Sestric  
Carol Welch

#### GUESTS

Shirley Craddick  
Eric Bode  
Greg Dykstra  
Jon Schleuning

#### STAFF

Jim Mitchell  
Linnea Nelson  
Scott Robinson  
Marcia Sinclair  
Kim Smith  
Craig Stroud  
Cheryl Twete

#### AFFILIATION

Chair, Oregon Zoo Bond Citizens' Oversight Committee  
Alcantar & Associates  
The ODS Companies  
Renewable Northwest Project  
The Conifer Group, Inc.  
REAP, Inc.; Clackamas High School  
Metropolitan Contractor Improvement Partnership  
Shiels Obletz Johnsen, Inc.  
Humane Society of the United States  
NW Oregon Labor Council

#### AFFILIATION

Roberts Kaplan LLP  
Portland Japanese Garden  
NW Construction Management, Inc.  
Ferguson Wellman Capital Management  
Allied Waste Services  
Stoel Rives LLP  
Smith Group, Inc.  
Nike, Inc.

Metro Councilor  
Atelier Dreiseitl  
CLR Design  
SRG Partnership, Inc.

Oregon Zoo Bond Construction Manager  
Oregon Zoo Bond Program Coordinator  
Metro Deputy Chief Operating Officer  
Oregon Zoo Public Involvement  
Oregon Zoo Director  
Oregon Zoo Bond Program Director  
Metro Senior Development Advisor

**A. Welcome / Introduction**

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

**B. Approval of Nov. 10, 2010, Oversight Committee meeting minutes**

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

**C. Comprehensive Capital Master Plan Update, Interim Status Report #2**

Kim Smith, zoo director, introduced the Master Planning consultants. She reviewed the Master Plan schedule, which is on track to be completed in August and submitted to Metro in September for approval. As Master Plan work has progressed, some milestones for specific activities have been moved within the overall timeline, such as extending the on-site elephant schematic design due date to May 2. The overall project completion date remains the same.

Jon Schleuning with SRG Partnership, Greg Dykstra with CLR Design and Eric Bode of Atelier Dreiseitl presented the concepts covered in interim report #2. Mr. Dykstra reviewed the proposed locations for each of the major bond projects and exhibits. The consultant team is reviewing and advancing the siting and concepts with the review and input of zoo staff.

One impact of expanding the elephant exhibit is the need to reroute the zoo train internal zoo loop. The train currently runs on an internal zoo loop, as well as a loop that goes to lower Washington Park. The Master Plan consultant team tested various new zoo loop routes and is finalizing concepts for a route that is shorter than the existing route, but preserves the route into Washington Park.

Marcela Alcantar asked about the stormwater study that was completed and whether it was useful and beneficial information for the current Master Planning project. Mr. Bode informed her that the study was beneficial and that the team's work is able to advance much faster because the underlying analysis has been completed.

Tony Jones asked what the consultant team had found to be of most concern. Mr. Schleuning said it is the site itself, which is challenging. The campus grade changes and unstable soils are important considerations. The team is mitigating the soil concern by working with geotechnical engineers with a 20-year history of work on the zoo campus.

Mr. Schleuning and Ms. Smith explained that the Master Plan is a 20-year campus plan, with the bond funded projects being the first major activity phase. Mr. Jones also asked about the Master Plan phases not included in the zoo bond measure. Mr. Schleuning said the team is working with finite land and funds, and accordingly, future phases beyond the bond-funded projects do not have an identified funding source.

Jim Irvine asked about public outreach. Craig Stroud explained that the program is just beginning its public involvement, with three initial workshops planned for March and early April.

**D. Land Use Project Status**

Cheryl Twete discussed the land use approval efforts underway using the worksheet included in the meeting packet.

The bond program's land use work has three components:

- 1) Amendment to the current conditional use master plan for the onsite elephant exhibit project and related improvements;
- 2) Nonconforming conditions development plan as a separate agreement with the city; and
- 3) New conditional use master plan application.

Metro has hired three consultants – Rick Williams, Kittleson & Associates, and Bev Bookin – to provide primary support for the land use work, which is also supported by consultants on the Comprehensive Capital Master Plan team. Additional expertise may be necessary to support required work to achieve the three components, and is to be determined as discussions with the city progress.

Mr. Jones asked if the bond would fund parking lot improvement costs. Mr. Stroud said it is unknown and depends on the financial order of magnitude and whether the parking improvements are required for the bond projects to proceed.

**E. Required Oversight Committee Report to the Metro Council (from Ordinance 10-1232)**

Committee members presented the written summaries of their subcommittee's work on suggesting items for portions of the report to the Metro Council, as outlined in the meeting packet.

Subcommittee #1 - Ann Gravatt summarized that her subcommittee looked at people, process and reporting. As part of its assessment, the subcommittee reviewed and discussed information presented to the Oversight Committee, and discussed additional reporting used to support the program. The subcommittee believes that it appears the right people, processes and reporting are supporting the program, but suggested that additional support might be necessary for public outreach. Mr. Stroud stated that assessment of public outreach program needs is underway.

Subcommittee #2 - David Evans summarized that his subcommittee looked at spending trends, current costs, financing costs and the independent auditor's report. No issues of immediate concern were noted, but some suggestions were made for the future. Additionally, Moss Adams issued their annual audit report on Dec. 2, 2010, that raised no issues with bond proceeds spending or activities.

Carter MacNichol asked about cash flow and making sure the program hasn't spent too much money on the first three projects that would prevent later projects from being built. Mr. Stroud explained that the Master Plan will identify a plan for spending such that all bond projects can be built within the bond funds available. The bond program is also hiring its own independent cost estimator with experience in zoo and aquarium projects to review the Master Plan bond project scopes, budgets and schedules. The bond program team will return to the Committee with the Master Plan cost allocations across projects for review and comment.

Mr. Stroud also discussed the fact that the program is looking at alternative contracting processes that may be used in lieu of the standard design-bid-build public works process. Complex projects may warrant alternative contracting approaches to mitigate specialized construction risks. The bond program presented to the Oregon Zoo Bond Advisory Group for initial direction a proposal to explore alternative processes. Staff is now completing an

assessment of the alternative methods and will take that assessment back to the Advisory Group. If the bond program decides to pursue alternative processes, the Metro Council must approve this prior to use.

Subcommittee #3 looked at the management's response to the Metro Auditor's November 2009 report. Carol Welch and Chair Manning reviewed the Metro Auditor's report and management's response and, based on the representation of bond program management, believe the auditor's concerns have been addressed. The Metro Auditor will be performing a follow-up review this spring to the audit, and final conclusions as to the response to the report will be made by the Metro Auditor at that time.

Chair Manning proposed a structure and process for completing the Metro Council report. Committee members supported her proposal. She will incorporate the subcommittee summaries into a draft and distribute electronically to the Committee for review. The report will be prepared and delivered to the Metro Council and Committee members are invited to attend the Council meeting when the report is delivered.

Mr. Irvine asked about whether the Committee needs to report on where they think the program will be 12 months from now. Members agreed that it would be difficult for the Committee to predict this, and this is not a required reporting item.

**F. Remote Elephant Center – Information Update**

Kim Smith discussed the remote elephant center (REC) project and the elephant vision. She and Mike Keele recently presented to the Metro Council a draft business plan for an REC, seeking Council direction. The Council conducted a work session regarding the REC and later passed a resolution to continue developing the plan for a remote elephant center and to authorize execution of one or more options to purchase property, if the program identifies a desirable property. Scott Robinson stated that the Metro Council resolution for the bond measure indicates that funds are set aside for capital improvements for an offsite elephant facility, but was silent as to how the funds would be provided. Information presented by Metro Councilors and the prior zoo director in the period running up to the 2008 bond election may have included more substantive oral commitments to the concept of a remote facility than were in the wording of the bond measure. Metro staff is attempting to gather and distill information to inform future discussions. At some point in the future, this Committee will likely be asked for feedback on this issue. Chair Manning indicated that it is important for the Committee to be kept informed on this project.

**G. Bond Measure Program Progress: 1. Bond Program Management Quarterly Report (FY 11, Q1)**

Mr. Stroud introduced the Bond Program Management Quarterly Report (FY10 Q3), which is also presented to the Metro Council on a quarterly basis. Mr. Stroud informed the Committee that Jim Mitchell had been promoted to the program's construction manager, with the two construction project managers reporting to him.

Jim Mitchell explained the status of the Veterinary Medical Center project. Skanska, the general contractor, is doing a good job, and the project budget is on track. Due to a delay related to an ancient landslide discovered during the soil nail wall work, construction completion is now planned for November 2011. The project has had four change orders to date. The excavation

work was identified as the biggest cost overrun risk for the project, and that phase is now complete.

The Penguin Filtration project is installing modern pumps and filters for the penguin exhibit. The birds are scheduled to be moved back into the exhibit in early May, with an opening to guests in early summer. The project budget and schedule are on track.

The Water Main Building project in the upper parking lot will house a pressure reducing unit required by the state. It will serve the whole zoo and is required to prevent harvested rainwater from contaminating the city's fresh water system. The project budget and schedule are on track.

Ms. Alcantar asked about the stormwater analysis and campus survey. She is concerned about money already spent on stormwater planning and needing to spend more money on new stormwater planning. She asked the program to consider differentiating the spending between the two phases.

#### **H. Adjournment**

Chair Manning adjourned the meeting at 4:56 p.m.

Next Meeting Dates for 2011–Wednesdays, from 3 to 5 p.m., in the Skyline Room:

June 8 (rescheduled from May 11)

Aug. 10

Nov. 9





## Comprehensive Capital Master Plan Project Update

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

June 8, 2011

Agenda item D

For this agenda item, representatives of the Comprehensive Capital Master Plan consultant team will present project progress and Interim Status Report #4. (The report will be electronically distributed to Oregon Zoo Bond Citizens' Oversight Committee members in advance of the meeting for review.) The team will also discuss the bond project budgets and phasing, and bond staff will review the summer schedule for Master Plan open houses and plan finalization.





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

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
June 8, 2011  
Agenda item E

Presentation Date: June 8, 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 February 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 (CCMP) is being prepared by the SRG Partnership project team and is expected to be completed in September 2011. The CCMP will serve as the basis for the updated CU MS application, which must go through a new conditional use approval process.

Metro is currently working on *two, separate land use review processes* to obtain land use entitlements for future capital projects at the Oregon Zoo. The *Phase One* application addresses the elephant exhibit and related components such as the service road, reconstructed train trestle and turnaround. Metro will apply for an amendment to the Oregon Zoo's current Conditional Use Master Plan and an Environmental Zone Review to obtain approval for this package of improvements. A pre-application conference with city staff was held on March 17, 2011. The application is anticipated to be submitted August 2011 with a five- to six-month review and approval timeframe. This application is especially complicated due to the required environmental overlay zone review. The enlarged elephant exhibit will expand into the "c" overlay zone (environmental conservation zone) which allows environmentally sensitive development to occur if conditions requiring conservation and mitigation of the site's natural resources can be met.

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

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

A pre-application conference request for Phase Two was filed with the city and the conference will be scheduled for late June 2011. This conference will inform preparation of the new CU MS and help to direct consultant studies and analyses that will become part of the application. Metro issued a Request for Proposals for land use consultants and selected The Bookin Group to lead the preparation of the CU MS application and guide the review process with the city.

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

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



## OREGON ZOO BOND CITIZENS' OVERSIGHT COMMITTEE

### Worksheet

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

June 8, 2011

Agenda item F

Presentation Date: June 8, 2011 Time: 3:00 pm

Presentation Title: Remote Elephant Center (Offsite Elephants)

Presenters: Mike Keele, Director of Elephant Habitats  
Craig Stroud, Oregon Zoo Bond Program Director

#### **BACKGROUND:**

The 2008 Bond included a project titled "More Humane Conditions for Elephants" explicitly set forth the needs of the zoo herd at the zoo and the concept of an offsite facility to further improve the health and well-being of the animals and to expand the elephant program.

The official ballot title does not speak to offsite elephants. Exhibit A to the bond measure resolution speaks to exploring feasibility for an offsite space and that funds are set aside for potential capital needs of offsite space. During the bond campaign, many campaign speakers made more explicit statements about the offsite facility and its likelihood of development.

- The purpose of the project was defined in a business plan that was presented to Metro Council in February 2011:
  - Establish multigenerational, matriarchal, breeding herds of Asian elephants that will be sustainable for exhibit and program purposes.
  - Ensure social networking of male elephants with matriarchal groups.
  - Use zoo exhibit and offsite facilities to manage bulls more effectively and conduct research on their social interactions within matriarchal herds and among themselves
  - Maintain bulls in socially and environmentally enriching environments.
  - Provide limited, conservation focused programming activities for the public.
- The expected impacts / effects of the project:
  - Natural substrate and complex habitats in a larger area will provide elephants with a more natural and healthy environment and promote natural behaviors.
  - Elephants will make the choice to remain indoors or outdoors (weather permitting).
  - Complex habitats allow more social opportunities for both males and females.
  - Public programming connects the zoo elephant facility and offsite facility program goals for furthering the health and well-being of the elephants.

#### **WHAT WE KNOW NOW (subsequent to Bond):**

- Asian elephants are an endangered species.
- The Oregon Zoo is world renowned for its elephant breeding, care and research.
- Animal collection plan for both facilities.

- Operational costs for a full build out based on a model which opens in 2015 and expands in 2017 with additional elephants (opening dates are very dependent upon property acquisition, land use permits and property development, and will change as unknowns become known).
  - Operational funding source has not been identified.
  - Business plan operations costs do not include funding for public programming.
- Construction cost estimates based on a full build out, opening in 2015.
  - Full build out would divert resources from other zoo bond projects.
- There is considerable public interest in this project.
  - Citizen comments at first bond open house meeting.
  - Local media, citizen inquiries.
  - Citizen testimony at Metro Council meeting.
- Metro Chief Operating Officer is authorized by Resolution 11-4230 to enter into options to purchase real property for the purpose of providing an elephant reserve under the 2008 Oregon Zoo Bond Measure.
- A property of current interest to the zoo would require an agreement with a neighboring stakeholder.
- Other properties are being considered.
- Metro has been unsuccessful identifying a potential donated property that meets the site desirable attributes. It is likely Metro will ultimately purchase a property for the offsite elephant facility.
- Comprehensive Capital Master Planning (CCMP) has set aside \$7.27 million from the remaining bond funds for a Remote Elephant Center land purchase and/or capital improvement.

## **PLANNED PROGRAM ACTIONS**

### **1. Continue assessing regional properties and discussions about property options with owners**

### **2. Study phasing of construction of Offsite Elephant facility**

- In progress; initial work suggests first phase exceeds 66 percent of full build out.
  - First phase operational costs are for two male elephants – similar to business plan.
  - Phasing may not be a detriment to the zoo's elephant program goals.

### **3. Identify resources to fund operations of the Offsite Elephant facility**

- The Oregon Zoo Foundation – Metro is discussing funding options with foundation trustees.
- Zoo management is exploring the addition of a surcharge to regular zoo admission fees.

### **4. Land Use –**

- Process
  - Meet with county planning staff to discuss proposal and clarify approval process, identify potential hurdles and any specific county concerns.
  - Determine decision process and decision makers (hearings officer, planning commission hearing, county commission hearing, etc.)
  - Establish timeline for county approval
  - Modify proposal to address county concerns
  - Submit permit application
- Communication strategy
  - Internal strategy – Metro Leadership and Council, The Oregon Zoo Foundation
  - Community-Neighbor relations: awareness/engagement/involvement
  - County Planning Organizations
  - Elected official awareness - briefings

**QUESTION FOR COMMITTEE DISCUSSION:**

It is expected that the Metro Council would seek the Oversight Committee's opinion on the set aside of bond funds for an Offsite Elephant facility as part of the adoption of the Comprehensive Capital Master Plan in September 2011. As further information about the CCMP and Offsite Elephant facility becomes known, program staff will return and provide additional opportunities for Oversight Committee review and comment.





**OREGON ZOO BOND  
CITIZENS' OVERSIGHT COMMITTEE**

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
June 8, 2011  
Agenda item G

**Worksheet**

Presentation Date: June 8, 2011 Time: 3:00 pm

Presentation Title: Hippos or Rhinos?

Presenters: Chris Pfefferkorn, Oregon Zoo Deputy Director  
Craig Stroud, Oregon Zoo Bond Program Director

**BACKGROUND:**

The 2008 bond measure materials included description of a remodel of the existing hippo exhibit.

- The project purpose was defined in a pre-design phase:
  - The existing hippo exhibit is too small to allow interaction with other species.
  - The existing hippo pool needs to be drained, cleaned and disinfected regularly to keep harmful bacteria from affecting the health of the hippos. The 36,000-gallon pool is drained and re-filled on nearly a daily basis.
  - The zoo will save approximately 4.8 million gallons of water each year by installing a new filtration / treatment system.
- The expected impacts / effects of the project:
  - Natural substrate and compatible African species in a larger exhibit will provide the hippos with a more natural and healthy habitat.
  - A new water filtration system will treat and recycle water in the exhibit.
  - Passive heating systems will warm the water.
  - Rhinos will leave the zoo to make additional space for the hippo exhibit.

**WHAT WE KNOW NOW (subsequent to Bond):**

- Hippos are not suitable to exhibit with other animals (they pose a danger).
- An adequate water filtration system for the hippos uses a lot of electricity, reducing its compatibility with the bond's sustainability initiative. [Note: Although a larger pool would be built, the water would be recycled and there would actually be a reduction in water use.]
- An adequate water filtration system and habitat for hippos is very expensive.
- Hippos are not a threatened species, and breeding hippos would require exhibit improvements.
- It is not feasible to expand the hippo exhibit and keep the rhino exhibit (one species has to go).
- Rhinos are a highly endangered species.
- The Oregon Zoo is a recognized rhino breeding facility and a member of the rhino Species Survival Plan.
- The Oregon Zoo is currently planning to breed rhinos.
- Rhinos can be exhibited with other animals.

- Bond counsel assessed and provided guidance on this issue:
  - The hippo project is not discussed in the bond ballot title and was included in the supporting documents as a project that could advance the ballot title focus on saving energy and water. There was not an explicit commitment to install a hippo filtration system.
  - Rhino-associated improvements would need to focus on improving animal welfare.

**PUBLIC OUTREACH OBTAINED (subsequent to Bond):**

- This issue was presented to the Oregon Zoo Bond Advisory Group and members supported eliminating the hippo filtration project and recommended continued study of this issue.
- The issue was posed to the 225 master plan public open house participants, and most supported eliminating the hippo filtration project.
- The program is soliciting feedback through Metro's Opt In public outreach survey tool. More than 50,000 individuals will be asked to complete a zoo-focused survey that includes this issue.

**OPTIONS:**

1. **Proceed with the modifications to the hippo exhibit, as described by the bond supporting materials.**
  - Rhinos leave the zoo (highly endangered species).
  - Sustainability goals are not met due to high energy use for the new filtration system.
  - The high cost of the project impacts the scope of other bond projects.
2. **Delete hippo exhibit from the bond work and leave both the hippo and rhino exhibits as they are now.**
  - Sustainability goals are not met. Water use continues at the current level in the hippo exhibit.
  - Neither the hippo nor rhino exhibits are of the desired exhibit sizes (no changes to current size).
3. **Eliminate the hippo exhibit from the bond work and make minor modifications to expand the rhino exhibit with bond funds.**
  - Hippos leave the zoo and their existing exhibit pool is decommissioned.
  - Rhinos have an expanded habitat (at a low cost).
  - The zoo maintains a highly endangered animal.
  - Sustainability goals are met.
  - A multi-species exhibit would be possible and included in 20-year zoo master plan.

**PLANNED PROGRAM ACTIONS:**

1. Complete public outreach and summarize comments, as well as the information presented above, for Metro Council direction in the June/July timeframe.
2. Incorporate the direction given by Metro Council into the consolidated program plans.

**QUESTIONS FOR COMMITTEE DISCUSSION:**

1. Does the information presented clearly support why the zoo desires to focus on Rhinos?
2. Do the options seem comprehensive and planned actions seem reasonable to Oversight Committee members?
3. Do Oversight Committee members generally support the change of focus on Rhinos?



## 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> Q3 FY11 as of 4/18/11	<b>Program Manager Phone:</b> 503-220-2451

### Performance Measures

<b>Content and Method</b> <p>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 after the comprehensive capital master plan is completed, which will provide a comprehensive schedule and overall budget allocations.</p>
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### Summary Status - Major accomplishments for this reporting period

#### Master Planning Activities

##### ➤ Comprehensive Capital Master Planning.

- The consulting team held three workshops with zoo staff and stakeholders. The January workshop covered the exhibit concepts developed in the previous workshops and the refinement of site organization and circulation priorities, the onsite elephant exhibit and the polar bear exhibit. The February workshop focused on the development and details for the animal exhibits – the onsite elephant exhibit, polar bears, hippos and condors. The March workshop continued to develop concepts and details for the animal exhibits, the Conservation Discovery Zone and sustainability initiatives.
- Interim Status Report #3 was delivered on March 8 which detailed the progress that had taken place in the Master Planning process.
- Representatives of the core CCMP consultant firms made three project status presentations the Oregon Zoo Bond Advisory Committee. The first two were general project scope and design updates and the third presented the preliminary overall program budget, sequencing and scheduling work to date.
- Representatives of the core CCMP consultant firms presented to the Citizens' Oversight Committee in February where they discussed the master planning progress, Interim Status Report #2, and answered questions.
- The program hosted open house events at the zoo on March 29 and 31 and April 2. More than 200 individuals attended the events and engaged with the design team and staff about the projects. The program received many positive responses about the quality of event materials and the depth of information provided.
- The program has contracted with an independent cost estimating consultant who has extensive experience estimating zoo exhibit construction costs. This consultant will function as an owner's representative for project cost and sequencing issues.
- The scope of the Comprehensive Capital Master Planning continues to be refined in light of the needs of a program with a high level of complexity. To date scopes have been added to cover land

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use issues, the relocation of the train loop and the building of a service road to provide access to future exhibit sites and as a route for utilities. Remaining supporting scopes and budget for management and professional services outside the contract are in final analysis.

➤ **Land Use Activities**

- The program is moving ahead with the two-part land use strategy to:
  - Amend the existing Conditional Use Master Plan permit for the elephant habitat and related improvements.
  - Apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan.

This strategy will allow work for the elephant exhibit to move forward while a new permit is processed and negotiated. The land use consultant has compiled the zoo's land use history and identified current nonconforming land use conditions which the zoo is researching and addressing.

- A pre-application conference for the amendment to the existing Conditional Use Master Plan permit was held with city staff on March 17. This amendment is to allow for the building of the elephant exhibit, the relocation of the Zoo Train loop and the construction of a service road. Major elements covered in the conference were environmental zone impacts and requirements and stormwater treatment options.
- Metro contracted with The Bookin Group through a competitive Request for Proposal (RFP) process to support land use consulting services to prepare and manage the new Conditional Use Master Plan permit application and environmental zone reviews. It is anticipated that the new Conditional Use Master Plan application will 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.
- To address access and parking issues necessary to obtain the land use permit, Rick Williams Consulting, a firm specializing in traffic demand management, has completed interviews with each Washington Park Alliance (WPA) organization and other key stakeholders (City Park Bureau Director, Tri-Met leadership, and Neighborhood Associations). Results of these interviews have been shared with the Washington Park Alliance (WPA) members to assist in development of shared transportation goals and priorities to inform future transportation strategies.
- While much background and strategy work has been completed, discussions and negotiations between Metro and city bureaus will likely identify additional work scopes that must be addressed to achieve the desired land use permits.

➤ **Remote Elephant Center**

- Completed the elephant management business plan and presented the plan to the Metro Council for comment on Feb. 1.
- Metro Council approved Resolution 11-4230 on Feb. 10 authorizing the Metro Chief Operating Officer to exercise one or more options to purchase property for the Remote Elephant Center.
- Updated The Oregon Zoo Foundation on the project in anticipation of developing funding strategies.

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## Construction Project Activities

### ➤ Veterinary Medical Center (VMC)

- The project expected costs remain within the established budget and the completion schedule has only been extended to reflect Metro Council approved contract change orders.
- Many construction milestones were achieved in the past quarter:
  - Underground utilities were installed and building footings were poured.
  - 78 concrete tilt walls were poured onsite and erected. 36 walls have been precast offsite and will be erected by mid-April. The building is taking shape.
  - A retaining wall and drainage system to repair the construction site's service road was installed. The road had eroded over the years to the extent that it was becoming unsafe for continued heavy truck traffic to the construction site.
  - Submittal preparation and review for internal mechanical and electrical systems and specialized finishes, such as surgery suites and animal caging, is well underway.

### ➤ Penguin Water Filtration

- Installation of the Penguin Filtration system is progressing, but the general contractor is behind schedule. The general contractor has submitted a series of schedule revisions, with the latest one showing a completion date of June 30. The original contract completion date was May 4. Program staff is attentive to this issue and working closely with zoo staff to manage the move of the penguins back into the exhibit, as well as opening the exhibit to the public.
- Many construction milestones were achieved in the past quarter:
  - Completion of all necessary demolition.
  - Completion of outside concrete walls and installation of fiber-resin reinforcement to existing walls.
  - Installation of some equipment and painting of the exhibit interior.
  - Receipt of ozone contact tanks and installation of life support piping in the exhibit space.

### ➤ Water Main Building

- The Water Main Building project was deemed substantially complete on March 24. Operation of the pressure reducing backflow assembly has resulted in a significant amount of moisture in the building due to condensation accumulating on the valves and pipes. There is concern that the building's air circulation and temperature will not be adequate to manage the moisture. Excessive moisture could lead to deterioration of the wooden roof framing. The architect and general contractor are assessing the situation and will be identifying remedies. Remaining project contingency funds are expected to be more than adequate to remedy this issue.

## Project Management and Program Governance Activities

- The Citizens' Oversight Committee developed and issued the first committee report to Metro Council on program activities. The report, dated February 2011, was favorable but also cautious in making too many conclusions given the early state of many program activities, particularly master planning and land use.
- Convened a team to assess implementation strategies for Metro's Percent-for-Art requirement for capital construction.
- Convened a team to assess alternative delivery strategies for the program's upcoming projects, such as Construction Manager/General Contractor (CM/GC).

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## Major accomplishments for the next reporting period

### Master Planning Activities

#### ➤ Comprehensive Capital Master Planning

- The final workshop will present the latest work on the specific bond project schematic designs and will present suggested project sequencing. The workshop will also include meetings to discuss a myriad of outstanding questions and overall concepts, such as campus-level interpretives and way finding.
- In addition to the workshop, the program will support many additional meetings to resolve details for the bond projects and overall master plan; as well as review, edit, and confirm decisions and materials from the consultant team. Consultant team members will continue to assess existing campus infrastructure, evaluate campus-level sustainability initiative options, and identify campus-level concepts for the master plan.
- Gerding Edlen Sustainable Solutions is under contract to evaluate the Comprehensive Capital Master Plan initiatives for third-party financing opportunities, particularly for sustainability systems and improvements. Third-party financing could be in the form of Federal or state tax incentives, private equity, or debt markets to fund capital improvements repaid from future energy use reductions.
- Review the fourth master plan interim status report, due May 10.
- Review initial and secondary report from the zoo's independent consultant for cost estimating and scheduling. The initial report is due in early May.
- Finish schematic designs for the elephant exhibit and related projects.

#### ➤ Land Use Activities

- Continue coordination between and participation with the Comprehensive Capital Master Planning effort.
- Finalize Washington Park Entry Area/Parking Lot Vision Study.
- Finalize work program to address Washington Park transportation, circulation and parking issues for zoo guests and visitors. Continue to explore the creation of a Washington Park Alliance Transportation Management Association, as well as other tools to manage parking and mode-split.
- Identify alternatives and strategies to address nonconforming development code conditions on the zoo campus.
- Submit application to amend the existing Conditional Use Master Plan to allow for the building of the elephant exhibit, the relocation of the Zoo Train loop and the construction of a service road.
- Hold pre-application conference with city staff for the new Conditional Use Master Plan permit. Confirm the key zoning code conformance issues and topics for further study. Expected issues to address include transportation and accessibility impacts, environmental zone impacts and requirements, stormwater treatment, and other offsite impacts.
- Continue public outreach and involvement with neighbors and the general public through meetings and possibly more open houses.

#### ➤ Remote Elephant Center

- Continue to engage The Oregon Zoo Foundation in the critical annual operating funding issue.
- Continue to assess properties throughout the region for siting suitability.
- Refine capital development phasing options for the Remote Elephant Center.

## Construction Project Activities

- **Veterinary Medical Center** – Complete placement of the concrete building walls, install the roof system, and grade and install concrete floor slabs. Begin installation of electrical and mechanical systems.
- **Penguin Water Filtration**
  - Install and complete filtration system pipe, filter, and ozone mechanical systems installation.
  - Commission the filtration system by moving the penguins back into the pool, developing the system’s biological particulate load, and adjusting operations to meet life support system specifications.
- **Water Main Building** – Resolve the moisture issue and close-out project

## Project Management and Program Governance Activities

- The Metro Auditor is expected to conduct a follow-up review to her November 2009 audit titled, “Oregon Zoo Capital Construction: Metro’s Readiness to Construct 2008 Bond Projects.”
- Present the program’s Percent-for-Art report and recommendations to the Metro Council and obtain direction to satisfy the requirement.
- Present the program’s assessment of alternative delivery strategies for the upcoming projects, and seek Construction Manager/General Contractor (CM/GC) delivery authorization for the elephant project.

## 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 upcoming plans for the zoo and to seek input.</p>	<p>a. Monitor consultants work program and ability to meet identified milestones.</p> <p>b. Develop forecast costs for all projects and balance project scopes to available funds. The program team has contracted with an outside cost consultant to act as an owner’s representative on both cost forecasting and project scheduling.</p> <p>c. Coordinate resource requests and communicate resulting information in a timely manner.</p> <p>d. Attend Neighborhood Association meetings and hold public information open house(s) to show preliminary plans, explain process and answer questions.</p>
<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>Refinement and additional analysis increased the estimate of water usage by approximately 22 million gallons, thus reducing the amount of unaccounted water by about half. The consultant supplied information regarding equipment to monitor water usage during exhibit wash downs. The team is implementing a monitoring program. In addition, a company has been</p>

RISK/OPPORTUNITY	ACTION PLAN/UPDATE
	engaged to pressure test the existing water delivery infrastructure for leakage. Also, leverage the Comprehensive Capital Master Planning consultant expertise to assist.
<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.</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 rain events.</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 soldier pile shoring wall design was developed and the Metro Council approved the change order. The wall has been constructed. This is considered an infrastructure item to be covered by the bond and not part of the project budget.</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 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>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 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 has submitted a revised schedule showing additional schedule slippage of construction completion from May 20 to June 10. Substantial Completion is not on target with project goals. The</p>

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RISK/OPPORTUNITY	ACTION PLAN/UPDATE
	schedule poses no welfare concerns for the penguins.
<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 Main Building was substantially complete on March 24, but there is some concern with the degree to which the assembly “sweats” causing the building’s interior to be too moist. Solutions to this problem are being assessed, but there is no longer any risk of water shutdown.</p>





**Oregon Zoo Bond Program**  
 Project Status and Financial Information at a Glance  
 As of April 30, 2011

Oregon Zoo Bond Citizens' Oversight Committee Meeting June 8, 2011 Agenda item I
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								Project Budget and Expenditures - note 1				
Construction Projects		Pre-Design	Schematic Design	Design Development	Construction Documents	Contracting	Construction	Close-Out	Project Target Budget	Project to Date Expenditures	Project Forecast	
											Total Expenditures	
Veterinary Medical Center	% Complete	Complete 100	Complete 100	Complete 100	100	100	50%		\$ 9,464,299	\$ 4,512,286	\$ 9,464,299	
Penguin Life Support System Upgrade	% Complete	Complete 100	100	100	100	100	75		\$ 1,800,000	\$ 926,896	\$ 1,800,000	
<b>Water and Energy</b>												
Water Main Pressure Reducing Assembly	% Complete	100	100	100	100	100	100	25	\$ 267,459	\$ 224,924	\$ 267,459	
Elephant Exhibit Onsite	% Complete	100	75							\$ 27,858		
Elephant Exhibit Offsite	% Complete	100								\$ 38,178		
Polar Bear Exhibit	% Complete	90								\$ -		
Primate Exhibit - Chimps	% Complete	70								\$ -		
Primate Exhibit - Kongo Ranger	% Complete	0								\$ -		
Conservation Education Discovery Zone	% Complete	100	60							\$ 2,893		
Condor Exhibit	% Complete	100	30							\$ -		
Hippo Exhibit	% Complete	100	30							\$ 1,853		
<b>Planning Projects</b>												
		RFP/App Prepared	Proposals Submitted	Contract Award	Interim Reports	Final Plan			Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures	
Stormwater/ Wastewater Analysis	% Complete	Complete 100	Complete 100	Complete 100	Complete 100	Complete 100			\$ 160,000	\$ 159,979	\$ 159,979	
Stormwater Minor Projects & Campus Survey	% Complete	100	100	100	100	100				\$ 386,797		
Comprehensive Capital Master Plan	% Complete	Complete 100	Complete 100	Complete 100	Complete 100				\$1,558,850 + Addt'l Scope	\$ 893,938	\$1,503,850 + Addt'l Scope	
<b>Land Use Processes</b>												
		Mtgs. with City of Ptd. Officials	Determine Appropriate Process and Negotiate	Establish Project Scope and Baselines	Project Execution - Technical Studies and Prepare Application		Submit CU MS to City for Approval	Land Use Approval Process	Project Target Budget	Project to Date Expenditures	Project Forecast Total Expenditures	
Land Use Designation - New CUMS	% Complete	80	50	60	20	10	0	0	\$288,835 + Addt'l Scope	\$ 195,837	TBD	
Land Use Designation - Amendment for Elephant	% Complete	90	70	80	35	10	0	0	\$44,000 + Addt'l Scope	\$ -	TBD	
<b>Program Administration</b>												
Program Staff, Administration, Metro Central Support, & Bond Issuance										TBD	\$ 1,075,042	TBD

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

**Total Expenditures \$ 8,446,481**



### CONSOLIDATED OREGON ZOO BOND PROGRAM SCHEDULE

As of May 11, 2011

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
June 8, 2011  
Agenda Item J

ID	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			
0	<b>Consolidated Bond Program Schedule</b>	10/26/09	5/19/14																		
1	<b>Veterinary Medical Center</b>	8/16/10	1/24/12																		
2	Construction	8/16/10	12/2/11																		
3	Post Construction	10/31/11	1/24/12																		
4	<b>Penguin Filtration</b>	11/1/10	8/19/11																		
5	Construction	11/1/10	6/30/11																		
6	Post-Construction	7/1/11	8/19/11																		
7	<b>Comprehensive Capital Master Plan</b>	6/2/10	9/8/11																		
8	Master Plan Project Start	6/2/10	6/2/10																		
9	Interim Report #4	5/10/11	5/10/11																		
10	Elephant Habitat Report	5/20/11	5/20/11																		
11	Final presentation to Metro Council	9/8/11	9/8/11																		
12	<b>Land Use Process - New CU MS</b>	3/16/10	7/2/12																		
13	Engage City officials and staff	3/16/10	7/2/12																		
14	Define Land Use Approach	10/1/10	6/30/11																		
15	Hire Transportation Consultant	8/10/10	9/30/10																		
16	Prepare Transportation Final Work Scope	8/10/10	1/30/11																		
17	Ongoing Public Outreach/Communications	8/11/10	7/2/12																		
18	Prepare Entry/Parking Lot Area Design Vision	12/1/10	4/30/11																		
19	CU MS Pre-App Conf with City	12/30/10	6/24/11																		
20	Prepare/submit Land Use CU MS Application	6/1/11	10/14/11																		
21	CU MS Review/Hearings/Approval	10/17/11	7/2/12																		
22	<b>Water Main Building Project</b>	10/26/09	6/30/11																		
23	Design Selection Process	10/26/09	9/29/10																		
24	Request for Bids	10/5/10	11/4/10																		
25	Construction	12/24/10	4/1/11																		
26	Post Construction	4/1/11	6/30/11																		
27	<b>Elephant Habitat and Related Amended CU MS</b>	2/14/11	5/19/14																		
28	Land Use Review for Elephant Habitat	2/14/11	12/15/11																		
29	Pre-App Conference w/ City	2/14/11	3/17/11																		
30	Prepare/submit Land Use Apps.	3/22/11	8/1/11																		
31	Review/Hearings/Approval	8/2/11	12/15/11																		
32	Elephant Habitat and Related Projects	5/17/11	5/19/14																		
33	RFP Architect	5/17/11	8/29/11																		
34	Schematic Design Due Master Planners	5/20/11	5/20/11																		
35	Environmental Analysis Due Master Planners	6/20/11	6/20/11																		
36	RFP Contractor-Assumes CMGC	6/21/11	9/12/11																		
37	Design Development	8/30/11	12/19/11																		
38	Permit Process	10/25/11	2/27/12																		
39	Construction Documents	12/20/11	3/12/12																		
40	Access Road Construction	4/10/12	11/19/12																		
41	Train Relocation	4/10/12	12/6/12																		
42	Habitat Construction	9/25/12	3/24/14																		
43	Post-Construction	2/25/14	5/19/14																		

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