



**Oregon Zoo Bond  
Citizens' Oversight Committee**  
Conservation Hall, Education Center, Oregon Zoo  
Wednesday, Nov. 8, 2017  
3 to 5 p.m.

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
Nov. 8, 2017  
Agenda

**AGENDA**

| ITEM  | ACTION  | ANNUAL REPORT   | LEAD                                  | TIME        |
|---|---------|---|---------------------------------------|-------------|
| <b>A. Welcome / Introductions</b><br>• Agenda overview  | Review  |   | Susan Hartnett                        | 3:00 – 3:05 |
| <b>B. Minutes of Sept. 13, 2017, Committee meeting</b>  | Approve |   | Susan Hartnett                        | 3:05 – 3:10 |
| <b>C. Zoo and OZF Update</b>  | Update  | Page 24, 37   | Don Moore,<br>Julie Fitzgerald        | 3:10 – 3:25 |
| <b>D. Monthly Project Status Reports</b><br>1. Education Center<br>2. Polar Passage/Primate Forest/Rhino<br>3. Interpretive Experience<br>4. Percent-for-Art<br>5. Electrical Infrastructure<br>6. Elephant Lands | Discuss | Page 22<br>Page 37, 38, 40<br>Page 38, 40<br>Page 27<br><br>Page 38 | Heidi Rahn,<br>Jim Mitchell,          | 3:25 – 3:55 |
| <b>E. Program Status and Financial Information at a Glance</b>  | Discuss | Page 40, 41   | Heidi Rahn                            | 3:55 – 4:00 |
| <b>F. Program and Projects Schedule</b>   | Discuss |   | Heidi Rahn                            | 4:00 – 4:05 |
| <b>G. Subcommittee selection for Oversight Committee annual report</b>  | Select  |   | Susan Hartnett                        | 4:05– 4:15  |
| <b>H. Preliminary results of elephant welfare study, before, during and after construction of Elephant Lands</b>  | Update  | Page 31   | Nadja Wielebnowski,<br>Sharon Glaeser | 4:15 – 4:35 |
| <b>I. Preliminary report on Education Center operating program outcomes</b>   | Discuss | Page 42   | Grant Spickelmier                     | 4:35– 4:50  |
| <b>J. Open Discussion/Questions</b>   | Discuss |   | Susan Hartnett                        | 4:50–5:00   |

**Upcoming 2018 meeting dates –Wednesdays, 3 to 5 p.m.:**

- Feb. 14, 2018 Skyline Room, Oregon Zoo
- May 9, 2018 Skyline Room, Oregon Zoo
- Sept. 12, 2018 Conservation Hall, Education Center, Oregon Zoo
- Nov. 14, 2018 Skyline Room, Oregon Zoo





## Oregon Zoo Bond Citizens' Oversight Committee Meeting

Oregon Zoo – Skyline Room  
Wednesday, Sept. 13, 2017  
3 to 5 p.m.

### MINUTES

#### MEMBERS PRESENT

Ruth Shelly (Chair)  
Dan Aja  
Noah Bishop (via speakerphone)  
Heidi Goertzen  
Susan Hartnett (Vice Chair)  
Deborah Herron  
Mickey Lee  
Daniel S. Morris  
Katherine A. Porras  
Dick Stenson  
Christi L. Taylor  
Karen Weylandt

#### AFFILIATION

Portland Children's Museum  
Banfield Pet Hospital  
Bishop Bankruptcy Law, LLC  
Ferguson Wellman Capital Management  
Spectator Venues, City of Portland  
Walmart  
NW Natural  
Daniel Morris Research, LLC  
Meyer Memorial Trust  
Retired healthcare executive; community volunteer  
Miller Nash Graham & Dunn  
Providence Health & Services

#### MEMBERS ABSENT

Jill Mellen  
Robyn K. Pierce  
Mike Schofield  
Kevin Spellman  
Tom Turnbull

#### AFFILIATION

Research Biologist  
Pierce, Bonyhadi & Associates  
Gresham-Barlow School District  
Spellman Consulting, Inc.  
OpenSesame Inc.

#### GUESTS

None

#### AFFILIATION

#### ELECTED OFFICIALS AND STAFF

Shirley Craddick  
Caleb Ford  
Kate Giraud  
Sharon Glaeser  
Jim Mitchell  
Joel Morton  
Linnea Nelson  
Heidi Rahn  
Scott Robinson  
Marcia Sinclair  
Cary Stacey  
John Sterbis  
Becca VanBeek

Metro Councilor  
Metro Assistant Finance Manager  
Oregon Zoo Bond Assistant Project Manager  
PSU PhD. Student, Elephant Welfare Study Research  
Oregon Zoo Bond Construction Manager  
Metro Senior Attorney  
Oregon Zoo Bond Program Coordinator  
Oregon Zoo Bond Program Director  
Metro Deputy Chief Operating Officer  
Oregon Zoo Marketing  
Metro Project Manager, ICAP  
Oregon Zoo Facilities Manager  
Zoo Animal Curator

## **A. Welcome / Introduction**

Ruth Shelly, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:03 p.m., and members and staff introduced themselves. Zoo director Don Moore, member Jill Mellen, and many others are attending the Association of Zoos and Aquariums national annual conference this week in Indianapolis.

Zoo bond program director Heidi Rahn received notice from them that the Oregon Zoo had won two prestigious AZA awards: one for conservation work on behalf of imperiled California condors in the collaborative California condor recovery project, and another recognizing excellence in exhibit design for Elephant Lands as the best new exhibit. These awards are particularly significant because they are awards from zoo and aquarium colleagues across the continent, and are thus a true compliment to the Oregon Zoo team. Elephant Lands is already a much beloved project and has garnered 16 awards to date. Ms. Rahn thanked construction manager Jim Mitchell for his successful leadership on the project.

The agenda for this meeting has a new order. At the request of the Committee, the project, financial and schedule updates have been moved up before other presentations, to give the updates top priority and not cut their time short, as the core work of the Committee.

## **B. Approval of May 10, 2017, Oversight Committee meeting minutes**

Members approved the minutes of the May 10, 2017, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting.

## **C. Appointment of Oversight Committee Vice Chair**

As chair of the Committee, Ruth Shelly can appoint a vice chair, to lead the Committee in Ms. Shelly's absence. At the last meeting, she called for volunteers, and Susan Hartnett responded. Chair Shelly has appointed her to serve as the Committee vice chair starting with this meeting. When Ms. Shelly's term ends in spring 2018, the Metro Council will have the opportunity to appoint Ms. Hartnett as chair, with the intent of her leading it to the program conclusion.

## **D. Monthly Project Updates**

### **1. Education Center**

The Education Center is operating beautifully, and had a successful season with camps and teen programs. Pick-ups and drop-offs went smoothly, and program partners are happy about the touch points with visitors. Bookings for the new center are high, as the zoo's premier space, and it is operationally meeting the zoo's needs. Education programs have priority, but it has been a successful space for catering as well. An internal operating agreement has been working well to manage the schedule, priorities and bookings, including events in the outdoor Discovery Plaza. Evenings have had more catered events, when the center is not booked with education programs. A few items remain on the construction management general contractor's punch-list, and the project is at its tail end.

### **2. Polar Passage/Primate Forest/Rhino**

In April, the Metro Council combined the Polar Passage, Primate Forest and Rhino habitat projects (PPR) under the existing Polar Passage construction and design contracts. The project budgets and schedules have been combined for contract management purposes. Staff is still tracking the individual projects to their approved budgets as well. In September, a donation of \$237,333 from

the Nancy Parr estate was added to the Primate Forest budget. This contribution comes through the Oregon Zoo Foundation, and is an enhancement to the Primate Forest budget (does not offset or subtract from any other funding.) The bond team is working on catching up the Primate Forest design phase to that of Polar Passage, and had an intense design workshop with zoo staff recently.

### **3. Interpretive Experience**

The wayfinding portion of the Interpretive project is complete, except one final kiosk that will be installed in the Polar Passage plaza near the end of the project. Kate Giraud, zoo bond assistant project manager, is leading the interpretive design work for the Polar Passage/Primate Forest/Rhino project.

### **4. Percent-for-Art**

Vice chair Susan Hartnett is the Oversight Committee representative to the Oregon Zoo Public Art Advisory Committee, which met on Sept. 6 and approved the commissioned art concept for Polar Passage to proceed to the next step. The group closely reviewed the artist team of Veronica and Edwin Dam de Nogales' proposed concept to insure it is safe, accessible and conveys the artists' intent and supports the interpretive messaging of the Polar Passage project. There is much support from staff, OZPAAC and the design team for the proposed melting polar bear sculpture and polar bear benches. The next step is for the concept to go to the Metro Council for approval in November. Staff has asked the artist to prepare a video to be presented to the Council, since the artists speak so eloquently and passionately about their proposed artwork. This is the third major art commission in the bond program. The other remaining art project is to relocate within the zoo the Warren Iliff sculpture garden that was temporarily removed during construction. OZPAAC also has a charge to see that the zoo is set up to manage its art collection on an ongoing basis. OZPAAC will likely wrap up its work this coming winter or spring 2018.

### **5. Electrical Infrastructure**

Ms. Rahn introduced zoo facilities manager (and prior zoo food and beverage manager) John Sterbis, who is managing the Electrical Infrastructure project. This is a new bond project designated by the Metro Council in March 2017 when it allocated remaining bond funds. Mr. Sterbis is managing the work, and Ms. Rahn is overseeing the expenditures, as defined in an interdepartmental memorandum of understanding.

As part of the electrical infrastructure project, zoo leadership approved participating in a Dispatchable Service Generation (DSG) partnership with Portland General Electric. Control upgrades to two existing generators and one new generator will be paid for by PGE. PGE will perform routine maintenance and monthly load testing on the zoo generators for 10 years, which is a major benefit to the zoo. PGE will link the generators to their operating system to access additional power when needed. In the event of a power outage, the zoo will maintain access to the generators. The zoo will budget \$67,400 for owner upgrades needed to prepare for the DSG, and this funding will come from the electrical infrastructure zoo bond budget. Up-front capital costs of \$576,600 for the control upgrades will be covered by unallocated Oregon Zoo Foundation funds in the bond program electrical infrastructure budget, and then reimbursed by PGE. PGE will pay the zoo \$576,600 for the control upgrades, and payment will be received in installments, with all payments provided by January 2019 at the latest. This partnership represents a great opportunity for the zoo that will provide more robust generator power that will be able to run indefinitely so long as the fuel tanks are filled. Deputy COO Scott Robinson emphasized that the primary value of the agreement is that PGE does not have to provide electrical service to the zoo during an emergency, enabling it to

service other customers, since the zoo will be operating independently with DSG. Chair Shelly pointed out that consistent power generation in case of emergency is critical to maintain animal life dependent on electrical systems, and the DSG agreement will be a mutual benefit for PGE and the zoo.

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

The financial summary report reflects the Metro Council reallocation of bond funds in March 2017, the combining of Polar Passage/Primate Forest/Rhino (PPR) project, the Nancy Parr estate contribution added to the Primate Forest budget, and two Energy Trust of Oregon incentives recently received for the Education Center and PPR.

Members asked about the timing of the final bond sale. Metro assistant finance director Caleb Ford explained that there are some requirements for selling bonds within a certain timeframe when the program is ready to spend the funds. Metro will look for gaps in the bond sale calendar when others are not on the market, in order to maximize the bond sale benefit. The timing may also depend on other Metro bond activity, and will try to combine the bond sales for economy of scale, to save money. If the timing does not line up to combine them, it will probably be a private placement (not public sale). A private sale is cheaper when the issuance is smaller. Metro has a great credit rating and the investment market is still good. Receiving another bond premium from the sale is a possibility. Chair Shelly expressed gratitude for Mr. Ford's monitoring and planning for the bond sale.

Members also asked about the unallocated bond funds and how they would be treated. Mr. Ford said as long as the bond program follows the intent of the ballot measure, they can be spent on smaller projects. Mr. Robinson noted that another option is to refund any remaining funds, but that would be a miniscule amount.

#### **F. Program Schedules**

The monthly reporting now shows one schedule, with all of the bond projects. PPR construction is scheduled to start in the spring of 2018, pending City of Portland permits, and wrap up in mid-2020.

Some Oversight members' terms will be done in spring 2018 following completion of the Committee's annual report. Staff will do a recruitment for a final set of members to be appointed by the Metro Council to finish out the program.

#### **G. Polar Passage/Primate Forest/Rhino schematic**

Zoo construction manager Jim Mitchell and assistant project manager Kate Giraud gave an update on the Polar Passage/Primate Forest/Rhino project schematic design (a copy of their presentation is included with the record). They reviewed the overall schematic design site layout, pointing out the existing elements that will remain, and new elements, and showed a video of the design model to date. Some items planned for Polar Passage include terraces with natural substrate that provide long vistas for the bears, an off-exhibit yard, a maternity den and yard, saltwater pools, a 12-foot deep pool with diving rocks for the bears, underwater viewing of bears swimming, a visitor cave, and cooled slabs. The project includes a central plaza and new event space adjacent to a new café to replace the existing Bearwalk Café, and new restrooms. Some of the existing Polar Bear rockwork will remain, and Swigert fountain between Penguins and Polar Bears will remain, with some minor work. The carousel is shown on the site layout, but staff is hoping to relocate it to another part of the zoo campus.

Nora, the young polar bear at the Oregon Zoo, will be leaving in the coming month, and the Oregon Zoo is on the top of the Species Survival Plan/AZA list to get polar bears when Polar Passage opens. It will be designed to hold up to six polar bears.

The new Primate Forest will use the existing chimp yard, but will fill in the moat, enabling visitors to be much closer to the chimps. The Red Ape (orangutan) building and habitat built in 2010 will remain, but the older portion of the building will be demolished, with a gibbon holding area added to the end of the red ape building. A new building is planned for the chimps.

The rhino habitat is a much smaller project (approximately \$500,000), which will include mostly civil work to expand and upgrade the habitat into the existing hippo habitat. The hippos will go away, per the zoo master plan. The hippo pools will be filled in and the habitat leveled for the rhinos, and a separate area created for a mother and baby rhino. The zoo is working on providing more opportunities for special visitor encounters with the animals, so the design team is exploring the possibility of providing a rhino encounter area for visitors to feed and interact with a rhino. The rhinos may go away from the zoo during construction. Planning is underway with the rhino species survival plan management group that oversees and makes recommendations on where animals are placed nationwide.

Construction will begin in the spring of 2018 with demolition of the existing polar bear and primate building. In general, the construction will be from the center of the zoo moving outward. The construction will be phased, with temporary, 12-foot wide elevated walkways so that at any time, visitors will have access to where they need to go.

### **Percent-for Art**

Staff showed images of the “melting ice bear” sculpture proposed by the percent-for-art commissioned artists Edwin and Veronica Dam de Nogales. The design team has recommended that the sculpture be installed along the walkway near the new Polar Passage open-air interpretive building. The artists have shown a great passion for polar bears, and have a strong commitment to communicating about the peril of the bears and their diminishing ice habitat. They want to bring forward something that will touch people’s hearts and move them to action. The artists have modified the original design, which the Oregon Zoo Public Art Advisory Committee had feared might be too heart-rending and negatively impactful. They did not want people to feel powerless or overwhelmed, but instead want people to be touched to take action. Susan Hartnett represents the Oversight Committee on OZPAAC, and feels the modified artwork will be very powerful and accessible, depicting a curious rather than frightened bear. Visitors will be able to look into the eyes of the nine-foot bear made of recycled aluminum. The art commission also includes two polar bear benches in a lighter and more fun style. They are proposed to be installed at the entry to the Polar Passage walkway near the deep water pool viewing. OZPAAC unanimously recommended the art concept. The Metro Council is scheduled to review the proposed art concept in November for approval to proceed.

### **Interpretives**

Kate Giraud reviewed the Polar Passage and Primate Forest interpretive themes. The zoo wants visitors to feel empowered to take their own actions in response to climate change to create collective action to help polar bears in the wild. The new habitat will also bring to the forefront that

the bears and keepers work together as partners in conservation science that benefits bears in the wild. The team is working to present the themes in a way that is not too overwhelming, and also lets the viewer experience the bear's arctic environment.

The most significant environmental challenge facing primates around the world is human-caused deforestation. The zoo wants viewers to realize they can help make a change and combat deforestation. Apes are highly intelligent problem solvers that are well-adapted to the complexity of the life in the rainforest. The zoo is committed to providing an enriching environment to the primate species in its care. The new project will highlight the differences of the three species, and simulate the arboreal environments. The zoo will provide the animals with choices and individual care, and they will continue to be exceptionally well-cared for primates.

#### **H. Zoo and Metro Update**

Since zoo director Don Moore is away at the AZA conference, other staff provided the zoo and Metro updates.

##### **Equity**

Heidi Rahn referenced the zoo bond program's Equity in Contracting quarterly report that was issued in July for the second quarter of 2017. It included an update on the Construction Careers Pathway Project (C2P2). The Education Center project had a COBID-utilization rate of 29 percent to date, and the zoo reviewed lessons learned with the construction management general contractor, Fortis Construction. The zoo is currently working with Lease Crutcher Lewis, the CM/GC for Polar Passage, who will be developing a workforce and contractor diversity plan in preparation for going out to bid next spring.

##### **Integrated Conservation Action Plan (ICAP)**

Cary Stacey, Metro project manager for the zoo's Integrated Conservation Action Plan gave an update and presentation, a copy of which is included with the record. Everyone who works or volunteers at the zoo has a role in conservation. The ICAP establishes the zoo's conservation priorities and engages every zoo division in supporting them. It is part of the zoo director's agenda. The ICAP provides a framework for making decisions throughout the zoo that support conservation. An example of this is the Pelican Beer served at the zoo's Cascade Grill that has proceeds from the beer going to help salmon. Another example is the water-saving toilets and accompanying interpretive signs in the zoo restrooms.

The group working on the ICAP is a cross-division collaborative team. It defined conservation action as inspiring and engaging the community, the zoo's staff and volunteers to make a positive difference for wildlife and the natural environment. The team also defined five guiding principles that apply to all ICAP goals: animal welfare, sustainability, collaboration, diversity/equity/inclusion, and integration. The ICAP prioritizes three populations: wildlife affected by climate change, wildlife affected by deforestation and local wildlife. It also has three focus areas on animals, people and operations: 1. Wildlife populations are self-sustaining; 2. Our community takes action for wildlife; and 3. Operations have net-neutral/positive impact on wildlife. These will be attained by goals the ICAP team will define that are specific, measureable, achievable, relevant and time-bound (SMART goals). One example is that 80 percent of products sold at the zoo are wildlife friendly. By 2025, the goal is to have 50 percent of the zoo's animal collection be conservation priority species. The ICAP team will be launching its work on goals in September. The ICAP will be a foundation for the next strategic plan for the zoo, which will be in 2019-2020 (but the current strategic plan actually expires

in June 2018). Ms. Stacey is committed to engaging communities of color to weigh in on the goals, and will be working to get as many different perspectives as possible.

### **Animal transitions**

Becca VanBeek, zoo animal curator, discussed the transitions of animals in conjunction with the upcoming construction. The focus is on providing the best quality of life for animals. The zoo made a decision to focus on what it could do well, and decided to limit the primates to three species: orangutans, gibbons and chimps, and phase out the others. The orangutans will likely be housed temporarily in the Veterinary Medical Center, and the chimps will occupy the Red Ape habitat during the construction. The saki monkeys, pigs and hippos will be sent to new zoo homes, among other animals. The zoo started way in advance to plan for the relocation of the animals, so the moves should not affect the construction schedule. Animals will begin being moved this fall and again in the spring, during the approved shipping seasons. Some animals will be transported on trucks and some sent via air, and some will be accompanied by a zoo keeper and a veterinarian. The staff has been working for months to train the animals to feel comfortable in a moving crate, to make the move as comfortable as possible. Ms. VanBeek noted that the bond team has been very thoughtful at prioritizing construction to best accommodate the animals, especially knowing that the orangutans will be waiting at the VMC for the new habitat.

The zoo has been focusing on educating visitors about palm oil consumption and the effects on habitat loss for the orangutans and gibbons. The chimps are older animals and have a more dynamic social group that makes their activity more lively and requiring more space. So the new chimp habitat will use space previously used by the smaller primates. Another consideration was that orangutans and gibbons can be together in a habitat, with natural interactions. The zoo is looking at mixing some species, to make it more dynamic for the animals and visitors.

Members asked about possible zoo revenue loss and personnel shifts during construction. John Sterbis is leading an internal task force to address and minimize possible forecasted revenue loss, to plan for it, and make the zoo still an exciting, worthwhile place to visit. The PPR project presents a special challenge since it is in the middle of the zoo campus. A new giraffe encounter is planned, and will be operational by next year, providing an opportunity for visitors to purchase food and feed the giraffes. Other special animal events are being explored and planned to showcase the other animals and attract visitors. Personnel shifts due to sending some animals away will depend on the animal phasing. If the red apes are at the VMC, it will take more intensive staff work to keep them challenged, and some staff may be more involved in providing special visitor interactions. Deborah Herron noted that the zoo has gone through several intensive construction cycles with some revenue fluctuation, but not that much to cause a big problem.

Chair Shelly and vice chair Hartnett praised the zoo's vision regarding species, noting that it will serve as a guiding light for the future. They noted that zoos have specialized in species that have a special connection to their specific communities. Visitors can then visit more zoos to see different species and messaging.

### **I. Other**

Chair Shelly will miss the next Oversight Committee meeting on Nov. 8, 2017, due to an out-of-state board meeting conflict, so vice chair Hartnett will chair the Oversight meeting. At that time, she will be asking members to volunteer for helping write the Committee's annual report for the 2017 calendar year (to be presented to the Metro Council in the spring of 2018). She encouraged

members to volunteer since it is the single-most important product of the Committee, it has gotten easier each year, and volunteers will gain more than they give in the process.

Chair Shelly announced that Heidi Rahn is one of the nominees to be honored at the Daily Journal of Commerce Women of Vision awards luncheon on Tuesday, Oct. 10 in Portland. The luncheon program supports women who are shaping our built environment with their leadership, mentoring efforts, community involvement and the promotion of industry diversity.

Yesterday the Portland City Council approved an intergovernmental agreement with Metro for a permanent easement, repayment of stormwater costs, and an operating agreement. The Metro Council is set to approve it tomorrow, Sept. 14, 2017. Metro has been working on this agreement since 2011. Deborah Herron encouraged staff to communicate that to the Oregon Zoo Foundation, which may send thank you notes to the Council. Scott Robinson agreed to update OZF. Chair Shelly remarked on the continuity of work at the zoo and with the bond program, that some projects take years and years of effort and people come and go over the years, but no one drops the ball and the work is successfully completed. This IGA is a great example of that.

#### **J. Adjournment**

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

#### **Upcoming meeting dates –Wednesdays, 3 to 5 p.m.:**

Nov. 8, 2017 Conservation Hall, Education Center, Oregon Zoo  
Feb. 14, 2018 Skyline Room, Oregon Zoo  
May 9, 2018 Skyline Room, Oregon Zoo  
Sept. 12, 2018 Conservation Hall, Education Center, Oregon Zoo  
Nov. 14, 2018 Skyline Room, Oregon Zoo



Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting

Nov. 8, 2017

Agenda item D

## **Oregon Zoo Bond Citizens' Oversight Committee meeting**

**Nov. 8, 2017**

### **Agenda Item D. Monthly Project Status Reports**

1. Education Center
2. Polar Passage/Primate Forest/Rhino
3. Interpretive Experience
4. Percent-for-Art
5. Electrical Infrastructure
6. Elephant Lands





# Oregon Zoo Bond Project Status Report Education Center

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
  
Nov. 8, 2017  
  
Agenda item D-1

|   |  |
|---|--|
| <b>Project Title:</b> Zoo Education Center  | <b>Project Manager:</b> Kate Giraud                                    |
| <b>Reporting Period #049/Status Date:</b> October 27, 2017  | <b>Project Manager Phone:</b> 503-548-2677                             |
| <b>Architect/Engineering Design Consultant:</b><br>Opsis Architecture   | <b>Construction Manager/General Contractor:</b><br>Fortis Construction |
| <b>Project Description:</b> The zoo Education Center will be located at the site of the original zoo entrance. It will provide flexible and engaging education program activity spaces for camps, classes, and zoo visitor and program partner use. In addition to the education programming at the Center, the project includes visitor comfort amenities identified for the "West Hub" in the Comprehensive Capital Master Plan, including but not limited to: train ticket sales, restrooms, wayfinding/trip-planning material, seating and food. Finally, this project includes a portion of infrastructure improvement work, identified in the Master Plan, to address storm water and aging site utilities. |  |

### Status at a Glance

| Status Item           | On Track | Caution | Off-track |
|-----------------------|----------|---------|-----------|
| Budget                | X        |         |           |
| Schedule and signoffs | X        |         |           |
| Deliverables          | X        |         |           |

#### LEGEND:

|  |  |
|--|--|
|  | Moving along nicely, no significant concerns at this time. |
|  | Must be addressed or may be escalated to off-track mode.   |
|  | Causing significant impact to the project.                 |

### Design and Construction Schedule

| START DATE |          | COMPLETION DATE |                        |
|------------|----------|-----------------|------------------------|
| ESTIMATED  | CONTRACT | ESTIMATED       | SUBSTANTIAL COMPLETION |
| 4/21/14    | 6/25/14  | 1/3/17          | 12/28/16               |

### Project Budget and Expenditures

| ORIGINAL BASELINE | REVISED BASELINE | COSTS TO DATE OF STATUS | ESTIMATE AT COMPLETION | ESTIMATED BUDGET VARIANCE |
|-------------------|------------------|-------------------------|------------------------|---------------------------|
| \$12,899,510      | \$17,504,125*    | \$17,428,084            | \$17,504,125           | \$0                       |

\* The Education Center budget was updated in April 2016 with funding from unallocated bond contingency (authorized by Metro Council) for add-alternate list and net-zero solar energy, plus additional funding for south entry storm pipe construction (co-funded with City of Portland), Metro Resource Conservation and Recycling funds for the Wildlife Garden construction, and previous bond project savings reinvested to meet state solar requirements and security infrastructure.

### Critical Issues

None at this time.

### Summary Status

Milestones/deliverables/information for this reporting period:

- Contractors are working to complete punch list items associated with the solar panels and lighting control system.

Planned milestones/deliverables/information for the next reporting period:

- Continuation of punch list work, building commissioning and contract close-out tasks.



## Oregon Zoo Bond Project Status Report Polar Passage/Primate Forest/Rhino

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
  
Nov. 8, 2017  
  
Agenda item D-2

|   |   |
|---|---|
| <b>Project Title:</b> Polar Passage/Primate Forest/Rhino  | <b>Project Manager:</b> Jim Mitchell  |
| <b>Reporting Period #023/Status Date:</b> October 20, 2017  | <b>Project Manager Phone:</b> 503-914-6025                                    |
| <b>Architect/Engineering Design Consultant:</b> CLR Design  | <b>Construction Manager/General Contractor:</b><br>Lease Crutcher Lewis (LCL) |
| <p><b>Polar Passage Project Description:</b> The new polar bear habitat is needed to increase access to natural substrate; increase the efficiency of the water-filtration system; reduce temperatures; chill the pool water; and increase both land and pool space. Construct modern natural holding areas with better lighting and ventilation, allowing better care for the animals. Space requirements, water quality and housing conditions will meet or exceed the Manitoba Protocols established for zoo polar bears. New utilities will complete the system upgrade installed with previous bond-funded projects. Guest services will be enhanced at the new central plaza.</p> |   |
| <p><b>Primate Forest/Rhino Project Description:</b> The current schematic design demolishes the existing building (except for the newer Red Ape Reserve) and rebuilds on the current primate site for chimpanzees, orangutans and gibbons. The Metro Council approved the project scope modifications on March 16, 2017. Rhino habitat: Remove the hippo dump-and-fill pool, remove the barrier between the rhino/hippo habitats and re-grade both habitats for rhino use only.</p>   |   |

### Status at a Glance

| Status Item           | On Track | Caution | Off-track |
|-----------------------|----------|---------|-----------|
| Budget                | X        |         |           |
| Schedule and signoffs | X        |         |           |
| Deliverables          | X        |         |           |

#### LEGEND:

|  |  |
|--|--|
|  | Moving along nicely, no significant concerns at this time. |
|  | Must be addressed or may be escalated to off-track mode.   |
|  | Causing significant impact to the project.                 |

### Design and Construction Schedule

| START DATE |          | COMPLETION DATE |                        |
|------------|----------|-----------------|------------------------|
| ESTIMATED  | CONTRACT | ESTIMATED       | SUBSTANTIAL COMPLETION |
| 05/2016    | 6/2016   | 06/2020         | TBD                    |

### Project Budget and Expenditures

| ORIGINAL BASELINE | REVISED BASELINE | COSTS TO DATE OF STATUS | ESTIMATE AT COMPLETION | ESTIMATED BUDGET VARIANCE |
|-------------------|------------------|-------------------------|------------------------|---------------------------|
| \$34,348,074      | \$43,802,256*    | \$1,318,222             | \$43,802,256           | \$0                       |

\*On Feb. 4, 2016, the Metro Council approved the bond team's recommendation to increase the Polar Passage project budget by \$2.6 million to cover escalation costs exceeding the original estimated escalation.

On March 16, 2017, the Metro Council approved additional bond fund resources increasing the Polar Passage project budget by \$3,248,334 (\$2,200,000 from OZF and 1,048,334 from the program contingency) and increased the Primate Forest/Rhino project budget by \$2,605,848 to offset escalation costs.

On April 6, 2017, the Metro Council approved an exemption to competitive procurement by combining Polar Passage and Primate/Rhino projects under the existing design and Construction Management/General Contractor contracts to save an estimated \$1.3 million in construction costs. Project budgets and schedules have been combined.

In August 2017, the Nancy Parr estate donation of \$237,333 for Primate Forest was added to the project budget.

On October 5, 2017, OZF approved \$750,000 (including the \$237,333 Nancy Parr estate donation) for Primate Forest and \$250,000 for Rhino.

**Critical Issues:**

None at this time

**Summary Status:**

Milestones/deliverables/information items for this reporting period:

- Design Workshop #9 was facilitated at the zoo October 10 to 12. Five more design workshops will be held through completion of design in May 2018.
- The construction start date has moved from April 2018 to May 2018 due to design and permit timelines.
- Polar Passage is at 50 percent design development and Primate Forest is at 25 percent design development.
- Lease Crutcher Lewis has attended the following outreach events as a presenter or participant to network for COBID opportunities (COBID: minority-owned, women-owned, disabled veteran-owned and emerging small businesses as certified by Oregon's Certification Office for Business Inclusion and Diversity).
  - 3/23/2017 – Governor's Marketplace Convention (sponsor and attendee)
  - 4/6/2017 – BizExpo Outreach Event – Beaverton (sponsor)
  - 5/3/2017 – National Association of Minority Contractors - Oregon (NAMC) Meeting
  - 6/9/2017 – Oregon Association of Minority Entrepreneurs (OAME) Meeting
  - 7/5/2017 – NAMC Meeting
  - 8/11/2017 – OAME Meeting
  - 9/6/2017 – NAMC Meeting

**Planned milestones/deliverables/information for the next reporting period:**

- Design Workshop #10 will be facilitated at the zoo the week of November 27.
- LCL will provide a revised cost estimate based on current designs by late October.

**Construction progress:**

- Construction is estimated to start in spring 2018.



## Oregon Zoo Bond Project Status Report Interpretive Experience

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
  
Nov. 8, 2017  
  
Agenda item D-3

|  |  |
|--|--|
| <b>Project Title:</b> Interpretive Experience  | <b>Project Manager:</b> Kate Giraud        |
| <b>Reporting Period #70/Status Date:</b> October 27, 2017  | <b>Project Manager Phone:</b> 503-548-2677 |
| <b>Project Description:</b> Interpretive elements are the printed, graphical and electronic activities, experiences and signage in and around exhibits that provide mission-based communication to connect guests with the zoo's animals, mission and values. In addition to explaining information at exhibits, the interpretive experience will address campus orientation and wayfinding, branding, amenities, and the holistic guest experience. |  |

### Status at a Glance

| Status Item           | On Track | Caution | Off-track |
|-----------------------|----------|---------|-----------|
| Budget                | X        |         |           |
| Schedule and signoffs | X        |         |           |
| Deliverables          | X        |         |           |

#### LEGEND:

|  |  |
|--|--|
|  | Moving along nicely, no significant concerns at this time. |
|  | Must be addressed or may be escalated to off-track mode.   |
|  | Causing significant impact to the project.                 |

### Design and Construction Schedule

| START DATE |          | COMPLETION DATE |          |
|------------|----------|-----------------|----------|
| ESTIMATED  | CONTRACT | ESTIMATED       | CONTRACT |
| 2/27/12    | 3/12/12  | 4/26/19         | 12/31/19 |

### Project Budget and Expenditures

| ORIGINAL BASELINE | REVISED BASELINE | COSTS TO DATE | ESTIMATE AT COMPLETION | ESTIMATED BUDGET VARIANCE |
|-------------------|------------------|---------------|------------------------|---------------------------|
| \$3,876,412       | \$2,766,640*     | \$2,501,240   | \$2,766,640            | \$0                       |

\*Interpretive budgets were historically allocated and included with each major project budget. The program originally determined it would be best to track and manage Interpretives as a stand-alone project, and budgets were modified for this change.

As of January 2014, Interpretive budgets were reallocated back to the remaining projects (Education Center, Polar Bears and Primate).

In April 2017, the Interpretives budget was updated to reflect all additional funding sources: \$25,000 US Fish and Wildlife Service grant for condor interpretive videos, \$130,000 Oregon Zoo Foundation grant for Elephant ID mobile app and Elephant Lands donation station, and \$146,993 from the zoo renewal and replacement fund for additional wayfinding scope.

### Critical Issues

No critical issues to report for this period.

### Summary Status

Milestones/deliverables/information for this reporting period:

- Campus wayfinding is one of the projects funded under the Interpretive Experience bond budget.
  - Ramsay Signs and Delta AV are working with Samsung on punch list items associated with the front entrance ticket booth monitors.
  - The Central Plaza wayfinding kiosk has been fabricated and will be stored in the zoo's gated storage area until 2019 when the Central Plaza is completed as part of the Polar Passage project. This is the final kiosk to be installed.

Planned milestones/deliverables/information for the next reporting period:

- Front entrance ticket booth punch list update



## Oregon Zoo Bond Project Status Report Percent-for-Art

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
  
Nov. 8, 2017  
  
Agenda item D-4

|  |  |
|--|--|
| <b>Project Title:</b> Percent-for-Art  | <b>Project Manager:</b> Kate Giraud        |
| <b>Reporting Period #69/Status Date:</b> October 27, 2017  | <b>Project Manager Phone:</b> 503-548-2677 |
| <b>Project Description:</b> Metro Council Resolution 11-4282 approved the recommendation to use the Percent-for-Art funds for zoo bond program programmatically rather than on a project-by-project basis. This enables a more strategic approach to the selection and installation of public art at the zoo and leverages the monies to greater effect for the public and the campus. |  |

### Status at a Glance

| Status Item           | On Track | Caution | Off-track |
|-----------------------|----------|---------|-----------|
| Budget                | X        |         |           |
| Schedule and signoffs | X        |         |           |
| Deliverables          | X        |         |           |

#### LEGEND:

|  |  |
|--|--|
|  | Moving along nicely, no significant concerns at this time. |
|  | Must be addressed or may be escalated to off-track mode.   |
|  | Causing significant impact to the project.                 |

### Project Schedule

| START DATE |         | COMPLETION DATE |         |
|------------|---------|-----------------|---------|
| BASELINE   | REVISED | BASELINE        | REVISED |
| n/a        | 10/1/09 | n/a             | 6/25/20 |

### Project Budget and Expenditures

| BUDGET BASELINE | COSTS TO DATE OF STATUS | ESTIMATE AT COMPLETION | ESTIMATED BUDGET VARIANCE |
|-----------------|-------------------------|------------------------|---------------------------|
| \$843,154*      | \$612,470               | \$843,154              | \$0                       |

\*Budget baseline includes \$20,000 from an Oregon Cultural Trust grant and \$30,000 donated by the Oregon Zoo Foundation to help fund the Willard Martin Mosaic restoration and reinstallation efforts.

### Critical Issues

None at this time.

### Summary Status

Milestones/deliverables/information for this reporting period:

- Edwin and Veronica Dam de Nogales, the two commissioned artists for Polar Passage, prepared a short video describing the concept, design and sculpting process of their three pieces.
- Zoo staff drafted a proposal for the reinstallation of the zoo's six Warren Iliff sculpture garden pieces on zoo grounds. The Iliff artworks were previously installed adjacent to the former Elephant Museum and temporarily displaced by construction.
  - Risk management reviewed and approved the proposal, noting that the design addressed potential hazard concerns.
  - The proposed location and cost estimate was approved. The reinstallation of the sculpture pieces will be paid by bond funds and is scheduled for spring 2018.

Planned milestones/deliverables for the next reporting period:

- The commissioned artists' updated design concept and location recommendations for the Polar Passage art pieces will be presented to Metro Council for approval on November 16.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF REVIEW AND ) RESOLUTION NO. 17-4833  
APPROVAL OF THE OREGON ZOO )  
PUBLIC ART ADVISORY COMMITTEE'S ) Introduced by Councilor Carlotta Collette  
THIRD MAJOR ART COMMISSION )  
RECOMMENDATIONS )

WHEREAS, at the General Election held on November 4, 2008, the Metro Area voters approved Oregon Zoo Ballot Measure 26-96, entitled "Bonds to Protect Animal Health and Safety; Conserve and Recycle Water" providing funding for \$125 million in capital improvements at the Oregon Zoo ("Oregon Zoo Bond Measure"); and

WHEREAS, on September 22, 2011, Metro Council adopted Resolution No. 11-4292, "For the Purpose of Adopting the Oregon Zoo Bond Implementation Plan," accepting and approving the Oregon Zoo Bond Implementation Plan and authorizing the Zoo to proceed to secure land use and development permits and approvals, procure design and construction services, and construct the Oregon Zoo Bond funded projects as set forth therein; and

WHEREAS, Metro Code Section 2.07.060 entitled, "One Percent for Art Program – Implementation," requires that the Metro Council adopt guidelines for implementing Metro's One Percent for Art Program; and

WHEREAS, on August 4, 2011, Metro Council adopted Resolution No. 11-4282, "For the Purpose of Establishing Additional One Percent For Art Program Guidelines For Oregon Zoo Ballot Measure 26-96 Construction Projects," providing for a programmatic approach to implementation of Metro's One Percent for Art Program requirements for the Oregon Zoo Bond Measure public improvement projects, and establishing criteria for the selection of art for said projects; and

WHEREAS, the "One Percent For Art Program Guidelines For Oregon Zoo Ballot Measure 26-96 Construction Projects" established the Oregon Zoo Public Art Advisory Committee ("OZPAAC") to, among other functions: recommend suitable art forms and the appropriate locations for artwork within the Zoo bond projects and in proximity to bond projects; establish an artist selection process; seek input from stakeholders; and select the artists and works of art in accord with the established selection criteria; and

WHEREAS, the "One Percent For Art Program Guidelines For Oregon Zoo Ballot Measure 26-96 Construction Projects" require that the Metro Council maintain oversight, review and approval of the OZPAAC's recommended art location and types; and

WHEREAS, the OZPAAC recommends that the one percent for art program funds be allocated to three areas of the Zoo proximate to the visitor hubs identified in the bond implementation plan: the west hub, central hub and east hub, with the artwork in the central hub to be commissioned and installed concurrently with the new Polar Passage construction; and

WHEREAS, the OZPAAC has selected the artist team of Edwin and Veronica Dam de Nogales out of a group of 179 artists responding to an RFQ for public art to be located at Polar Passage/the central plaza; and

WHEREAS, the OZPAAC recommends that the art for Polar Passage feature the design types proposed by Edwin and Veronica Dam de Nogales and described in the attached staff report (the “Third Art Commission”); and

WHEREAS, the Metro Council wishes to approve the OZPAAC’s recommendations as set forth herein, now therefore:

BE IT RESOLVED that the Metro Council hereby:

- 1) Approves the Oregon Zoo Public Art Advisory Committee’s recommendation to allocate Oregon Zoo Ballot Measure 26-96 Construction Project One Percent for Art Program funds to the Oregon Zoo Bond Implementation Plan’s Polar Passage project; and
- 2) Approves the Oregon Zoo Public Art Advisory Committee’s Third Art Commission recommendations.

ADOPTED by the Metro Council this \_\_\_\_\_ day of November 2017.

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Tom Hughes, Council President

Approved as to Form:

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Alison Kean, Metro Attorney

## STAFF REPORT

### IN CONSIDERATION OF RESOLUTION NO. 17-4833 FOR THE PURPOSE OF REVIEW AND APPROVAL OF THE OREGON ZOO PUBLIC ART ADVISORY COMMITTEE'S THIRD MAJOR ART COMMISSION RECOMMENDATIONS

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Date: November 2, 2017

Prepared by: Heidi Rahn  
503-220-5709

## BACKGROUND

Metro Code section 2.07 states the agency policy of spending one percent of direct construction costs, on projects valued at more than \$100,000, towards public art.

As outlined below, the zoo is addressing percent-for-art expenditures programmatically by dividing the designated one percent of direct construction costs into three allocations for artwork. Each allocation is essentially aligned with one third of the bond-funded zoo campus construction, geographically west, central and east. This resolution addresses the third of these three allocations, designated for the Polar Passage project environs site and associated central plaza.

In 2008 voters approved Ballot Measure 26-96 (the "Oregon Zoo Bond Measure 26-96") to support several improvements to the physical environment and operation of the Oregon Zoo with \$125 million in capital improvements. Staff determined the most effective use of the percent for art funds would be to designate them programmatically rather than on a project-by-project basis. This would enable a more strategic approach to the selection and installation of public art at the zoo and leverage the monies to greater effect for the public and the campus.

Metro Council passed resolution No. 11-4282 which approved a programmatic approach to using percent-for-art funds and established guidelines to provide the direction necessary for implementation of zoo bond percent-for-art program. The guidelines included appointing an Advisory Committee to:

- Recommend suitable art forms and work with the project architect to designate appropriate sites;
- Recommend program expenditures;
- Identify criteria for selection of each project's art, including artist's qualifications based on past work, highest aesthetic quality, and consideration for safety, durability, maintenance, safety and public access; and
- Select artists and art forms.

The Council will "maintain oversight, review and approval of the Advisory Committee's recommended art location and types."

The Oregon Zoo Public Art Advisory Committee (OZPAAC) roster of members, serving two-year renewable terms, is:

- Carlotta Colette, Metro Councilor
- John Forsgren, Forsgren Design Studio; formerly Regional Arts and Culture Council Public Art Advisory Committee
- Kregg Hanson, Oregon Zoo Foundation Trustee Emeritus, OZPAAC Chair

- Susan Hartnett, City of Portland Visitor Venues Program Manager, Oregon Zoo Bond Citizen's Oversight Committee Vice Chair
- Jiseon Lee Isbara, Dean of Academic Affairs and Professor, Oregon College of Art and Craft
- Anne Lauerman, Oregon Zoo Africa Keeper
- Margot Monti, Oregon Zoo Veterinarian Technician
- Anne Storrs, Artist

Polar Passage design partner and project manager Gregg Leicester from CLR Design joined the committee in making the third commission selection.

Several zoo staff participate in the OZPAAC process, but are not voting members of the committee: Zoo Director Don Moore, Zoo Bond Program Director Heidi Rahn, Zoo Public Art Administrator Tyson Stoianoff, Zoo Construction Manager Jim Mitchell, Zoo Education Curator Grant Spickelmier and Zoo Bond Program Coordinator Linnea Nelson.

Members of OZPAAC have put in an extraordinary amount of time and thoughtful consideration during this third commission selection. As contracted, the Regional Arts and Culture Council (RACC) managed the process.

- March 9, 2016, OZPAAC reviewed the third major art commission timeline.
- June 1, 2016, OZPAAC reviewed a draft Request for Qualifications (RFQ) for the third major art commission, and suggested key words for the RFQ. Five members are identified to serve on the artist selection subcommittee to narrow the pool for full OZPAAC consideration.
- June 16, 2016, OZPAAC members suggested additional key words and reviewed the final RFQ draft.
- July 1, 2016, a public Request for Qualifications (RFQ 3202) was advertised.
- By Aug. 9, 2016, 179 artists responded to the public RFQ to be considered to design, fabricate and install artwork associated with the Polar Passage/central plaza project.
- By Sept. 5, 2016, all 179 artist submissions were evaluated individually by the OZPAAC subcommittee members.
- Sept. 7, 2016, the OZPAAC subcommittee met and reviewed the top 30 artist submissions based on subcommittee evaluations to date, and selected 12 semifinalists for further consideration.
- Sept. 21, 2016, the entire OZPAAC selection committee met and evaluated the top 12 submissions. From 12, four finalists were selected.
- Nov. 16-18, 2016, the four finalists were invited for a tour and interview at the zoo, which took course over three days. The finalists toured the zoo site, met with project architects and Polar Passage staff, and presented their initial thoughts and approaches for public art for the site.
- Nov. 18, 2016, OZPAAC selected Edwin and Veronica Dam de Nogales from a pool of well-qualified artists for their exemplary artistic merit, artwork that delivers a powerful message aligned with the project theme, commitment to work that responds to site and audience, their collaborative nature and their ability to deliver beautiful, impactful work within budget.

The RFQ directed artists to keep in mind the general goals for the zoo's entire public art program:

- enhancing the site and the visitor's experience
- inspiring curiosity about art, the zoo and nature

- considering issues of sustainability and conservation
- increasing awareness and appreciation of the zoo as a community asset
- encouraging dialogue, interaction and engagement by people of all ages
- appropriateness to site in terms of both scale and materials.

Over the past year since November 2016, Edwin and Veronica Dam de Nogales have worked with the project design team, zoo staff and OZPAAC to choose sites and art designs that explore the four main themes of the Polar Passage project:

1. Polar bears and their habitats are amazing.
2. Polar bears are struggling with the effects of climate change.
3. Our keepers and bears work together as partners in conservation science.
4. You can make a difference for polar bears.

They have proposed three sculptural pieces made out of cast aluminum. The largest and primary sculpture is referred to as the “melting ice bear” that depicts a polar bear on an iceberg, with a smaller portion of the iceberg separated from the main piece. Both the bear and iceberg base have open spaces that suggest melting and disappearing are in progress. The proposed location for the sculpture is near the north entry to the Polar Passage project, in a wide section of the visitor walkway in front of the open-air interpretive building that will provide a quiet environment for the visitor to interact with the sculpture and contemplate it. The sculpture will be oriented to face the interpretive center, where the visitors will be able to learn more about conservation science and action. This location also provides long sight lines – approximately 30 to 40 feet – from various sides, which is important for the visitor’s approach to the bear.

The sculpture is intended to convey the connection of the bear to the ice, a sense of fragility and loss, and hope that our actions can change that loss. It is designed to be approached, to be touched, and provide a photo opportunity for visitors, and for the viewer to make eye contact with the bear. The focus is on global warming and the human impact on our environment with an underlying message of “empathy leads to action.” The sculpture has been designed for safety and discourages climbing.

A specific aluminum alloy was chosen as the material for a variety of reasons, including that the light color best approximates the white polar bears and arctic ice, it is resistant to corrosion and light weight, and will not get as hot in the summer sun as would bronze or a darker material. Aluminum is also associated with recycling and responsibility as a green material given that well over 90 percent of it ever made is still in use (or reuse) today. It is a wonderful material for announcing the polar bear as an “ambassador” of global and environmental responsibility and protection. The aluminum can be spray coated for protection, or allowed to form a white, chalky protective coat, which could even better approximate the natural bears and ice.

Two other proposed sculptures are aluminum bear benches planned to be installed facing each other on either side of a walkway entry near the Polar Passage deep pool on the south end of the habitat. One bench is a bear standing on all four legs. The second bench is a bear in a sliding or reclining position. The benches present lighter, more jovial, playful bears than the melting ice bear. The two bear benches together create a feeling of family, as the young bears would be together in the wild. The benches will also be visible from a raised terrace along the main “zoo street.” The at-grade concrete under the bear benches may be a lighter color, to give the subtle feel of being on an iceberg.

The melting ice bear and the two bear benches bracket either end of the Polar Passage habitat, and are appealing to audiences of all ages and backgrounds. They are an integral component of the project design, complementing the vision of the project and elevating the visitor experience.

## ANALYSIS/INFORMATION

1. **Known Opposition** None.
2. **Legal Antecedents** Metro Council Resolution No. 87-717, “For the Purpose of Establishing Guidelines for the Implementation of a One Percent for Art Program,” approving guidelines to provide a process for selecting, purchasing, commissioning, placing and maintaining the art purchased with art set-aside funds.

Metro Council Resolution No. 11-4282, “For the Purpose of Establishing Additional One Percent for Art Program Guidelines for Oregon Zoo Ballot Measure 26-96 Construction Projects,” approving guidelines to provide a process for selecting, commissioning, and placing the art programmatically, rather than on a project-by-project basis, for zoo bond funded projects.

Metro Council Resolution No. 11-4292, “For the Purpose of Approving the Oregon Zoo Bond Implementation Plan,” approving the design and construction of a suite of capital projects identified in the Bond Implementation Plan.

Metro Code section 2.07.070 requires that the Metro Council shall adopt by resolution guidelines for implementing percent-for-art program. The guidelines shall be interpreted in such a manner to fully carry out the purposes of the ordinance.

Metro Council Resolution No. 13-4437 “for the purpose of review and approval of the Oregon Zoo Public Art Advisory Committee’s first art commission recommendations.”

Metro Council Resolution 15-4652 “for the purpose of review and approval of the Oregon Zoo Public Art Advisory Committee’s second art commission recommendations.”

3. **Anticipated Effects** Artwork installation will coincide with construction of the project.
4. **Budget Impacts** The Bond Implementation Plan, approved by Council, allocates funds to project scopes including percent-for-art expenditures. The artist contract was included in the Fiscal Year 2018 zoo bond program budget, approved by the Metro Council as part of the Metro Budget.

## RECOMMENDED ACTION

Approve the Oregon Zoo Public Art Advisory Committee’s recommendations for three cast aluminum polar bear sculptures by the artist team of Edwin and Veronica Dam de Nogales in the visitor walkways associated with the Polar Passage project.





## Oregon Zoo Bond Project Status Report Electrical Infrastructure

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
  
Nov. 8, 2017  
  
Agenda item D-5

|   |  |                               |  |   |                                |                               |   |
|---|--|-------------------------------|--|---|--------------------------------|-------------------------------|---|
| <b>Project Title:</b> Zoo Electrical Infrastructure   | <b>Project Manager:</b> John Sterbis                       |                               |  |   |                                |                               |   |
| <b>Reporting Period #05/Status Date:</b> October 30, 2017   | <b>Project Manager Phone:</b> 503-525-4297                 |                               |  |   |                                |                               |   |
| <b>Architect/Engineering Design Consultant:</b><br>Various  | <b>Construction Manager/General Contractor:</b><br>Various |                               |  |   |                                |                               |   |
| <p><b>Project Description:</b> The Electrical Infrastructure project replaces two outdated emergency power generators and associated electrical infrastructure critical to servicing animal areas and supporting animal and guest safety. It includes six subprojects – each with its own scope, schedule and budget – that are being managed by zoo Facilities Management and paid with zoo bond funds, per a signed Memorandum of Understanding with the zoo bond program:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">1. Lower Service Road Feeders</td> <td style="width: 50%;">4. Animal Nutrition Center Panel Replacement</td> </tr> <tr> <td>2. Roundhouse Automatic Transfer Switch</td> <td>5. Middle Service Road Feeders</td> </tr> <tr> <td>3. AfriCafé Panel Replacement</td> <td>6. Generator Replacement and DSG Upgrades</td> </tr> </table> <p>This project was added to the bond program by the Metro Council on March 16, 2017.</p> |  | 1. Lower Service Road Feeders | 4. Animal Nutrition Center Panel Replacement | 2. Roundhouse Automatic Transfer Switch | 5. Middle Service Road Feeders | 3. AfriCafé Panel Replacement | 6. Generator Replacement and DSG Upgrades |
| 1. Lower Service Road Feeders   | 4. Animal Nutrition Center Panel Replacement               |                               |  |   |                                |                               |   |
| 2. Roundhouse Automatic Transfer Switch   | 5. Middle Service Road Feeders                             |                               |  |   |                                |                               |   |
| 3. AfriCafé Panel Replacement   | 6. Generator Replacement and DSG Upgrades                  |                               |  |   |                                |                               |   |

### Status at a Glance

| Status Item           | On Track | Caution | Off-track |
|-----------------------|----------|---------|-----------|
| Budget                | X        |         |           |
| Schedule and signoffs | X        |         |           |
| Deliverables          | X        |         |           |

#### LEGEND:

|  |  |
|--|--|
|  | Moving along nicely, no significant concerns at this time. |
|  | Must be addressed or may be escalated to off-track mode.   |
|  | Causing significant impact to the project.                 |

### Design and Construction Schedule

| START DATE |          | COMPLETION DATE |          |
|------------|----------|-----------------|----------|
| ESTIMATED  | CONTRACT | ESTIMATED       | CONTRACT |
| 9/1/16     | various  | 06/01/18        | NA       |

### Project Budget and Expenditures

| ORIGINAL BASELINE | REVISED BASELINE | COSTS TO DATE OF STATUS | ESTIMATE AT COMPLETION | ESTIMATED BUDGET VARIANCE |
|-------------------|------------------|-------------------------|------------------------|---------------------------|
| \$1,500,000       | \$2,076,600*     | \$426,853               | \$1,974,000            | (\$102,600)               |

\*Project budget was updated July 2017 with \$576,600 in additional resources from Portland General Electric to fund upgrades to zoo generators for Dispatchable Service Generation participation.

### Critical Issues

None at this time.

### Summary Status

Milestones/deliverables/information for this reporting period:

- The contract with Portland General Electric for the Dispatchable Service Generation (DSG) partnership has been signed. The project design and engineering documents are at 100 percent complete.
- Replaced the electrical feeders that provide electricity to the lower portion of the zoo.
- Replaced the electrical panels in AfriCafé and the Animal Nutrition Center.

Planned milestones/deliverables/information for the next reporting period:

- Lower Service Road generator project will be submitted for permits.

## Electrical Infrastructure

- AfriCafé Panel Replacement – Contractor to complete additional controls and punch list work.
- Animal Nutrition Center Panel Replacement – Punch list items and controls work to be completed by Nov. 6, 2017.
- Generator Replacement – Finalize the design and engineering documents and advertise them for bid in November. Construction is to occur in the winter and spring 2017-2018.
- Third-party cost estimator, Ukiah, report on generator project cost estimate due in November.



## Oregon Zoo Bond Project Status Report Elephant Lands

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
  
Nov. 8, 2017  
  
Agenda item D-6

|  |  |
|--|--|
| <b>Project Title:</b> Elephant Lands and Related Infrastructure  | <b>Project Manager:</b> Jim Mitchell       |
| <b>Reporting Period #062/Status Date</b> October 27, 2017  | <b>Project Manager Phone:</b> 503-914-6025 |
| <b>Project Description:</b> Provide a new elephant habitat, expanding from 1.5 acres to 6 acres, allowing for an evolution in the way the elephants use their space, which supports the zoo's vision for elephants to live in family herds. Sub-projects include: 1) relocating the train, 2) a new perimeter service road, 3) relocating the Wild Life Live program, and 4) water and energy sustainability measures, including LEED Silver Certification and a new campus geothermal loop to reduce the use of fossil fuels for heating and cooling. |  |

### Status at a Glance

| Status Item           | On Track | Caution | Off-track |
|-----------------------|----------|---------|-----------|
| Budget                | X        |         |           |
| Schedule and signoffs | X        |         |           |
| Deliverables          | X        |         |           |

#### LEGEND:

|  |  |
|--|--|
|  | Moving along nicely, no significant concerns at this time. |
|  | Must be addressed or may be escalated to off-track mode.   |
|  | Causing significant impact to the project.                 |

### Design and Construction Schedule

| START DATE |          | COMPLETION DATE |          |
|------------|----------|-----------------|----------|
| ESTIMATED  | CONTRACT | ESTIMATED       | CONTRACT |
| 8/30/11    | 9/13/11  | 4/14/15         | 12/7/15  |

### Project Budget and Expenditures

| ORIGINAL BASELINE | REVISED BASELINE | COSTS TO DATE OF STATUS | ESTIMATE AT COMPLETION | ESTIMATED BUDGET VARIANCE |
|-------------------|------------------|-------------------------|------------------------|---------------------------|
| \$53,847,389      | \$57,561,443*    | \$57,407,246            | \$57,407,246           | (\$154,197)               |

\* The Budget Baseline reflects the additional funds approved by the Metro Council.

### Critical Issues

None at this time.

### Summary Status

Milestones/deliverables/information items for this reporting period:

- The CM/GC report was presented to Metro Contract Review Board at a public hearing on October 26, 2017.
- The project finished \$154,197 under budget.

Planned milestones/deliverables/information for the next reporting period:

- This is the final report for this project.

# Memo

Oregon Zoo Bond  
Citizens' Oversight  
Committee Meeting  
Nov. 8, 2017  
Agenda item D-6



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Date: Thursday, Oct. 26, 2017  
To: Metro Contract Review Board/Metro Council  
From: Gabriele Schuster, Metro Procurement Manager  
Heidi Rahn, Zoo Bond Program Director  
Subject: **Elephant Lands Construction Management by General Contractor Outcomes**

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## PURPOSE & DESIRED OUTCOMES

- **Purpose:** Acting as the Metro Contract Review Board, the Metro Council will hear the zoo bond program's evaluation report of using Construction Management by General Contractor (CM/GC) for the Elephant Lands project. This is to fulfill the State of Oregon requirement that upon completion of and final payment for any public improvement contract in excess of \$100,000 for which Metro did not use the competitive bidding process, Metro shall prepare and deliver to the local contract review board an evaluation of the public improvement contract. (<http://www.oregonlaws.org/ors/279C.355>)
- **Outcome:** The Metro Council will recognize the positive outcomes realized by using CM/GC for the Elephant Lands project. Metro will fulfill its state reporting requirements for using CM/GC.

## TOPIC BACKGROUND & FRAMING

Elephant Lands is the largest project the Oregon Zoo has ever developed and part of the \$125 million bond measure approved by voters in 2008 to enhance animal welfare, conservation education and sustainable infrastructure. The goal was to enhance the health and well-being of the elephants by encouraging activities and offering choices similar to what they would experience in their natural environment.

Metro, which owns the zoo, selected a general contractor through a competitive Request for Proposal process that resulted in a contract with Lease Crutcher Lewis for Construction Management by General Contractor services. The contract provided for preconstruction services and construction services. The CM/GC contract saved the zoo time and money that would not have been realized through a conventional low-bid procurement. The CM/GC worked with the zoo staff and design team from the beginning of schematic design through development of construction documents, providing budget assistance and solutions to unanticipated challenges throughout the process.

The state of Oregon requires that Metro provide an evaluation of CM/GC contracts. The attached report provides a narrative description of successes and challenges during the design, engineering and construction of the project. It also provides an objective assessment of the use of CM/GC contracting process as compared to the traditional low-bid process.

Elephant Lands maintained only five percent total change orders for the entire project due to the CM/GC working with the design team to fill in any gaps in the drawings prior to bid. The project team identified four distinct phases for the project, which allowed individual phases to be designed, permitted and competitively bid out to subcontracting firms early in the design process rather than waiting until the entire design was completed. The early bidding saved substantially on project costs by avoiding a very robust construction cost escalation market currently progressing at 4 percent per year.

Hiring the CM/GC early in the process gave an understanding of the Oregon Zoo's complex event schedule. The CM/GC and zoo team were able to modify certain sequences of work so visitor interactions and other revenue-generating events proceeded without construction interference, which helped the zoo maintain its visitor attraction factor and cash flow.

Keeping the elephants onsite for their health and well being was a mandatory requirement established by the zoo. The most beneficial aspect of phasing that saved money and time on the overall project was allowing the elephants into the first new habitat to test design features prior to the other habitats being constructed.

Using CM/GC on Elephant Lands proved to be good stewardship of the public's investment to make improvements at the Oregon Zoo, and helped to fulfill Metro's promises to voters.

cc: Jim Mitchell, Zoo Bond Construction Manager  
Scott Robinson, Metro Deputy Chief Operating Officer



Metro

**Oregon Zoo Elephant Lands Project  
Post-Construction CM/GC Evaluation  
Construction Management by General Contractor**

Evaluation of public improvement projects more than \$100,000 not contracted by competitive bidding  
(<http://www.oregonlaws.org/ors/279C.355>)

**Date:** September 21, 2017

Presented to the Metro Contract Review Board on Thursday, October 26, 2017

**Project Name:** Elephant Lands (Original project name: New Elephant Habitat Construction)

**Solicitation:** RFP 12-2015

**Project Description:** Provide services in a two-step process: preconstruction phase services and construction phase services to complete the New Elephant Habitat and related subprojects, including (but not limited to) related zoo infrastructure, a new perimeter service road, and rerouting the onsite zoo train.

**Owner:** Metro  
600 NE Grand Ave.  
Portland, OR 97232

**Project Mgr.:** Jim Mitchell, Construction Manager, Oregon Zoo

**Location:** Oregon Zoo  
4001 SW Canyon Road  
Portland, OR 97221

**Contractor:** Lease Crutcher Lewis  
600 SW 10<sup>th</sup> Ave, #310  
Portland, OR 97205

**Metro contract number:** 931085

**Actual project (CM/GC) cost:** \$48,306,866

**Contract start date:** 3-15-2012

**Substantial completion date:** 12-7-2015

**Date of last contract payment to CM/GC or credit to owner:** 8-25-2017

**Original project (CM/GC) estimated cost (from RFP):** \$35,000,000 to \$40,000,000

**Guaranteed Maximum Price:** \$45,801,784

# Oregon Zoo Elephant Lands Post-Construction CM/GC Evaluation

September 21, 2017



|  |              |
|--|--------------|
| <b>Change Orders</b>   | \$2,505,082  |
| <b>Total cost</b>  | \$48,306,866 |
| <b>Difference between original estimated CM/GC cost and actual CM/GC cost:</b> | \$2,505,082  |
| <b>Percentage of Change Orders against original budget:</b>                    | 5%           |

## The number of project change orders issued by Metro:

- Number of Early Work Amendments and GMP Amendment: 4
- Change orders correcting contract language (\$0 change to scope of work): 1
- Number of Change Orders after GMP that changed scope of work: 18

## 1. Project Narrative

Elephant Lands is the largest project the Oregon Zoo has ever developed and part of the \$125 million bond measure approved by voters in 2008 to enhance animal welfare, conservation education and sustainable infrastructure. The goal was to enhance the health and well-being of the elephants by encouraging activities and offering choices similar to what they would experience in their natural environment.

The project design and construction team were challenged with keeping the elephants on site while building a new habitat and building in and around their existing habitat. The Oregon Zoo is open 364 days a year and serves more than 1.5 million visitors each year. Elephant Lands and associated projects construction activity covered approximately 35 percent of zoo grounds and had a duration of approximately three years.

Due to the unique nature of the construction, a large number of the components within the site and building were first constructed as mock-ups. Standard mock-ups included exterior wall systems, metal panels, and windows, while more elaborate systems included elephant drinkers (units that automatically provide constant drinking water for elephants), elephant feeder enclosures, pool shotcrete texture and sliding gate systems. The use of the temporary habitat allowed the keepers, designers and construction team to observe the animals using their habitat and make adjustments to the new areas of the habitat that were not yet under construction.

In order to ensure the greatest coordination and highest quality for such a large project, the team utilized Building Information Modeling (BIM) extensively for coordination of design and to inform ongoing design decisions. Lease Crutcher Lewis oversaw the development of the detailed 3D models, in close coordination with the design consultants. The design details were finalized in advance of procurement and construction, giving the Zoo and design team ample time to work through design considerations.

As part of the Elephant Lands project, the design and construction team were challenged with several projects and discoveries, including:

- Maintaining space for the elephants during construction



- Managing flow and experience for 4.5 million visitors during a three-year construction project
- Restoration and relocation of a 50-foot tall, 42-inch diameter totem pole
- Restoration and relocation of a 15-foot tall totem pole
- Salvage and transport for storage of a 50-foot-long by 16-foot-tall mosaic tile structure created in 1960 by Willard Martin
- Construction of a temporary large-group picnic area
- Managing numerous underground abandoned utilities and concrete exhibit moats
- Discovery and archeological recovery of human remains from a poor farm located at the site in the early 1900s.

**2. Procurement**

The Elephant Lands project General Contractor was selected through a competitive Request for Proposal process where applicants were evaluated on the following:

| <u>Proposal Content</u>                                     | <u>Percentage of Total Score</u> |
|---|----------------------------------|
| <b>Project Work Plan/Approach, Section IV and VII.D</b>     | <b>30%</b>                       |
| 1. Demonstration of understanding of the project objectives |                                  |
| 2. Performance work plan and collaborative team approach    |                                  |
| <b>Project Staffing Experience, Section IV and VII.C</b>    | <b>30%</b>                       |
| 1. Staffing/Personnel assigned to project                   |                                  |
| 2. Experience with similar projects (scope and budget)      |                                  |
| <b>Cost/Budget, Section VII.E</b>                           | <b>20%</b>                       |
| 1. Plan to manage costs within budget                       |                                  |
| 2. Fee for preconstruction services                         |                                  |
| 3. Hourly rates, fees and other expenses                    |                                  |
| <b>Diversity, Section VII.F</b>                             | <b>10%</b>                       |
| 1. Workforce Diversity                                      |                                  |
| 2. Diversity in Contracting                                 |                                  |
| 3. Diversity of Firm  |                                  |
| <b>Sustainable Business Practices, Section VII.G</b>        | <b>10%</b>                       |
| 1. Environmental Impact                                     |                                  |
| 2. Support of local business and markets                    |                                  |
| 3. Employee compensation structure                          |                                  |
| <b>Total</b>  | <b>100%</b>                      |

Ten well-qualified construction firms submitted proposals to manage construction of Elephant Lands. The proposals were evaluated by an evaluation committee that consisted of five zoo staff members and three external stakeholders. Nine of the proposing firms were local. The evaluation committee

completed the scoring phase and selected the top three firms for in-person interviews. The interviews were scored, and Lease Crutcher Lewis was selected to manage construction of Elephant Lands.

The contractor worked with the zoo staff and design team from the beginning of schematic design through development of construction documents. They provided budget assistance and solutions to unanticipated challenges throughout the process.

Upon completion of construction documents, the project was publicly advertised and subcontractors were invited to bid on the project. The contract Metro uses for CM/GC requires a minimum of three subcontractor bids on all bid packages. Prior to publishing the invitation to bid, the General Contractor performed extensive outreach to Minority, Women and Emerging Small Business (MWESB) firms.

The General Contractor mentored numerous minority and women individuals through apprenticeship and office intern programs. One minority subcontractor, R&R General Contractors, was mentored through the RFP response and interview process for Elephant Lands. R&R was subsequently selected to construct the zoo's temporary picnic area valued at approximately \$500,000, and through the bid process, R&R was awarded the train track relocation scope of work valued at \$1.2 million. Mentoring R&R proved to be successful in that they have responded to and have been awarded projects from other agencies through the RFP process on their own accord.

Elephant Lands succeeded in distributing more than \$4.5 million to the MWESB community and employed more than 600 trades people from the Portland, Oregon area. This represents an MWESB utilization rate of 9.7 percent of the eligible contract dollars (some specialized scopes of work that are not provided by MWESB firms were not included in the calculation).

The Oregon Zoo has used the CM/GC method of alternative procurement for three projects as part of the \$125 million Zoo Bond Program.

### 3. Cost Savings and Value Engineering

Prior to the Elephant Lands CM/GC being selected, the project's overall footprint was approximately eight acres, and the main building square footage exceeded 40,000 sq. ft. The CM/GC hired for the project analyzed the schematic design, site constraints, and budget, and concluded that the project as designed and the budget were not in alignment.

The team started a value engineering exercise to right-size the project to the budget by reducing the main building's square footage to 32,000 sq. ft. and reducing the site footprint to just over six acres. This process prevented a lot of unnecessary design time by redirecting the project to an affordable design early in the process. Had this procurement been a standard design/bid/build, the costs at bid would have exceeded the established budget. In that case, the project would have incurred a lengthy redesign delay and additional costs related to design and construction escalation. During the value-engineering exercises, the animals' needs were always the first priority. The design and construction team worked with the zoo to instead target other areas of the project for cost reductions.

**Elephant Lands maintained only five percent total change orders for the entire project due to the CM/GC working with the design team to fill in any gaps in the drawings prior to bid.**

#### 4. Construction Phasing

The project team identified four distinct phases for the project, which allowed individual phases to be designed, permitted and competitively bid out to subcontracting firms early in the design process rather than waiting until the entire design was completed. **The early bidding saved substantially on project costs by avoiding a very robust construction cost escalation market currently progressing at 4 percent per year.**

The phasing also decreased the construction schedule duration by completing two early phases prior to the main habitat and building construction that started in the third phase. The project had a total of four phases. The early phasing allowed the construction of a new service road that enabled contractor teams to access the area without navigating trucks and construction equipment through congested visitor areas.

Hiring the CM/GC early in the process gave an understanding of the Oregon Zoo's complex event schedule. **The CM/GC and zoo team were able to modify certain sequences of work so visitor interactions and other revenue-generating events proceeded without construction interference, which helped the zoo maintain its visitor attraction factor and cash flow.** Some examples of integrating the schedule with zoo activities include keeping the train in operation through the holiday ZooLights celebration and adjusting work around the concert lawn to maximize concert visitors during construction.

Keeping the elephants onsite for their health and well being was a mandatory requirement established by the zoo. **The most beneficial aspect of phasing that saved money and time on the overall project was allowing the elephants into the first new habitat to test design features prior to the other habitats being constructed.** The team monitored animal behavior and refined the drinker design twice to better function to the animals needs, and discovered that the structural design on one of the habitat shelters required changes to the calculations from a 7,000-pound force at a height of 7.5 feet to a 10,000-pound force at a height of 10 feet. The structural design changes occurred prior to material being ordered and the additional structures being erected.

#### 5. Competitive Bidding and Funding Source

The primary funding source for the Elephant Lands project is from general obligation bonds approved by voters as part of the Oregon Zoo's bond measure in 2008. The Oregon Zoo Foundation also contributed \$3.2 million to the project. The CM/GC alternative method of procurement has had no effect on the funding sources.

**This report is also be available on the Metro website:**

[oregonmetro.gov/how-metro-works/contract-opportunities/doing-business-metro](http://oregonmetro.gov/how-metro-works/contract-opportunities/doing-business-metro)

**For more information, please contact:**

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**Oregon Zoo Bond Program**  
 Project Status and Financial Information at a Glance  
 Expenditures and Revenue through September 2017

Oregon Zoo Bond  
 Citizens' Oversight  
 Committee Meeting  
 Nov. 8, 2017  
 Agenda item E

| Program Budgets and Expenditures                                |                                    |  |                          |  |                                  | Project Budgets | Zoo Bond Fund Expenditures | Nonbond Fund Expenditures | Total Project Expenditures | Project Forecasted Total Expenditures |
|---|------------------------------------|--|--------------------------|--|----------------------------------|-----------------|----------------------------|---------------------------|----------------------------|---------------------------------------|
| <b>Construction Projects</b>                                    | <b>Pre-Schematic Design</b>        | <b>Design Development</b>                | <b>Construction Docs</b> | <b>Contracting</b>                       | <b>Construction</b>              |                 |                            |                           |                            |                                       |
| Veterinary Medical Center                                       | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 9,464,299    | \$ 8,840,329               |                           | \$ 8,840,329               | \$ 8,840,329                          |
| Penguin Life Support System                                     | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 1,800,000    | \$ 1,762,250               |                           | \$ 1,762,250               | \$ 1,762,250                          |
| Water Main Building   | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 267,459      | \$ 242,495                 |                           | \$ 242,495                 | \$ 242,495                            |
| Elephant Lands  | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 57,561,443   | \$ 54,147,246              | \$ 3,260,000              | \$ 57,407,246              | \$ 57,561,443                         |
| Condors of the Columbia   | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 2,628,592    | \$ 2,215,609               |                           | \$ 2,215,609               | \$ 2,215,609                          |
| Remote Elephant Center  |                                    |  |                          |  | Project Eliminated               | \$ 117,864      | \$ 39,672                  | \$ 78,191                 | \$ 117,864                 | \$ 117,864                            |
| Education Center  | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 17,504,125   | \$ 15,950,060              | \$ 1,478,025              | \$ 17,428,084              | \$ 17,504,125                         |
| Polar Passage/Primate Forest /Rhino                             | Complete                           | PP 50% DD                                |                          | Complete                                 |                                  | \$ 43,802,256   | \$ 1,318,222               |                           | \$ 1,318,222               | \$ 43,802,256                         |
|   | % Complete                         | PFR 100% SD                              |                          |  |                                  | Notes 2, 4      |                            |                           |                            |                                       |
| Electrical Infrastructure                                       | % Complete                         |  |                          |  | 22%                              | \$ 2,076,600    | \$ 429,952                 |                           | \$ 429,952                 | \$ 1,974,000                          |
| Closeout Contingency  | % Complete                         |  |                          |  |                                  | \$ 1,000,000    |                            |                           |                            | \$ 1,000,000                          |
| <b>Interpretives</b>  | <b>Condors Interp.</b>             | <b>Elephants Interp.</b>                 | <b>Wayfinding</b>        |  |                                  |                 |                            |                           |                            |                                       |
| Program Interpretive Experience                                 | Complete                           | Complete                                 | 95%                      |  |                                  | \$ 2,766,640    | \$ 2,199,248               | \$ 301,993                | \$ 2,501,240               | \$ 2,766,640                          |
|   | % Complete                         |  |                          |  |                                  |                 |                            |                           |                            |                                       |
| <b>Percent-for-Art</b>  | <b>VMC Art</b>                     | <b>Art Program Planning</b>              | <b>East Plaza Art</b>    | <b>West Plaza Art</b>                    | <b>Central Plaza Art</b>         |                 |                            |                           |                            |                                       |
| One-Percent-for-Art Requirement                                 | Complete                           | Complete                                 | Complete                 | Complete                                 | 20%                              | \$ 843,154      | \$ 562,470                 | \$ 50,000                 | \$ 612,470                 | \$ 843,154                            |
|   | % Complete                         |  |                          |  |                                  |                 |                            |                           |                            |                                       |
| <b>Planning Projects</b>  | <b>Proposals Submitted</b>         | <b>Contract Award</b>                    | <b>Interim Reports</b>   | <b>Final Deliverables</b>                | <b>Close-out</b>                 |                 |                            |                           |                            |                                       |
| Comprehensive Capital Master Plan                               | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 1,850,000    | \$ 1,691,504               |                           | \$ 1,691,504               | \$ 1,691,504                          |
| Stormwater/ Wastewater Analysis                                 | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 160,000      | \$ 159,979                 |                           | \$ 159,979                 | \$ 159,979                            |
| Stormwater Minor Projects & Campus Surv                         | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 386,797      | \$ 386,797                 |                           | \$ 386,797                 | \$ 386,797                            |
| <b>Land Use Processes</b>                                       | <b>Project Scope and Baselines</b> | <b>Technical Studies and Application</b> | <b>Public meetings</b>   | <b>Submit CU MS to City for Approval</b> | <b>Land Use Approval Process</b> |                 |                            |                           |                            |                                       |
| Land Use – New CUMS   | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 796,785      | \$ 816,777                 |                           | \$ 816,777                 | \$ 816,777                            |
| Land Use – Amended CUMS   | Complete                           | Complete                                 | Complete                 | Complete                                 | Complete                         | \$ 110,429      | \$ 142,617                 |                           | \$ 142,617                 | \$ 142,617                            |
| <b>Program Administration</b>                                   |                                    |  |                          |  |                                  |                 |                            |                           |                            |                                       |
| Program Administration, Metro Central Support and Bond Issuance |                                    |  |                          |  |                                  | \$ 7,200,000    | \$ 5,230,212               |                           | \$ 5,230,212               | \$ 7,200,000                          |
| <b>Unallocated Program Contingency</b>                          |                                    |  |                          |  |                                  |                 |                            |                           |                            |                                       |
| Unallocated Program Contingency                                 |                                    |  |                          |  |                                  |                 |                            |                           |                            | \$ 2,094,323                          |
| <b>Expenditure Totals</b>                                       |                                    |  |                          |  |                                  |                 | \$ 96,135,436              | \$ 5,168,209              | \$ 101,303,645             | \$ 151,122,161                        |

| Program Resources  | Expected Amount | Zoo Bond Fund Revenues Received | Nonbond Fund Revenues Received | Total Revenues Received/Issued | Funds Not Yet Received |
|--|-----------------|---------------------------------|--------------------------------|--------------------------------|------------------------|
| General Obligation Bonds, premiums and interest -- Note 3    | \$ 141,184,623  | \$ 130,666,996                  |                                | \$ 130,666,996                 | \$ 10,517,626          |
| Oregon Zoo Foundation  | \$ 7,918,000    |                                 | \$ 6,018,000                   | \$ 6,018,000                   | \$ 1,900,000           |
| Grants, donations, rebates and partner investments -- Note 1 | \$ 2,019,539    |                                 | \$ 630,384                     | \$ 630,384                     | \$ 1,389,154           |
| <b>Resource Totals</b>                                       | \$ 151,122,161  | \$ 130,666,996                  | \$ 6,648,384                   | \$ 137,315,381                 | \$ 13,806,781          |

Reports will show newly added items for two months' reports:

Note 1 - Includes \$50,862 Energy Trust of Oregon incentives for Education Center energy efficiency, \$2,500 ETO incentive for Polar Passage, and \$576,600 from Portland General Electric for Dispatchable Service Generation upgrades to generators.

Note 2 - The Nancy Parr estate donation of \$237,333 for the Primate Forest was added to the project budget in August 2017.

Note 3 - The expected bond interest earnings were increased by \$500,000 to a total of \$2 million in September 2017 based on updated earnings to date and revenue forecasts.

Note 4 - OZF approved \$750,000 (including the \$237,333 Nancy Parr estate donation) for Primate Forest and \$250,000 for Rhino.



**PROJECTS SCHEDULE**  
**Oregon Zoo Bond Program**  
 As of Oct. 18, 2017

Oregon Zoo Bond Citizens'  
 Oversight Committee meeting  
 Nov. 8, 2017  
 Agenda item F

| Task Name   | Start    | Finish   | 2017  |       |       |       | 2018  |       |       |       | 2019  |       |       |  |  |  |
|---|----------|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|--|--|
|   |          |          | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | Qtr 1 | Qtr 2 | Qtr 3 |  |  |  |
| <b>Consolidated Bond Program Schedule</b>                 | 10/1/09  | 8/13/20  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Water Main Building</b>                                | 10/26/09 | 7/29/11  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Veterinary Medical Center</b>                          | 11/12/09 | 1/24/12  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Land Use Permits</b>                                   | 3/16/10  | 1/28/13  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Comprehensive Capital Master Plan</b>                  | 6/2/10   | 11/3/11  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Penguinarium Filtration</b>                            | 11/1/10  | 2/29/12  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Condors of the Columbia</b>                            | 7/25/12  | 3/4/14   |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Elephant Lands</b>                                     | 11/7/11  | 12/7/15  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Percent for Art</b>                                    | 10/1/09  | 6/25/20  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| VMC Commissioned Art                                      | 10/1/09  | 1/24/12  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Art Conservation/Remove-Relocate Art                      | 5/16/12  | 12/29/17 |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Major Art Commission #1 (Elephant Lands)                  | 5/13/13  | 9/30/15  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Major Art Commission #2 (Education Center)                | 4/1/14   | 11/30/16 |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Major Art Commission #3 (Polar Passage)                   | 3/1/16   | 6/25/20  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Interpretive Experience</b>                            | 3/19/12  | 4/26/19  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Interpretive Roadmap                                      | 3/19/12  | 9/30/12  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Condors of the Columbia Interpretives                     | 6/14/12  | 3/7/14   |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Elephant Lands Interpretives                              | 6/25/12  | 11/13/15 |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Wayfinding Design/Solicitation                            | 3/17/14  | 12/31/15 |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Wayfinding Construction/Install Pylons/4 Kiosks           | 1/2/16   | 6/28/17  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Wayfinding Install Central Plaza Kiosk; Post-construction | 3/4/19   | 4/26/19  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Education Center</b>                                   | 3/21/13  | 6/30/17  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Early Demolition  | 3/21/13  | 6/12/13  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| RFP Design  | 1/21/14  | 4/18/14  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Design  | 4/21/14  | 9/11/15  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Construction  | 9/15/15  | 3/1/17   |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Post Construction   | 3/2/17   | 6/30/17  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Polar Passage/Primate Forest/Rhino</b>                 | 2/9/16   | 8/13/20  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| RFP Design  | 2/9/16   | 6/20/16  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Polar Passage Design                                      | 6/21/16  | 5/13/18  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Primate Forest/Rhino Design                               | 11/17/16 | 5/13/18  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Construction  | 5/14/18  | 6/25/20  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| Post Construction   | 6/26/20  | 8/13/20  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |
| <b>Electrical Infrastructure</b>                          | 9/23/14  | 6/15/18  |       |       |       |       |       |       |       |       |       |       |       |  |  |  |



## Oregon Zoo Bond Citizens' Oversight Committee Charter

### **A. Zoo Bond Citizens' Oversight Committee Authorizing Ordinance in Metro Code**

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

### **B. Oversight Committee's Purpose and Authority**

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

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

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

### **D. Frequency of Meetings**

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

### **E. Membership**

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

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

### **F. Chair and Vice Chair**

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

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

### **G. Oversight Committee Annual Report**

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

- (1) Shall assess Oregon Zoo's Program Progress in implementing the Oregon Zoo Bond Measure 26-96 project improvements.
- (2) Shall report on project spending trends and current cost projections, and review and report upon the annual independent financial audit of spending.
- (3) May recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promise of the Oregon Zoo Bond Measure 26-96 is fully realized.

### **H. Metro Responsible for Providing the Necessary Support**

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

### **I. Date of Charter**

Original: May 12, 2010