



Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Conservation Hall
Wednesday, Nov. 13, 2019
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Nov. 13, 2019

Agenda item B

MINUTES— 1-6-2020

MEMBERS PRESENT

Susan Hartnett (Chair)
Dan Aja
Naomi Bishop
Laurel Brown
Heidi Goertzen
Daniel Hauser
Jill Mellen
Javier Mena
Robyn K. Pierce (*via speakerphone*)
Katherine A. Porras
Kevin Spellman
Emma Stocker
Christine L. Taylor (*via speakerphone*)
Karen Weylandt

AFFILIATION

Spectator Venues, City of Portland
Banfield Pet Hospital
California State University, Northridge (*professor emerita*)
Facilities and Property Management, Portland State University
Becker Capital Management
Oregon Center for Public Policy
Research Biologist
Portland Housing Bureau, City of Portland
Pierce, Bonyhadi & Associates
Meyer Memorial Trust
Spellman Consulting, Inc.
Emergency Management, Portland State University
Miller Nash Graham & Dunn
Retired from Providence Health & Services

MEMBERS ABSENT

Nan Heim
Chin See Ming
Dick Stenson

AFFILIATION

Nan Heim Associates; Oregon Zoo Foundation Board of Directors
Gilbert Levy Bennett
Retired healthcare executive; community volunteer

ELECTED OFFICIALS AND STAFF

Shirley Craddick
Julie Fitzgerald
Caleb Ford
Kate Giraud
Sheri Horiszny
Sarah Keane
Jim Mitchell
Don Moore
Joel Morton
Linnea Nelson
Staci Pfau
Heidi Rahn
Grant Spickelmier
Laura Weiner

Metro Councilor
Oregon Zoo Foundation Executive Director
Metro Assistant Finance Director
Oregon Zoo Bond Project Manager
Oregon Zoo Deputy Director of Care, Connection and Conservation
Zoo Administration and Finance Program Director
Oregon Zoo Bond Construction Manager
Oregon Zoo Director
Metro Senior Attorney
Oregon Zoo Bond Program Coordinator
Oregon Zoo Bond Project Manager
Metro Interim Deputy Chief Operating Officer/Asset Management
and Capital Planning Program Director
Oregon Zoo Curator of Inspiration, Learning and Action
Care, Connection and Conservation Administrative Specialist IV

A. Welcome / Introduction

Susan Hartnett, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:00 p.m., and members and guests introduced themselves. Robyn Pierce and Katherine Porras are traveling and joined the meeting via speakerphone.

Heidi Rahn is currently serving as Metro Interim Deputy Chief Operating Officer. Bond program coordinator Linnea Nelson is scheduled to take a full-time position starting Dec. 1 at Metro Regional Center, pending Metro Council approval of a budget amendment. [*Post meeting note: The Council approved the budget amendment on Nov. 21, 2019.*] She will be doing contracts administration and finance for the Construction Project Management Office. In her new role, she will continue to pay invoices for the zoo bond program, and attend quarterly Oversight Committee meetings in an advisory role, to provide historical reference. Heidi Rahn explained that Ms. Nelson's construction experience with the bond program would serve the CPMO and was part of Metro's effort to bring all its capital projects under one umbrella of the Asset Management and Capital Planning Program that Ms. Rahn manages. Chair Hartnett presented a plaque to Ms. Nelson recognizing her nearly 10 years of service to the bond program. Ms. Nelson said it had been an honor to serve with the bond program and thanked members for their inspiring service and support over the years. She looks forward to continuing to be involved with the Committee.

Metro Councilor Shirley Craddick discussed the value of the Committee to the Council. It has helped the public have confidence in Metro to spend the money as intended and to support other bond programs, such as for affordable housing and natural areas. That public confidence is a reflection on this Committee. Zoo bond projects are done on time and within budget, despite many challenges with construction market cost escalation. She thanked the Committee and staff.

On Oct. 24, 2019, the Metro Council adopted the Construction Career Pathways policy (formerly C2P2), and Oversight Vice Chair Emma Stocker and former Oversight member Mickey Lee attended the meeting. At that meeting, Councilor Craddick acknowledged the Committee's role in encouraging Metro to pursue the diversity workforce program. Chair Hartnett thanked Councilor Craddick for reminding other councilors of the role of the zoo Oversight Committee.

Chair Hartnett gave an update on Committee membership: Five members' first two-year terms have expired, and they have agreed to continue serving a second two-year term: Dan Aja, Heidi Goertzen, Jill Mellen, Katherine Porras and Christine Taylor. They are scheduled to be reappointed by the Metro Council in December. [*Post meeting note: The Council confirmed the reappointments on Dec. 12, 2019.*] Five other members have served two two-year terms, and have agreed to serve through the end of the bond program: Susan Hartnett, Robyn Pierce, Dick Stenson, Kevin Spellman and Karen Weylandt. Chair Hartnett acknowledged that the Committee has a dedicated group of people, and appreciates everyone continuing to serve.

Chair Hartnett proposes to move the Feb. 12, 2020, meeting to Feb. 19, and asked members to respond to her email. [*Post meeting note: The meeting will remain on Feb. 12, 2020.*] Sarah Keane will resend all of the 2020 meeting appointments, since the original ones came from Ms. Nelson.

B. Approval of Sept. 18, 2019, Oversight Committee meeting minutes

Members approved the minutes of the Sept. 18, 2019, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting.

C. Monthly Project Updates

1. **Polar Passage/Primate Forest/Rhino Habitat** –Jim Mitchell gave an update on the Polar Passage/Primate Forest/Rhino Habitat project. He showed a video and timelapse video of the installation of precast concrete walls at Primate Forest.

The project is holding a contingency of 10 percent on the \$30 million construction contract. Change orders to date are under 2 percent, so costs are being well-managed. The project overall is approximately 35 percent complete, with 408 Requests for Information (RFIs) to date. The contractor, Lease Crutcher Lewis (LCL), is doing a good job documenting everything. (For reference, the Elephant Lands contract had approximately 950 RFIs.)

Ms. Stocker asked about the moat wall for Primates, discussed at the last meeting. The wall originally designed was not tall enough to contain primates' lateral jumps. LCL worked through three different scenarios for the wall. The thickness of the wall is tapered from the bottom and thin at the top, so extending it higher was problematic. So LCL came up with a combination solution: The plan is to lower the island portion of the habitat rather than having to raise the whole wall, and raise only a small portion of the wall, approximately 60 to 75 feet of the wall. Staff has not received quotes yet, but expect it to be about half of the cost of raising the whole wall.

Karen Weylandt asked about the requirement by the City of Portland for permit documentation changes, discussed at the last meeting. Mr. Mitchell explained that it has not held up the project, and staff have worked through it with the City.

2. **Education Center** – Mr. Mitchell displayed a live browser link to the energy dashboard for the zoo Education Center. He discussed some of the problems the zoo is experiencing in working toward net-zero energy operations. Since the zoo started tracking the energy, the zoo has expended more kilowatts than it has generated. The zoo does not expect to make net zero this year, but does not yet know why. It appears to be due to a combination of things, and the consultants, Opsis Architecture and Green Building Services, are helping the zoo analyze the causes. This past summer had more cloudy days and likely did not generate as much solar energy as anticipated. Conservation Hall has been rented out and used much more than originally expected, causing higher energy use. The team will look into it and resubmit for net-zero certification next year. Ms. Rahn noted that this is an interesting case, and it is good to have consultants looking into it. The zoo got approximately \$300,000 grant funding from PGE for the solar panels to help achieve net-zero. (The project spent approximately \$1 million total on the solar panels.) The zoo is trying to operate sustainably and lead by example.

PAE, the engineering firm on the design team, reported that most solar panel installations do not pay out for up to 30 years.

The panels feed the building first, and the excess energy goes back into other buildings at the zoo. The Education Center could operate independent of the grid during the "green months" when the sun is shining often and it is producing enough energy.

3. Percent-for-Art – No report

4. Interpretive Experience – No report

5. Close-out project: Tree mitigation – No report.

D. Program Status and Financial Information at a Glance

1. Administrative Costs annual update

Caleb Ford gave an update on zoo bond program administrative costs. Central services for the program are provided by Metro, and the cost for those are calculated based on two prior years' spending by the zoo bond program and all Metro departments. The growth in central services is steady – not a large increase. The zoo bond program's portion is proportionate to the amount of activity, including spending, staff full-time equivalents (FTEs), legal support, Council actions, and various other factors. If the Parks and Nature department spends more, than that affects the split for all departments. The Cost allocation plan is reviewed by the US Department of Transportation, and assures it is an equitable distribution of costs. The zoo bond program is unique in that it is winding down and there is not a new bond to replace it. Last year Metro agreed to cap those central services total costs at \$5.85 million for the zoo bond program, as part of its final allocation of funds by the Metro Council in early 2019. If the program comes in under that \$5.85 million, then those funds will be available for the zoo bond program.

Kevin Spellman asked if Metro is considering any change in allocation of central services. It seems Metro is changing its make-up with more bond measures now. He wonders if an allocation based on activity is still really appropriate. Each bond measure is independent. Mr. Spellman worries that some of those allocations may be challenged.

Mr. Ford replied that yes, Metro is looking at its methodology each year. The agency needs to make sure it is defensible and equitable. No changes are imminent.

Joel Morton was asked to speak to Metro's housing bond's 5 percent administrative cost limitation that will be charged to the bond funds. Mr. Morton said any administrative spending in excess of 5 percent for that program will be paid by Metro outside of the bond.

2. 2018 Oversight Committee Report recommendations update

Bond staffing update

Sarah Keane reported on update on bond team staffing. Linnea Nelson's position will not be filled, and her responsibilities will be distributed to existing zoo staff. A zoo financial analyst, Matt Snodgrass, will handle the monthly financial reporting. Ms. Keane will handle correspondence and the annual report with the Committee, and other zoo administrative staff that are part of Ms. Keane's group will take various administrative tasks. Heidi Rahn acknowledged Ms. Keane's creative staffing solution that is very sustainable as the bond winds down.

2018 Committee Report Recommendations Update

Ms. Keane introduced a spreadsheet (included in the meeting packet) bond staff use for tracking staff progress in responding to the 25 recommendations in the Oversight Committee annual report covering the activities in the calendar year 2018 (presented to the Metro Council in May 2019). It lists all the recommendations and summarizes the required tasks, their status, and how when they will be addressed by the end of 2019. After today's meeting, staff will have met all but three recommendations, and all of those are Ms. Keane's responsibility. She reviewed the three outstanding tasks (#6, #19 and #22), and will provide an update on them later in December.

Ms. Keane provided updates on two tasks/recommendations:

Task/Recommendation #1: Integrated Conservation Action Plan (ICAP) update

Sarah Keane introduced a video of Kathayoon Khalil, zoo Conservation Impact Manager, who outlined the ICAP and progress to date. Since she is traveling on behalf of the zoo and could not attend in person, she provided a video instead. The ICAP focuses on four areas: the Pacific Northwest, the Arctic, East Africa and Borneo. The zoo will be applying new methods and recipes for understanding how it on-boards and sunsets programs. The ICAP will allow the zoo to be strategic about applying its expertise to its conservation efforts, and can help the zoo tell stories about the good conservation work that it does, to amplify its perception and role as a conservation institution within the community.

Initial project work will start with the Pacific Northwest, where the zoo already has some of the richest conservation projects in progress. Each project will use “empowerment evaluation” framework to help create outcomes that are measureable, to measure future success. Each project will include three outcomes: animal outcomes, landscape-level outcomes and human dimensions outcomes. The outcomes will be developed using concentric levels of engagement by internal and external stakeholders. It is important that the ICAP process is as thoughtful as the product, with all participants feeling valued and heard. Pilot testing will ensure that each meeting is better than the last, and includes the wide diversity of voices in the community. She invited members to contact her with questions, and Sheri Horiszny was in attendance to answer questions on her behalf.

Task/Recommendation #11—Interpretive Framework update

Grant Spickelmier provided a draft of the zoo’s new interpretive framework, which is included in the meeting packet, in response to one of the recommendations from the 2018 Oversight Committee annual report. It is marked “draft,” but the only portion that is still draft and not complete is the one section “personal interpretation,” which is marked in yellow highlight. The remainder of the document is considered complete and is already being implemented.

Chair Hartnett noted that the interpretive framework draft was based on guidelines from the National Association for Interpretation, which is not just zoo-based. She felt that some of the draft did not get back to the zoo’s mission-based intention. The framework is specific to interpretives, but it would be good to show that it draws from the zoo’s mission, and add how it relates to ICAP.

Mr. Spickelmier said he appreciates the good comments. He understood that interpretive staff needed to be more systematic about interpretives. The zoo formed three new committees to address the related issues, including diversity, equity and inclusion. But in the midst of all that, the zoo needs to come back to the core mission, the animals.

Chair Hartnett acknowledged the interpretive framework as a great piece of work.

Tasks #9 and #10 will be addressed by Don Moore later in the meeting, as part of his zoo update.

Chair Hartnett complimented staff on the helpful tracking sheet with only three tasks remaining.

E. Program and Projects Schedule

Jim Mitchell reviewed the projects schedule and substantial completion of individual project components: Primate Forest and Rhino Habitat will be substantially complete in the fall of 2020, and Polar Passage and the new event space will be substantially complete in winter of 2021.

The new Rhino Habitat is sufficiently complete that it will provide habitat for reindeer starting next week for the duration of ZooLights. The reindeer were sourced from a local Oregon ranch.

F. Committee Reports

1. Annual report for the calendar year 2019

Chair Hartnett reviewed progress made by a report subcommittee, which met June 24 and Oct. 25, and is scheduled to meet again Dec. 11. Members of the subcommittee include Chair Hartnett, Naomi Bishop, Laurel Brown, Daniel Hauser, Katherine Porras, Kevin Spellman and Christine Taylor. Sarah Keane and Linnea Nelson provided staff support.

In May, Chair Hartnett asked members to participate on a report subcommittee. She was very impressed with work done between June and September. Several completed early projects (Veterinary Medical Center, Condors of the Columbia, Water Main Project and Penguins Life Support System) were rewritten with more detail, to make it more even reporting on all the projects. Members also looked at the organization of the report, and proposed a 30-30-30 split of data, photos and graphs/charts. Laurel Brown redrafted the existing report on this basis, and provided sample graphics. Based on enthusiasm from the group, Chair Hartnett asked the subcommittee members if they would continue working on the report to be presented to the Metro Council in April or May 2020, and all agreed to continue. If any other members want to work on the annual report, they are welcome to join the process and should let Chair Hartnett know.

Daniel Hauser has offered to take the lead on the finances section of the report. Normally the report preparation has two subcommittees, projects and finances, but this year will proceed with the one subcommittee handling both sections. When the subcommittee meets in December, Chair Hartnett will have consolidated the new drafts with an edit of the 2018 report, and then the subcommittee will look at the new draft. So then the subcommittee will be on track to update the report when 2019 year-end data is available at the beginning of the year (usually by mid-January).

2. Committee final report in 2022

Chair Hartnett discussed the likely timing of the Committee's final report at the end of the program. Program substantial completion of construction is currently scheduled for January 2021, but the program will still have months of work after that to complete the project. So Chair Hartnett anticipates that the Committee will have an annual report for 2020 (presented to the Metro Council in 2021), and the program final report would cover through the end of 2021, and be presented to the Council in 2022. The final report will cover all 13 years of the program. The Committee has talked before about wanting to incorporate "lessons learned" in that report. They could be useful to Metro and other public agencies for other bond projects. Chair Hartnett asked members how far and to what degree do they want to include lessons learned? Subcommittee members suggested interviewing some people from the early years of the bond development, to gather lessons learned from that period.

Chair Hartnett also asked members to comment on the following question: To what degree should the final Committee report be supportive of or a springboard toward a next zoo bond measure? She

felt there had been less clarity about that than the question about lessons learned. She wanted to discuss and hear what members are thinking.

Emma Stocker said she participated in the report subcommittee the year before, and that lessons learned seem important. There is so much work that has come before to get to this point in the bond program, that it would be good to interview people involved in the early stages of developing the bond measure, and how support was developed.

Jill Mellen likes the idea of lessons learned since it has been a long journey with a successful outcome, and it will be instructive. But she does not know that the report needs to look to the next bond.

Dan Aja thinks a new bond should be in a different document than the Committee's report.

Karen Weylandt said it is good to do lessons learned, but a future bond measure should go in a separate document. This document (the Committee's report) is supposed to reflect this current bond.

Katherine Porras expressed caution that the length of the report will be too long. Too long of a report may not reach the constituency the Committee wants. She also wonders if other project reports have been produced in other languages, to be accessible to various communities.

Robyn Pierce thinks lessons learned is for zoo internal and not what the program wants going out to the public. She does not recall any bond program report in other languages.

Ms. Mellen asked about the audience for this report. The audience is the Metro Council and voters of the region, who passed the bond measure that included an Oversight Committee and its annual report.

Ms. Porras asked if the report could be done in a summarized version.

Don Moore supports diversity, equity and inclusion efforts, and the zoo is talking about translating many zoo documents into other languages. He would support translating at least the executive summary into multiple languages. A new bond measure would create a lot of options for new work, and new opportunities.

Ms. Porras feels cautious talking about a new bond measure in the Committee's report. The Oversight Committee has a citizen duty to oversee the current bond program and care for the jewel of the community, the zoo.

Naomi Bishop sees the benefits of a group such as this Oversight Committee, and its civic contribution. The lessons learned are a benefit of working together, and they could be in one or two documents.

Ms. Weylandt suggested having the lessons learned in a separate document, with web links that can take readers to more detail. She suggested the scope of the annual report remain the current bond.

Heidi Goertzen noted that one thing that makes this group unique is the diversity of this group with diverse experience, professional backgrounds and ages, which leads to unique perspectives. Also, this Committee has no monetary ask of members, so it makes it a unique board experience. It is her favorite board on which to serve.

Ms. Stocker observed that there are so many categories of lessons learned possible, that it would be wise to parse or limit them. They could be divided among Committee members to write based on interest. But including them in the report is for transparency for the voters. It is okay to show things that did not go quite as planned at first, such as land use.

Dan Aja said that the final report will talk about the success of bond program construction, and it is also important to talk about the animal welfare and how what has been built will improve the lives of the animals.

Ms. Bishop talked about adding the “archive” early history of the bond to the report appendix. She wants to add the information, but it makes the report long. If the Committee is going to interview people, then find a place to not lose that data, possibly in another document. It does not necessarily need to be included all in one report on everything.

Chair Hartnett observed that in May 2019 when the Committee’s annual report was presented to the Metro Council, some councilors said it is not too long, but it seems the general sentiment in with the Committee now is that it is too long, and voters are not going to read it.

Sarah Keane had indicated that zoo Communications could assist in formatting the final report. Chair Hartnett noted that all documents produced by zoo Communications are eye-catching, so she is confident in their ability to do likewise for the Oversight Report.

Heidi Rahn asked for clarification about when the Committee will address lessons learned. Chair Hartnett indicated that some are already sprinkled in the current report. The subcommittee will look at how to produce products that meet the desires of the Committee and serve the community.

3. Zoo Bond Equity in Contracting report

The Zoo Bond Program Equity in Contracting report was originally produced quarterly based on the Committee’s request, but that may no longer be the case. Reporting is based on contract amounts, and does not change based on payments made throughout the contract. The last report was produced this summer when the Guaranteed Maximum Price (GMP) was reached for the final project, Polar Passage/Primate Forest/Rhino Habitat. If staff updated it now, it would be not change significantly, since the GMP has not changed. Chair Hartnett does not think a quarterly report is needed, especially with staff levels decreasing.

Metro also does an annual Equity in Contracting report that includes the zoo bond, although not in the same format or detail. Chair Hartnett requested feedback from the Committee on the frequency of the report going forward.

Heidi Goertzen said that at a maximum, an annual report would suffice, or just one at end of the program would be fine.

Sarah Keane added that if anything substantial were to change in the interim, then staff would provide an update.

Kevin Spellman suggested that it might be good to not forget about the subject matter, so he suggested having it on all the meeting agendas, and staff could indicate if it is the same or has changed.

Members agreed it is okay to have the next zoo bond Equity in Contracting report be a final report at end of the program.

G. Zoo and OZF Update

Don Moore, Oregon Zoo director, gave a zoo update. Oversight members and their families are invited to the ZooLights Preview night on Monday, Nov. 25, and can pre-register online.

Zoo staffing update: Grant Spickelmier, zoo Curator of Inspiration, Learning and Action (formerly Education), has accepted a position as executive director with the nonprofit International Wolf Center and will be leaving the zoo in January. That organization sought him out and it was not something he initiated, but since it is in his home state near his family and is the leader in wolf science, it was an opportunity he could not pass up. Mr. Spickelmier was the sponsor for building the Education Center, and was hoping to serve for the full arc of the bond projects. The zoo is working on how to fill all the roles he has. The interpretive design, which he has managed, for Polar Passage/Primate Forest/Rhino Habitat project is well on its way. He appreciates working with the Oversight Committee, which has given him experience working with a board. He will be moving in early January. Chair Hartnett thanked Mr. Spickelmier for all his work with the Committee and his very engaging presentations. The zoo will still have access to him through the Association of Zoos and Aquariums.

Dr. Moore provided an update on the staff responses to two Oversight Committee 2018 Annual Report recommendations regarding polar bear conservation and optimizing the placement of polar bears in appropriate habitats, including Polar Passage. (These are listed as recommendations #9 and #10 on the staff tasks list provided in the meeting packet.)

Dr. Moore recently returned from an Oregon Zoo Foundation trip to the Arctic to see polar bears near Churchill, Canada. Oregon Zoo staff continue to work for polar bear conservation. The zoo has record social media posts and followings that help to raise awareness for polar bear conservation, including actions people can take to help protect polar bear habitat.

Zoo staff are working with various organizations, including the Assiniboine Zoo, on getting a blanket permit designation for Canadian polar bears to be able to come to the US. The trip participants visited the Assiniboine. Manitoba is willing to place bears in the US when permitted. One Canadian facility with polar bears is in trouble and is in jeopardy of being shut down, so those bears will need a place to go.

The polar bears in the wild in the Arctic are experiencing habitat changes and loss: This was Dr. Moore's 20th time to visit Manitoba, and it was the first time to not have snow there. The ice has melted and is thinner, with more open water in between, which is darker and causes more heating.

The zoo is hosting tonight, Nov. 13, a public Pub Talk on lampreys in the Cascade Grill, along with partner experts from the United States Fish and Wildlife Service and the Columbia River Intertribal Fish Commission. Without these partners participating in the zoo Education Center, the zoo would not have the lamprey exhibit and the strong connection to USFWS and local tribes. The zoo will work with these same partners on Condor reintroduction. The multiplier effect of the bond program is beneficial.

Heidi Goertzen asked about the death in the Rhino Habitat project. The family of the deceased is suing. Joel Morton indicated that Metro is self-insured, and Metro has external insurance coverage above \$2 million. Since the incident happened on the construction site, Lease Crutcher Lewis is also a defendant. Metro is cooperating with LCL to defend the suit. The suit lists 23 "John Does."

Another member asked about the zoo's painted dogs and their pups. The painted dogs are endangered in the wild, and their placement is governed by the Species Survival Plan. The SSP ruled that all of the zoo's painted dogs will remain together at the Oregon Zoo until the next litter is ready (as opposed to being placed with other zoos before then).

Julie Fitzgerald, Oregon Zoo Foundation executive director, gave an update on the campaign. Yesterday OZF received a letter from Zidell for a \$300,000 contribution for Primate Forest. OZF has raised about 75 percent of its \$8.5 million campaign. In May OZF had a kick-off event for the campaign, and plans a sequel event, Zoo Rendevous II, in fall 2020 featuring the Primate Forest. OZF also received a grant from MJ Murdock Foundation that relates to the Veterinary Medical Center, including a CT scanner, a centrifuge and other equipment. OZF is helping the zoo to continue to build broad community support for excellence in animal care.

H. Adjournment

Chair Hartnett adjourned the meeting at 5:02 p.m.

Upcoming 2020 meeting dates –Wednesdays, 3 to 5 p.m.:

Feb. 12, 2020

May 13, 2020

Sept. 9, 2020

Nov. 18, 2020* ***Change in schedule to 3rd Wednesday due to holiday**