



**Oregon Zoo Bond
Citizens' Oversight Committee**
Wednesday, September 9, 2020
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Sep. 9, 2020
Agenda

Please join my meeting from your computer, tablet or smartphone:
<https://us02web.zoom.us/j/82519925430?pwd=OUN3TDVWdU53NUQzWnZ0ZHozQUJHUT09>
 Meeting ID: 825 1992 5430
 Passcode: 381373
 You can also dial in using your phone.
 United States: [+1 \(253\)215.8782](tel:+12532158782)

AGENDA

ITEM	ACTION	ANNUAL REPORT	LEAD	TIME
A. Welcome / Introductions <ul style="list-style-type: none"> • Agenda overview • Virtual meeting etiquette • Introductions & check-ins 	Review		Susan Hartnett	3:00
B. Minutes of May 13, 2020, Committee meeting	Approve		Susan Hartnett	3:20
C. Monthly Project Status Reports <ol style="list-style-type: none"> 1. Polar Passage/Primate Forest/Rhino Habitat 2. Percent-for-Art – No report 3. Interpretive Experience – No report 4. Close-out project: Tree mitigation – Update 	Discuss	Page 29, 40	Jim Mitchell and Kate Giraud	3:25
D. Program Status and Financial Information	Discuss	Page 40	Sarah Keane	4:15
E. Program and Projects Schedule	Discuss		Sarah Keane	4:20
F. Oversight Committee report	Discuss	Page 22	Susan Hartnett	4:25
G. Zoo and Oregon Zoo Foundation Update	Discuss	Page 29	Sarah Keane, Sheri Horiszny, and Julie Fitzgerald	4:30
H. Open Discussion/Questions			Susan Hartnett	4:50

Upcoming meeting dates – Wednesdays, 3 to 5 p.m. (TBD location virtual or Oregon Zoo)
 Sept. 9, 2020
 Nov. 18, 2020* *Change in schedule to 3rd Wednesday due to holiday
 Feb. 10, 2021
 May 12, 2021 – FINAL MEETING
 Sept. 15, 2021 – *keeping on calendars in case it is needed*



Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Sep. 9, 2020
Minutes

Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – GoTo Meeting Video Conference
Wednesday, May 13, 2020
3 to 5 p.m.

MINUTES

MEMBERS PRESENT

Susan Hartnett (Chair)
Naomi Bishop
Laurel Brown
Heidi Goertzen
Daniel Hauser
Nan Heim
Jill Mellen
Chin See Ming
Dick Stenson
Christine L. Taylor
Katherine A. Porras
Dan Aja
Karen Weylandt
Robyn K. Pierce
Kevin Spellman

MEMBERS ABSENT

Emma Stocker
Javier Mena

GUESTS

none

ELECTED OFFICIALS AND STAFF

Shirley Craddick
Scott Cruickshank
Heidi Rahn
Julie Fitzgerald
Kate Giraud
Sarah Keane
Jim Mitchell
Don Moore
Sheri Horiszny
Linnea Nelson
Ruth Walkowski
Krista Swan
Laura Weiner
Cinnamon Williams
Utpal Passi

AFFILIATION

Retired from Spectator Venues, City of Portland
California State University, Northridge (professor *emerita*)
Facilities and Property Management, Portland State University
Becker Capital Management
Oregon Center for Public Policy
Nan Heim Associates; Oregon Zoo Foundation Board of Directors
Research Biologist
Gilbert Levy Bennett
Retired healthcare executive; community volunteer
Miller Nash Graham & Dunn
Meyer Memorial Trust
Banfield Pet Hospital
Retired from Providence Health & Services
Pierce, Bonyhadi & Associates
Spellman Consulting, Inc.

AFFILIATION

Emergency Management, Portland State University
Portland Housing Bureau, City of Portland

AFFILIATION

Metro Councilor
General Manager, Metro Visitor Venues
Director, Capital Asset Management
Oregon Zoo Foundation Executive Director
Oregon Zoo Bond Project Manager
Zoo Administration and Finance Director
Oregon Zoo Bond Construction Manager
Oregon Zoo Director
Oregon Zoo Deputy Director
Assistant Management Analyst
OZF Director of Finance and Operations
Marketing and Brand Manager
Care, Connection and Conservation Administrative Specialist IV
Interim Deputy Finance Director
Oregon Zoo Deputy Director

A. Welcome / Introductions

Susan Hartnett, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:02 p.m., and members and guests introduced themselves.

- Agenda overview.
- Virtual meeting etiquette
Susan went over the etiquette for this Go To Meeting.

- Introductions & check-ins

Everyone went around in alphabetical order and shared their experiences and thoughts during this time of COVID-19.

Staffing update: Heidi Rahn has returned to role of capital asset manager after hiring of Marissa Madrgal as COO of Metro. Susan noted Metro is lucky to have her.

In general the theme of the introductions and experience sharing is the adaption to working from home, spending time with family, and the acceptance that we are in this for the long haul. People are feeling fatigued with the physical and social distancing. Some people had to end trips early and some were able to leave Portland to spend time in beautiful places. Noted how we are all in the same situation all over the world. People are taking this pandemic very differently mask vs no mask. Planter boxes for vegetable gardens are popular. The flowers are beautiful in Portland. Lots of home schooling going on with children.

Metro Council continues to meet with staff working from home. Very impressed with the seamlessness of moving to working from home. 40% of Metro staff were laid off from Zoo, Expo Center, Convention Center and P'5 theaters as venues where people visit are closed. Hoping to open the zoo earlier than other venues since it is outside.

Those who can still come into work at the Zoo are thankful to be on campus. People miss being able to come to the zoo for work.

Zoo staff have formed a reopening team to ensure staff, animal and guest safety.

B. Minutes of Feb. 12, 2020, Committee meeting

Members approved the minutes of the Feb 12, 2020, Oregon Zoo Bond Citizens' Oversight Committee ("Oversight Committee" or "the Committee") meeting. All were in favor of approving the minutes. Dr Daniel Aja and Laurel Brown moved we accept the minutes.

C. Monthly Project Status Reports

1. Polar Passage/Primate Forest/Rhino Habitat

Committee agreed to a quick overview of report in favor of a longer virtual tour.

Robyn asked: Any red flags or speed bumps in construction? There are no big red flags at this point. The aluminum flume was pulled out and Carter 2 are building one out of stainless steel. Another challenge is achieving LEED Silver, the goal for all bond projects. LEED silver criteria is to have 50 points and the project is currently at 49. The team is looking for ways to achieve LEED silver. The project contingency remains at 10%.

Virtual Tour

COVID-19 protocols- Contractors are quick to adopt new safety rules including disinfecting tools and staying 6ft apart, which can be difficult on a construction site. Project managers are constantly monitoring physical distancing. If they are doing a task where 6ft distance is not an option they are wearing N95 masks. They are using more lifts to give people more space. They have stopped using the shuttle bus and are instead parking their cars in the zoo parking lot. As for now Portland Parks is not charging to park in the lot but this might change in the future. Reminder signs are all over the site and warm water hand washing stations have been installed.

Aerials of full site- Slides were shown of the substantial changes in the PPR site. From zero buildings to four buildings. Life support, polar bear holding, underwater deep viewing, café, primate holding building, etc. The advantage of the zoo being closed is that it made it much easier to do utility and electrical work and dig up the asphalt. All demolition and utility work and repaving was done in a week and a half. It was much more efficient to do it this way than in segments which would have been required to accommodate guest pathways.

Polar Passage- The precast panels for holding buildings with graphic concrete shown. Interior walls and duct work, plumbing and electrical mostly finished in all buildings. Roofing on all buildings is complete. Pictures shown of demonstration space for polar bears and keepers. Roof structure made of cross laminated timber (CLT) which is strong and sustainably harvested with a very low carbon foot print.

When Elephant Lands was built they put in a geothermal slinky system in the North Meadow habitat. Heat from the chiller used to chill polar bear water goes to Forest Hall to heat it. When Forest Hall is being cooled any excess goes back to offset the energy cost of the chiller.

In the life support building there is an impressive large brine tank. The benefits to installing the roof last was to get all of the sand filters, pumps, etc in by crane. The doors are big enough to get them out later but this proved to be a good time saver.

Deep excavation for LSS piping is being done. Stadium seating with cross laminated timber and bear proof glass is shown. There is a retaining wall that was built for the polar bear viewing area.

Café building framing complete. Plumbing and electrical work is in progress.

Primate Forest- The following features were shown: covered indoor viewing and CLT roof structure, climbing structures, graphic concrete, and 3 ft deep bio floor, large termite mound, and caging for holding. Rockwork being done as non-climbable “magic rocks”.

Not much work done in mesh habitat yet but supports are being drilled in. These will be earthquake proof.

Ming asked to what extent is the underground work complete? Jim replied 80%.

When do we anticipate completion of the underground work? In a couple of weeks. Mostly just LSS piping left

2. Percent-for-Art – No report
3. Interpretive Experience – No report
4. Close-out project: Tree mitigation – No report

D. Program Status and Financial Information

Sarah stated we are happy construction has not been impacted by the COVID 19 pandemic. Thank you to Jim and Kate for the tour today and for doing the same tour for staff last week. There have been peripheral impacts due to layoffs as some points of contact have changed.

COBID utilization-We cannot count the electrical infrastructure project as 100% COBID due to the contractor who subcontracted a non COBID firm. So this moves us from 14.9% to 14.4% on the overall bond program. Susan noted the goal is 15%.

The closeout fund remains at \$800K and those are unrestricted funds.

E. Program and Projects Schedule

Projects remaining on schedule. Rhino and primate finished in the fall 2020 and polar in early 2021.

F. Oversight Committee report

1. Updated draft provided

Susan loved the cover on the photo chosen by Kate Giraud. Clear statement that this year has been all about construction. Susan revised the letter to the Metro Council to acknowledge the reality of COVID and shortened other parts of the letter. Thank you to everyone for their hard work on this report. Very impressed with layout from Sarah Keane. This is the format we will use to pull together the final report.

2. Council meeting rescheduled for May 21, 2020. It will be done as a video meeting. Sarah will send people info on how to join the presentation.

G. Zoo and Oregon Zoo Foundation Update

Zoo- Don passed it over to Sheri to talk animal updates.

Two year old female Masai giraffe named Kiden arrived three weeks ago and was introduced to males yesterday. Buttercup is interested while Desi is a bit scared. OZF donor stepped in to fund the transfer as it was going to be cancelled due to current funding situation.

Six condors hatched this season. There are currently 14 breeding pairs. There is one more egg due to hatch that was moved to a foster as the parents were behaving inappropriately.

Washed Ashore artist made a Condor sculpture and it was delivered this week. Micro trash story and condors are closely tied together.

Penguin chick is about 5-6 weeks old. She is being hand fed by keeper staff so she can be fed and medicated by staff. Adult penguins are taking trips around the zoo and very popular on social media.

Lost our older female DeBrazza's monkey. The young male will be sent out for breeding.

Buddy the cat and all of the animals in the farmhouse education building have been moved to other places so we can shut the heat off in that building saving money on utilities.

Male elephants doing well but changes happening since two females are cycling.

Dan Aja asked about protections in plan with cats? Immediately after the Bronx Zoo tigers tested positive zoo changed protocols to wear N95 masks when within 6 ft of any mammal. Have now changed this to N95s when near primates.

OZF- Fundraising update: campaign has met its \$1M goal with donations from 4000+ donors from all over the country and the world.

Due to the need for more excavation there was a need to find additional money to put up two new climbing structures in Primate Forest. The total cost of \$220K was added to the fundraising budget. People have been very interested in donating money towards welfare of chimpanzees so we are within \$40K of our goal. Believe the original fundraising needs for primates and rhino are met. Still working on goals for Polar Passage. A big thank you to Jim and Kate for their videos, photos, and their expertise, etc. Similar virtual tours are provided to donors and have resulted in significant donations.

Susan acknowledged the Jim and Kate show and the success in using them for fundraising.

H. Open Discussion/Questions

Reminded everyone that our next meeting is Sept 9, 2020. We will see if it is online or if we are able to do it in person with masks and social distancing.

Meeting adjourned at 4:49pm by Susan Hartnett

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

Sept. 9, 2020

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

Feb 10, 2021

May 12, 2021

September 15, 2021



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

Project Title: Polar Passage/Primate Forest/Rhino Habitat	Project Manager: Jim Mitchell
Reporting Period #055/Status Date: August 31, 2020	Project Manager Phone: 503-914-6025
Architect/Engineering Design Consultant: CLR Design	Construction Manager/General Contractor: Lease Crutcher Lewis (LCL)
Polar Passage Project Description: 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.	
Primate Forest/Rhino Habitat Project Description: 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 will live in the existing Red Ape Reserve. 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.	

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	1/2021	TBD

Project Budget and Expenditures

ORIGINAL BASELINE	REVISED BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$34,348,074	\$47,002,256*	\$34,838,339	\$47,002,256	\$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.

On April 5, 2018, OZF approved redirecting \$500,000 previously committed for Polar Passage maternity den (which will not be built in this phase) to fund the rhino habitat project in total, \$750,000. Bond funds previously allocated for the rhino project will be redirected to the Polar Passage project.

On Feb. 7, 2019, the Metro Council allocated \$3,200,000 to the Polar Passage/Primate Forest/Rhino project (\$1,952,000 to the Polar Passage budget and \$1,248,000 to the Primate Forest budget) from unallocated contingency and other project savings.

Critical Issues

None at this time

Summary Status

Milestones/deliverables/information items for this reporting period:

- The project is progressing with COVID-19 safety protocols in place.
- Consultants are reviewing construction progress and details via virtual tours using ZOOM, FaceTime and other platforms.
- We are currently tracking 52 potential points for LEED with 50 points being the minimum for Silver Certification.
- The project is 74% complete.
- Contingency remains at 10% of cost to complete.
- Construction change orders are 5.6% of the construction contract amount.

Construction progress:

- The project is very active with 17 different trades on site.
- The approximately 35' tall tricolor beech tree was planted in the primate meshed habitat.
- The primate meshed habitat mesh is approximately 70% complete.
- The design team reviewed the primate stream start up and approved the look and function.
- Retaining walls, boulder walls and the shade structure at the polar bear Headland Habitat hill are in progress.
- Shotcrete has started at the underwater viewing pool.
- Polar perimeter fencing posts and dig barriers are in progress.
- The "Growler's Pizza & Beer" café signs have been installed.
- Kitchen equipment that was value engineered out of the project will now be purchased using the project contingency, the amount is \$124,000. We are still waiting on the zoo to decide whether to purchase or rent a warewasher.

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

- Continue with construction on the main package.

Schedule completion date for individual projects:

- The completion dates for individual project components are as follows:
 - Rhino Habitat – 10/2020
 - Primate Forest – 10/2020
 - Red Ape – 11/2020 Complete remodel work.
 - Café – 11/2020
 - Polar Passage – 12/2020
 - Storage Building – 2/2021

**Oregon Zoo Bond Program
Close-out Contingency budget options summary**

August 31, 2020

Resources (OZF funds designated for master planning & bond projects)

Close-out project budget	\$845,000
<u>Amounts dedicated to program close out activities*</u>	<u>(\$114,000)</u>
Remaining funds	\$730,000

**Includes tree mitigation, Ed Center siding, and staffing for administrative close out – records retention, oversight final report, etc.*

Possible funds remaining spending scenarios

Funds Available

Scenario A: PPR uses full contingency

\$730,000

Use funds to:

- Update Zoo’s Master Plan – current CUMS expiration on 1/28/2023

Scenario B: PPR uses partial contingency

\$1,100,000

Use funds to:

- Update Zoo’s Master Plan – current CUMS expiration on 1/28/2023
- Touch up/add on to previous bond projects – for example
 - Keeper safety platform at Elephant Lands
 - Complete net zero work at Education Center
 - Implement sub-metering at Vet Medical Center

Scenario C: PPR has significant contingency remaining**

\$1,500,000+

***if significant funds remaining ensure all OZF designated and no bond proceeds.*

Use funds to:

- Update Zoo’s Master Plan – current CUMS expiration on 1/28/2023
- Touch up/add on to previous bond projects – for example
 - Keeper safety platform at Elephant Lands
 - Complete net zero work at Education Center
 - Implement sub-metering at Vet Medical Center
- Year 1 operating costs for new habitats

Scenario D: PPR exceeds budget and needs project close-out funds

\$0

Master Plan refresh on hold.



Oregon Zoo Bond Program
 Project Status and Financial Information at a Glance
 Expenditures and Revenue through July 2020

Oregon Zoo Bond
 Citizens' Oversight
 Committee Meeting
 Sep. 9, 2020
 Agenda Item D

Program Budgets and Expenditures						Project Budgets	Zoo Bond Fund Expenditures	Nonbond Fund Expenditures	Total Project Expenditures	Project Forecasted Total Expenditures
Construction Projects	Pre-Schematic Design	Design Development	Construction Docs	Contracting	Construction					
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	\$ 57,407,246
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	\$ 17,699,157	\$ 15,936,378	\$ 1,613,343	\$ 17,549,721	\$ 17,482,791
Polar Passage/Primate Forest /Rhino	% Complete	Complete	Complete	Complete	74%	\$ 47,002,256	\$ 34,088,339	\$ 750,000	\$ 34,838,339	\$ 47,002,256
Electrical Infrastructure	% Complete				99%	\$ 1,500,000	\$ 1,488,333		\$ 1,488,333	\$ 1,500,000
Close-out Contingency	% Complete					\$ 1,000,000	\$ 35,273		\$ 35,273	\$ 844,805
Interpretives	Condors Interp.	Elephants Interp.	Wayfinding							
Program Interpretive Experience	Complete	Complete	95%			\$ 2,766,640	\$ 2,233,854	\$ 301,993	\$ 2,535,847	\$ 2,550,000
Percent-for-Art	VMC Art	Art Program Planning	East Plaza Art	West Plaza Art	Central Plaza Art					
One-Percent-for-Art Requirement	Complete	Complete	Complete	Complete	93%	\$ 843,154	\$ 713,391	\$ 50,000	\$ 763,391	\$ 810,000
Planning Projects	Proposals Submitted	Contract Award	Interim Reports	Final Deliverables	Close-out					
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 St	Complete	Complete	Complete	Complete	Complete	\$ 386,797	\$ 386,797		\$ 386,797	\$ 386,797
Land Use Processes	Project Scope and Baselines	Technical Studies and Application	Public meetings	Submit CU MS to City for Approval	Land Use Approval Process					
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
Program Administration										
Program Administration, Metro Central Support and Bond Issuance						\$ 8,850,000	\$ 7,464,483		\$ 7,464,483	\$ 8,850,000
Unallocated Program Contingency										
Unallocated Program Contingency										\$ 2,691
Expenditure Totals							\$ 132,405,326	\$ 6,053,527	\$ 138,458,853	\$ 152,826,008

Program Resources	Expected Amount	Zoo Bond Fund Revenues Received	Nonbond Revenues Received	Total Revenues Received/Issued	Funds Not Yet Received
General Obligation Bonds, premiums and interest	\$ 143,446,320	\$ 143,454,618		\$ 143,454,618	
Oregon Zoo Foundation	\$ 7,918,000		\$ 6,651,333	\$ 6,651,333	\$ 1,266,667
Grants, donations, rebates and partner investments	\$ 1,461,689		\$ 1,461,689	\$ 1,461,689	\$ -
Resource Totals	\$ 152,826,008	\$ 143,454,618	\$ 8,113,022	\$ 151,567,640	\$ 1,266,667



PROJECTS SCHEDULE
Oregon Zoo Bond Program
As of September 1, 2020

Oregon Zoo Bond Program
Monthly Report
September 1, 2020

Task Name	Start	Finish	2020				2021			
			Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	
Projects Schedule 20200901	Thu 10/1/09	Wed 3/10/21								
Water Main Building	Mon 10/26/09	Fri 7/29/11								
Veterinary Medical Center	Thu 11/12/09	Tue 1/24/12								
Land Use Permits	Tue 3/16/10	Mon 1/28/13								
Comprehensive Capital Master Plan	Wed 6/2/10	Thu 11/3/11								
Penguinarium Filtration	Mon 11/1/10	Wed 2/29/12								
Condors of the Columbia	Wed 7/25/12	Tue 3/4/14								
Elephant Lands	Mon 11/7/11	Mon 12/7/15								
Percent for Art	Thu 10/1/09	Thu 10/22/20	▶ Percent for Art							
VMC Commissioned Art	Thu 10/1/09	Tue 1/24/12								
Art Conservation/Remove-Relocate Art	Wed 5/16/12	Sat 6/30/18								
Major Art Commission #1 (Elephant Lands)	Mon 5/13/13	Wed 9/30/15								
Major Art Commission #2 (Education Center)	Tue 4/1/14	Wed 11/30/16								
Major Art Commission #3 (Polar Passage)	Tue 3/1/16	Thu 10/22/20	▶ Major Art Commission #3 (Polar Passage)							
Interpretive Experience	Mon 3/19/12	Fri 9/25/20	▶ Interpretive Experience							
Interpretive Roadmap	Mon 3/19/12	Sun 9/30/12								
Condors of the Columbia Interpretives	Thu 6/14/12	Fri 3/7/14								
Elephant Lands Interpretives	Mon 6/25/12	Fri 11/13/15								
Wayfinding Design/Solicitation	Mon 3/17/14	Thu 12/31/15								
Wayfinding Construction/Install Pylons/4 Kiosks	Sat 1/2/16	Wed 6/28/17								
Wayfinding Install Central Plaza Kiosk; Post-construction	Mon 8/3/20	Fri 9/25/20								
Education Center	Thu 3/21/13	Fri 6/30/17								
Early Demolition	Thu 3/21/13	Wed 6/12/13								
RFP Design	Tue 1/21/14	Fri 4/18/14								
Design	Mon 4/21/14	Fri 9/11/15								
Construction	Tue 9/15/15	Wed 12/28/16								
Post Construction	Thu 12/29/16	Fri 6/30/17								
Polar Passage/Primate Forest/Rhino Habitat	Tue 2/9/16	Wed 3/10/21	▶ Polar Passage/Primate Forest/Rhino							
RFP Design	Tue 2/9/16	Mon 6/20/16								
Polar Passage Design	Tue 6/21/16	Sun 5/13/18								
Primate Forest/Rhino Habitat Design	Thu 11/17/16	Fri 8/31/18								
Construction	Mon 6/4/18	Thu 1/7/21								
Post Construction	Fri 1/8/21	Wed 3/10/21								
Electrical Infrastructure	Mon 4/3/17	Fri 5/31/19								