



**Oregon Zoo Bond
Citizens' Oversight Committee**

Wednesday, February 10, 2021
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Feb. 10, 2021
Agenda

Please join my meeting from your computer, tablet or smartphone:

<https://us02web.zoom.us/j/83101381650>

Meeting ID: 831 0138 1650

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 November 18, 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 - Climbing structure/ladder delay 2. Percent-for-Art – No report 3. Interpretive Experience – No report 	Discuss	Page 29, 40	Jim Mitchell and Kate Giraud	3:25
D. Program Status, Financial Information, Schedule <ul style="list-style-type: none"> • Habitat Openings • Records Retention Update 	Discuss	Page 40	Sarah Keane	4:15
E. Oversight Committee reports	Discuss	Page 22	Susan Hartnett	4:25
F. Zoo and Oregon Zoo Foundation Update	Discuss	Page 29	Sarah Keane, Bob Lee, and Julie Fitzgerald	4:30
G. Open Discussion/Questions			Susan Hartnett	4:50

Upcoming meeting dates – Wednesdays, 3 to 5 p.m. (TBD location virtual or Oregon Zoo)

May 12, 2021

Sept. 15, 2021 – FINAL MEETING

Nov 10, 2021 – *keep on calendar*



Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Zoom
Wednesday, November 18, 2020
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Nov. 18, 2020

Minutes

MINUTES

MEMBERS PRESENT

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

AFFILIATION

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

MEMBERS ABSENT

Laurel Brown
Emma Stocker

AFFILIATION

Assistant Director of Facilities Operations, Reed College
Emergency Management, Portland State University

GUESTS

None

AFFILIATION

ELECTED OFFICIALS AND STAFF

Shirley Craddick
Julie Fitzgerald
Caleb Ford
Kate Giraud
Sarah Keane
Bob Lee
Jim Mitchell
Joel Morton
Linnea Nelson
Sarah Orizaga
Utpal Passi
Staci Pfau
Heidi Rahn

Metro Councilor
Oregon Zoo Foundation Executive Director
Metro Deputy Chief Financial Officer
Oregon Zoo Bond Project Manager
Zoo Administration and Finance Director
Oregon Zoo General Curator
Oregon Zoo Bond Construction Manager
Metro Senior Attorney
Assistant Management Analyst
Oregon Zoo Administrative Assistant III
Deputy Director, Zoo Operations
Oregon Zoo Bond Project Manager
Capital Asset Management Director

A. Welcome / Introduction

Susan Hartnett, Oregon Zoo Bond Citizens' Oversight Committee Chair, opened the meeting at 3:03 p.m. Susan shared virtual meeting etiquette, gave an agenda item overview, and showed two cute videos; one showed Zoo guests dressed up for "Howloween" and the other was a YouTube clip of the chimps exploring their new mesh habitat at Primate Forest.

The committee briefly introduced themselves. Susan introduced Sarah Orizaga, who has joined the Oregon Zoo bond team as an administrative specialist. She will be working with Sarah Keane to close out this current bond project. Susan also introduced Bob Lee, the Oregon Zoo's general curator, and informed the committee that he will be taking the place of Sheri Horiszny who is no longer with the Oregon Zoo.

B. Approval of September 9, 2020, Oversight Committee meeting minutes

The minutes of the September 9, 2020, Oregon Zoo Bond Oversight Committee ("Oversight Committee" or "the Committee") meeting were approved by a show of hands via Zoom.

C. Monthly Project Updates

Polar Passage/Primate Forest/Rhino— Jim Mitchell began the updates:

- Construction progress lost five days due to wildfire smoke's impact on air quality.
- Polar Passage storage building has been delayed due to Zoo Lights. Part of the guest route blocks the necessary construction access. The building should now be complete in mid-February.
- Polar Passage work is scheduled to finish around January 1st.
- Fake rock-work at Polar Passage has been complete
- All three pools at Polar Passage have passed water leak tests.
- Projects are adhering to strict COVID protocols, including doing punch walks and architect walk-throughs via Zoom.

Project expected completion dates:

Rhino Habitat – 10/2020

Primate Forest – 10/2020 **Work to complete at Red Ape results in a dead end path at Primate Forest.

The logistics team placed stanchions along pathway to create one-way in and out access for guests. **

Red Ape – 12/2020 Complete remodel work.

Café – 11/2020

Polar Passage – 01/2021

Kate Giraud walked the committee through the newest project photos highlighting:

- Chimps enjoying the new day room
- Completion of Primate Forest's meshed habitat
- Completion of paving and landscaping work at Primate Forest
- The deep pool at Polar Passage after water-leak test was passed
- Completion of the fake rock work at Polar Passage
- An aerial photo of the three bond construction sites

Percent for art – Installation will be done post zoo-lights as the route goes through where the melting ice bear sculpture will be. Projected installation will be sometime in mid-January. The two benches can be installed sooner, around mid-to-end December. The artists are in Madrid and cannot join for the installation, but will be live via Zoom to see the installation process and to provide input or feedback. A representative from the Regional Arts and Culture Council will also be present for installation.

Interpretive Experience – No report

Naomi gave her perspective of the Primate Forest habitat after previewing the space in October. She reiterated how large it truly is.

Chin See Ming asked how many chimps will be brought to the Oregon Zoo. Bob Lee said that a troupe of 8 chimps will come in the spring of 2021. Animal staff will work with the incoming troupe to introduce them to the resident chimps between the spring and summer. The Oregon Zoo cannot disclose which institution the chimps are coming from at this time.

D. Program Status and Financial Information at a Glance

Sarah discusses program financials and closeout:

- The projects remain on budget with a good chance that the projects will come in under budget with contingencies remaining.
- The remaining funds are made of up foundation and incentive dollars. The Oregon Zoo is currently in conversation with the Oregon Zoo Foundation to determine what the remaining funds will be used for.
- COBID contracts remain at around 13% for the current project and 14% for the overall program

Sarah then discusses the staff task list that was generated by the committee’s recommendations in the 2019 Annual Report:

- There were 12 recommendations made by the committee in the 2019 Annual Report
- 7 recommendations have been completed
- 2 are likely to be completed by the end of December 2020
- 3 likely won’t be completed until the bond project is completed
- For the final report, the committee can request that these tasks be addressed in the annual update
 - After the bond project is completed, it is the responsibility of the Oregon Zoo director to provide updates to Metro Council for these follow-up responsibilities

Sarah discussed how the bond team is focused on how to wind-down the program. Sarah Orizaga will begin working with Metro to retain records accordingly. She is also familiarizing herself with InDesign to create future reports.

E. Program Schedule

Project anticipated completion dates were reiterated.

Sarah discussed the plan for the various habitat openings.

- Currently Sarah K and Sarah O have been meeting with different teams across the zoo to brainstorm various preview and walk-through opportunities and/or small media events to celebrate habitat openings.

- There may be a separate event for a Bond completion celebration later in 2021. A more firm schedule of this and other events will be presented at the February 10, 2021 Bond Oversight Committee meeting.

F. Committee Annual Report—

Oversight Committee Report - Susan mentioned that there may be one more annual report, separate from the final report. Planning for this will start early next year, for discussion at the February 10, 2021 Bond Oversight Committee meeting. The committee will aim to deliver a final report to Metro Council around May 2021. Sarah O. is doing a careful proof read of the 2019 Annual Report so that the committee can have a clean copy to work from.

Others may still volunteer to work on the report. The list of committee members who have volunteered so far are:

- Susan Hartnett
- Naomi Bishop
- Robyn Pierce
- Christine Taylor
- Laurel Brown
- Kevin Spellman
- Dan Hauser

G. Zoo and Oregon Zoo Foundation Update

Zoo Updates – Passi shared that due to increased onsite activity, the Zoo has been able to hire back 15 employees. Over the summer, the Zoo was able to extend hours of operation to 8:00PM, 4 nights a week. Large events are still not being held, but the Zoo was able to bring families back for traditional events like Howloween in October, which was held over five sold-out days rather than two. Zoo lights had been planned with a model that offered both walking and driving routes. Due to new COVID restrictions, the Zoo will only be offering the driving route, 7 days a week, through January 10th.

- AZA Update: Accreditation site visit postponed to next year due to COVID. All of the required documents have been submitted. Accreditation will be prioritizing animal welfare, veterinary care, and safety; AZA understands the constraints zoos and aquariums are under and plan to be more flexible in their assessment of education, conservation, and financial position.

Animal updates – Bob shared that rhinos are due to arrive in spring, but because placement was delayed, there will be new recommendations for a pair of rhinos. The condors that were evacuated during the wildfires have all been brought back to the Johnson Center, except for seven chicks. They will remain at the Peregrine Fund in Boise until they are ready to be released. Since then, several birds have been released in Arizona. The animal welfare committee has a monitoring plan in place for Zoolights. Several species along the route will receive additional monitoring, but there are no major concerns that Zoolights will have a negative impact on the animals.

OZF Update – Julie shared that OZF is in their fourth year of the Heart of the Oregon Zoo campaign. A gratitude report for 2019 will be coming out week of Thanksgiving.

- Susan asks if the committee can write a letter to OZF expressing their appreciation with the Zoo Bond program. Julie and the committee agrees that this is a great idea. Susan will draft the letter and work with Julie and Nan Heim to get it to the Board of Trustees.

H. Open Discussion/Questions

Susan thanks the committee for the work they have put into zoo and bond work.
Susan closed the meeting at 4:23 p.m.



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 #060/Status Date: January 26, 2021	Project Manager Phone: 503-914-6025
Architect/Engineering Design Consultant: CLR Design	Construction Manager/General Contractor: Lease Crutcher Lewis (LCL)
<p>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.</p>	
<p>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.</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	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	\$47,202,256*	\$43,058,222	\$47,202,256	\$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.

On July 27, 2020, OZF confirmed \$200,000 funding for Primate Forest chimp climbing structures in the existing moated habitat.

Critical Issues

Last month's report contained information regarding the original electrical subcontractor on the project had filed for bankruptcy. Cochran Inc. was contracted with to complete the remaining 10% of electrical scope. Cochran is on the project and we do not anticipate a schedule impact with this change of electrical companies.

Summary Status

Milestones/deliverables/information items for this reporting period:

- The redesign of the keeper access to the climbing structures is in progress and the zoo has selected a design which includes individual fixed ladder attached to each platform.
- The project is 91% complete.
- Contingency is 15% of cost to complete.
- Construction change orders are 7% of the construction contract amount.

Construction progress:

- The primate moated habitat climbing structures have been installed.
- Polar perimeter fencing and visitor exclusion fence is in progress.
- Shotcrete is complete.
- Landscape at Polar Passage is in progress.
- LCL has moved their field offices off the site so construction can begin on the storage building.
- All paving is complete except the area around the storage building.

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

- Continue with construction on the main package.

Schedule substantial 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 – 12/2020 Complete remodel work.
 - Café – 12/2020
 - Polar Passage – 1/2021
 - Storage Building – 3/2021



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

Oregon Zoo Bond
 Citizens' Oversight
 Committee Meeting
 February 10, 2021
 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	Contracting	Construction					
Veterinary Medical Center	Complete	Complete	\$ 9,464,299	\$ 8,840,329		\$ 8,840,329	\$ 8,840,329
Penguin Life Support System	Complete	Complete	\$ 1,800,000	\$ 1,762,250		\$ 1,762,250	\$ 1,762,250
Water Main Building	Complete	Complete	\$ 267,459	\$ 242,495		\$ 242,495	\$ 242,495
Elephant Lands	Complete	Complete	\$ 57,561,443	\$ 54,147,246	\$ 3,260,000	\$ 57,407,246	\$ 57,407,246
Condors of the Columbia	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	\$ 17,699,157	\$ 15,936,863	\$ 1,613,343	\$ 17,550,205	\$ 17,482,791
	% Complete						
Polar Passage/Primate Forest /Rhino	Complete	91%	\$ 47,202,256	\$ 42,308,222	\$ 834,336	\$ 43,142,558	\$ 47,202,256
	% Complete						
Electrical Infrastructure		99%	\$ 1,500,000	\$ 1,488,333		\$ 1,488,333	\$ 1,500,000
	% Complete						
Close-out Contingency			\$ 1,000,000	\$ 44,869		\$ 44,869	\$ 844,805
	% Complete						
Interpretives							
Program Interpretive Experience			\$ 2,766,640	\$ 2,233,854	\$ 301,993	\$ 2,535,847	\$ 2,550,000
	% Complete						
Percent-for-Art	West Plaza Art	Central Plaza Art					
One-Percent-for-Art Requirement	Complete		\$ 843,154	\$ 713,391	\$ 50,000	\$ 763,391	\$ 810,000
	% Complete	93%					
Planning Projects	Final Deliverables	Close-out					
Comprehensive Capital Master Plan	Complete	Complete	\$ 1,850,000	\$ 1,691,504		\$ 1,691,504	\$ 1,691,504
Stormwater/ Wastewater Analysis	Complete	Complete	\$ 160,000	\$ 159,979		\$ 159,979	\$ 159,979
Stormwater Minor Projects & Campus St	Complete	Complete	\$ 386,797	\$ 386,797		\$ 386,797	\$ 386,797
Land Use Processes	Submit CU MS to City for Approval	Land Use Approval Process					
Land Use – New CUMS	Complete	Complete	\$ 796,785	\$ 816,777		\$ 816,777	\$ 816,777
Land Use – Amended CUMS	Complete	Complete	\$ 110,429	\$ 142,617		\$ 142,617	\$ 142,617
Program Administration							
Program Administration, Metro Central Support and Bond Issuance			\$ 8,850,000	\$ 7,710,778		\$ 7,710,778	\$ 8,850,000
Unallocated Program Contingency							
Unallocated Program Contingency							\$ 2,691
			Expenditure Totals	\$ 140,881,583	\$ 6,137,863	\$ 147,019,446	\$ 153,026,008

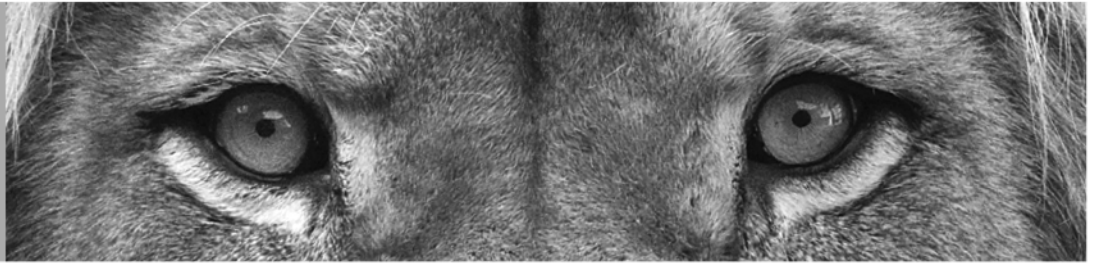
Program Resources	Expected Amount	Zoo Bond Fund Revenues Received	Nonbond Revenues Received	Total Revenues Received/Issued	Funds Not Yet Received
General Obligation Bonds, premiums and interest	\$ 143,446,320	\$ 143,494,117		\$ 143,494,117	
Oregon Zoo Foundation	\$ 8,118,000		\$ 7,284,666	\$ 7,284,666	\$ 833,334
Grants, donations, rebates and partner investments	\$ 1,461,689		\$ 1,461,689	\$ 1,461,689	\$ -
Resource Totals	\$ 153,026,008	\$ 143,494,117	\$ 8,746,355	\$ 152,240,472	\$ 833,334



PROJECTS SCHEDULE
Oregon Zoo Bond Program
 As of December 23, 2020

Oregon Zoo Bond Program
 Monthly Report
 December 23, 2020

Task Name	Start	Finish	Predecessors	2021				
				Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3
Projects Schedule 20201223	Thu 10/1/09	Wed 4/28/21						
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	Fri 1/29/21						
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	Fri 1/29/21						
Interpretive Experience	Mon 3/19/12	Thu 12/31/20						
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	Thu 12/31/20						
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 4/28/21						
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	Fri 3/26/21						
Post Construction	Fri 2/26/21	Wed 4/28/21						
Electrical Infrastructure	Mon 4/3/17	Fri 5/31/19						



December 20, 2020

Oregon Zoo Foundation
4001 SW Canyon Road
Portland, OR 97221-9704
Sent via email to ozf@oregonzoo.org

RE: A Note of Thanks and Appreciation for a Productive Partnership

Dear Oregon Zoo Foundation Board, Staff and Donors,

As we near the very successful completion of the projects approved in the 2008 Oregon Zoo Bond, on behalf of the Oregon Zoo Bond Citizens' Oversight Committee (COC), I want to thank you for your valuable partnership in this effort. The program is expected to be completed in early 2021, meeting and in many cases exceeding the voter's expectations when the bond measure was approved, and your efforts and contributions have greatly enhanced the inspiring outcomes. The total contribution to these projects from the Oregon Zoo Foundation (OZF) - over \$8 million - is a lasting legacy for the zoo, the region, and the cause of wildlife conservation!

As you know the bond measure focused on three main goals – animal welfare, conservation education and sustainable infrastructure – and called for replacement of four outdated habitats, modernization of the substandard animal clinic, enhancing access to educational opportunities, and reducing water consumption and stormwater runoff. Early bond projects – the Water Main Building, a state of the art Veterinary Medical Center and the Penguin Life Support Systems – immediately showed commitment to the bond goals.

As the bond program progressed, exciting new buildings and habitats emerged. Condors of the Columbia, Elephant Lands and the Education Center were highly visible outcomes that solidified for the public the commitment by Metro and Zoo staff to successfully fulfill the bond goals. The contribution of \$3.2 million by the Foundation to the Elephant Lands project added significantly to the new home of the Zoo's Asian elephant herd.

In its final year, the bond program is on target to deliver Polar Passage, Primate Forest and Rhino Ridge in early 2021. Foundation contributions have been particularly instrumental in Rhino Ridge where the flexibility of OZF funds allowed a much enhanced project to proceed, providing a dramatically improved habitat for a critically endangered species.

The COC, a required element of the bond measure, provides community based review and input to the program staff to assure that the public's money is well spent. The committee was formally established in 2010 and has met quarterly since then. A liaison from the OZF Board and OZF staff, usually the Executive Director, have attended most meetings to provide updates on OZF's fund raising campaigns and the generous donations that have been instrumental in the bond program success. The consistent and enthusiastic participation by OZF in the COC's activities has been greatly appreciated and often added excitement to our meetings.

The COC is truly awed by and grateful for all the participation by OZF in this vital effort. The value of partnership between elected officials, private non-profits and community stakeholders is clearly evident in the Oregon Zoo Bond Program and its outcomes, many of which have received accolades and recognition by organizations such as the America Institute of Architects and the Association of Zoos and Aquariums. The committee is also hopeful that this spirit of partnership will evolve into another effort to address the remaining aged and outdated habitats at the Zoo, many of which date to 1950s and 1960s.

Once again, on behalf of the COC, many thanks to each of you! We look forward to seeing you at the Zoo in the very near future.

Sincerely,

A handwritten signature in blue ink that reads "Susan G. Hartnett". The signature is fluid and cursive, with the first name being the most prominent.

Susan G. Hartnett, Chair
Oregon Zoo Bond Citizens' Oversight Committee

cc: Metro Council Office
Metro Senior Leadership