

MARCH 2015

Oregon Zoo Bond Citizens' Oversight Committee Report

A report to the Metro Council and community regarding progress on the zoo bond program

In 2008, Portland area voters expressed the value they place on animal welfare and water and energy conservation when they passed the \$125 million bond measure that funds habitat and infrastructure upgrades at the Oregon Zoo. As mandated by the bond measure, the Oregon Zoo Bond Citizens' Oversight Committee ("the committee") provides independent citizen review to help ensure this money is well spent. Our charge is to determine if the zoo improvement program is on the right path in terms of structure, expenditures and achievement of defined goals. This is our fifth annual report to the Metro Council and the community, presenting our findings on how the program has progressed during the period from January through December 2014.

Bonds to Protect Animal Health and Safety; Conserve, Recycle Water

The zoo bond measure calls for updating and replacing old exhibits and facilities, increasing access to conservation education, and replacing utility systems to reduce water and energy use and lower operating costs.

- Provide more humane care for animals; update four outdated and undersized enclosures with larger, more natural and safer spaces.
- Protect animal health and safety; modernize zoo's substandard 45-year-old animal clinic determined deficient by the Association of Zoos and Aquariums.
- Increase access to conservation education; provide more space for summer camps, classes and hands-on learning for kids, adults and families.
- Improve water quality; replace the zoo's 1950s sewer system, reducing pollution by separating sewage from stormwater, harvesting runoff for reuse.
- Conserve, reuse water; install water recycling filtration systems; replace leaking, worn-out plumbing, irrigation systems, saving 11,000,000 gallons of water annually.

Who we are

The Metro Council first appointed the committee in January 2010. We met four times in 2014: February, May, September and November. We currently have 14 committee members. Members bring to the committee skill sets from a diverse set of backgrounds (see Appendix A).



The committee operates under a charter that incorporates the governance and reporting requirements of Metro Council Ordinance 10-1232. The Metro Council president appoints the chair of the committee, a position currently held by Bill Kabeiseman. The chair selects a vice chair, currently unfilled.

The committee meetings typically involve interactive presentations by the zoo bond staff team and other Oregon Zoo staff. Each meeting includes considerable discussion and question/answer time.

The committee operates at a high oversight level. The committee reviews the zoo improvement program to ensure that structure, expenditures and defined goals are on track. In most cases, we do not make specific project decisions. We look at how decision-making occurs and how business is conducted. We seek to help ensure that the right processes and controls are in place so that the best possible value can be realized from the voter-approved zoo bond funds. The attached organizational chart of the zoo bond program (Appendix B), illustrates the many different levels of interaction and oversight.

Why we exist

The 2008 zoo bond measure titled “Bonds to Protect Animal Health and Safety: Conserve, Recycle Water” (the “zoo bond”) called for a citizen oversight committee to do the following:

1. Assess progress in implementing the Oregon Zoo bond measure project improvements.
2. Report on project spending trends and current cost projections, and review and report on the Annual Independent Financial Audit of spending.
3. Consider and 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 is fully realized.

The committee's reporting requirement

We are required to report annually to the Metro Council regarding the progress of the zoo bond measure improvements, spending trends and cost projections, and project modifications. This document satisfies that requirement.

REQUIRED REPORTING ITEM 1

Assessment of progress

The zoo bond program has a clear organizational and governance structure, and processes appear to be in place to ensure that Metro will be a good steward of the bond money.

ONGOING AND NEW BOND PROJECTS

Accomplishments and Considerations

Elephant Lands: In recognition that elephants are the Oregon Zoo's signature species, Metro prioritized the onsite Elephant Habitat (known as "Elephant Lands") project in terms of timing and the financial resources dedicated to it. The project will significantly expand the habitat, allowing for an evolution in the way the elephants use their space in support of the zoo's vision for elephants to live in family herds. The project will provide the elephants a new barn, indoor habitat and outdoor habitat.

The elephant habitat expansion has implications for other parts of the zoo. Related sub-projects include: 1) relocation of the train loop, 2) a new perimeter service road, 3) relocating the Wild Life Live! program, and 4) water and energy sustainability measures, including Leadership in Energy and Environmental Design (LEED) Silver Certification for the elephant buildings and site, and a new campus geothermal loop to reduce the use of fossil fuels for heating and cooling. Metro has contracts in place for design and Construction Management/General Contractor (CMGC) for this project.

Construction started in October 2013, with an estimated completion date of October 2015. This is a few months later than originally expected due to value engineering and design modifications to meet budget requirements and permitting delays with the City of Portland. The project is currently on track to be completed by the approved date per contract. Construction and spending is more than 70 percent complete. Construction of the new train route was completed on time for ZooLights 2014. Major construction activities underway include the roof and floors for Forest Hall and the Elephant Barn, finishings on the 160,000-gallon pool, activity tree, doors, Elephant Plaza, and the shade structure in the North Meadow habitat. Elephant Plaza will be complete in April 2015, which will allow the zoo to initiate retail opportunities and provide guest amenities. Elephants will have access to their new buildings, the North Habitat, and a portion of the South Habitat in the spring of 2015, greatly increasing the space and activities available to them. Upon a successful transition to the new habitat, the old elephant facilities will be deconstructed. The new Encounter Habitat will close temporarily as part of the phasing, to accommodate final construction. Art, interpretives, and wayfinding will be installed prior to construction completion.

Of particular note, the low percentage of cost for change order work for this large project is to be commended. A project of this size and scope would generally average change orders that increase costs by around 10 percent of the construction cost. The Elephant Lands number has been particularly low, around 3 percent of the guaranteed maximum price, which shows one of the benefits of utilizing a Construction Management General Contractor.

Two totem poles were displaced in the construction of Elephant Lands, which created an opportunity for a complete restoration by the Lelooska

Recommendations

The use of CMGC on this project has minimized risks, including the percentage of change orders. The committee recommends that future bond projects continue to utilize alternative contracting methodologies to minimize risk, as appropriate.

The low percentage of total construction cost for change orders for this large project is to be commended.

The rededication of two totem poles was celebrated in the fall of 2014. The zoo hosted a well-attended event that celebrated the Native American culture, history and meaning of the poles.

tribe and artist Ray Losey prior to relocating the poles. With significant engagement of the Native American community, the zoo hosted a well-attended totem pole rededication event to celebrate the Native American culture, history and meaning of the poles.

Service Road: The service road construction is 70 percent complete and is currently being utilized to provide access to Elephant Lands construction, the existing elephant barn and the concert stage. The remaining road utility work and paving is scheduled to occur toward the end of Elephant Lands construction. Upon completion, the road will provide staff necessary access to various parts of the zoo, keep service vehicles away from the visitor experience, and provide desperately needed access for emergency vehicles. The service road design proved to be challenging due to soil conditions and seismic concerns. The original design was modified, and costs in excess of the originally anticipated budget were paid with bond premium funds. The Metro Council approved the allocation of bond premium funds to support the entirety of the work program.

Education Center: The Education Center will provide conservation education program activity spaces for camps, classes, and zoo visitor and partner use. This project includes the completed demolition of the Tiger Plaza structures, a portion of infrastructure work identified in the Master Plan to address stormwater and site utilities, and comfort amenities for the West Plaza.

Design of the Education Center kicked off in the summer of 2014, with schematic design approval in the fall of 2014. More than 3,600 people in the metro region influenced key interpretive themes and potential activities at the Education Center via online and site surveys. Construction is scheduled to begin in the fall of 2015.

The construction will have a significant impact upon the visitor experience, zoo classes and camps, and zoo operations. Access in and out of the project site onto busy Washington Park roadways will be a safety challenge/concern. Close coordination between construction and facility operations will be required. The Metro Council approved an alternative procurement for construction management by a general contractor, which will help address these risks, as well as encourage more minority, women and emerging small business contractor participation. The design team and construction contractors are working closely with zoo staff and stakeholders to minimize the negative impacts to visitors and surrounding neighbors during construction. The committee extends its appreciation to the Portland Children's Museum for its collaboration with zoo education and bond staff to provide alternative camp/class space during 2014 and 2015. The committee also appreciates the financial pledge from the Oregon Zoo Foundation to support enhancements to the teen space and interpretives, with a focus on fostering youth leadership development.

The committee recommends that close attention be paid to impacts on visitor experience and zoo operations during construction of the Education Center.

The committee extends its appreciation to the Portland Children's Museum for its collaboration with zoo education and bond staff to provide alternative camp/class space during 2014 and 2015.

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Percent-for-Art: The zoo bond program is taking a programmatic approach to meeting the 1 percent-for-art requirement. In addition to art installed at the Veterinary Medical Center, the remainder of the art will be in three major commissions. The first commissioned artist, Catherine Widgery, will create art for Elephant Lands. In 2014, she worked with the contractor and design consultants to define scope, begin fabrication, and make preparations for installation of frame and footing components for the artwork.

Also in 2014, the Oregon Zoo Public Art Advisory Committee (which includes a member of the Zoo Oversight Committee), working with a representative from the Regional Arts and Culture Council and Metro Procurement, issued an RFP to select a second commissioned artist to create art for the Education Center project. From the 232 artists from around the country who responded to the RFP, the art committee selected four finalists to participate in a three-day selection process at the zoo. In November, the art committee selected Rob Ley, a public artist from Los Angeles, who will present his final concepts to the art committee in April 2015.

Interpretive Experience and Wayfinding: The bond measure called for increasing access to conservation education, which is a focus of the interpretive elements with each project. The interpretative features at the Condors of the Columbia exhibit were designed to illustrate the zoo's role in California condor conservation and to inspire audiences to take conservation action. This project was completed in 2014. To validate the efficacy of the interpretive experience, an evaluator was contracted to analyze visitor tracking studies and intercept surveys. The evaluator concluded that Condors of the Columbia was highly successful in meeting the intended outcomes. The evaluator's report will be shared with other members of the California condor recovery project.

By the close of 2014, design of the Elephant Lands interpretive experience was nearing its end and the transition to exhibit production and installation was beginning. In addition to interactive and informative exhibits, the interpretive experience will include the zoo's first smart phone application. Features of the app, to be publicly released just prior to Elephant Lands' grand opening, will include providing visitors with tools for identifying individual elephants in the herd.

Design of the campus wayfinding system made significant progress in 2014. Zoo staff and consultants continue to work on a system to aid visitor navigation and trip planning on grounds.

PROGRAM INITIATIVES

Accomplishments and Considerations

Remote Elephant Center: Metro Council Resolution No. 11-4230 authorized Metro to enter into options to potentially purchase property for the purpose of providing a Remote Elephant Center (REC). Subsequently, the Metro Council allocated \$7.2 million (\$5.8 million of which was from the bond and \$1.4 million from private donors) earmarked for feasibility, due diligence and, if appropriate, land purchase and construction for the REC project.

Feasibility studies are underway and due to be complete in 2015. These studies include assessments of the operational requirements of an REC and the costs to acquire, prepare and run such a facility. Additional assessments are being done on the feasibility of the physical property site on which Metro has the option. The committee recognizes that the scope of research, planning, and discovery regarding the feasibility of an offsite facility is a time-consuming responsibility that directly competes for staff resources with the ongoing zoo construction site projects. This presents a risk.

The Oversight Committee recommends that the Metro Council make a final decision in 2015 regarding the feasibility of creating and operating an REC, and whether the currently considered site would be appropriate for such a facility.

Recommendations

The committee recommends that the Metro Council make a decision about the Remote Elephant Center site in 2015.

MWESB efforts: The zoo has demonstrated its commitment to provide maximum opportunity to conduct business with minority-owned enterprises, women-owned enterprises and emerging small businesses. The aspirational contracting goal for the zoo bond-funded construction projects is 15 percent participation from minority, women, and emerging small business (MWESB) firms. Efforts include evaluation during the procurement of goods and services, outreach to MWESB firms to encourage participation, mentoring of MWESB firms, and breaking projects down to increase accessibility to bid.

MWESB utilization on Condors of the Columbia construction was 25.8 percent of the applicable contract value. This resulted in \$363,502 going to MWESB-certified firms. This project was more accessible to MWESB certified firms due to the smaller scale and reduced complexity.

Metro's Procurement Department revised the methodology for calculating MWESB utilization to deduct the value of the scopes of work deemed ineligible to MWESB firms from the total construction contract amount to determine the base for utilization rate calculation. For Condors of the Columbia, that included removing the specialized aviary mesh installation scope of work provided by only three firms nationwide, a subcontract value of \$157,845. This methodology is similar to other contracting agencies.

The committee recommends continued use of alternative procurement options that allow for more MWESB participation, ongoing communication to share best practices and reach out to the MWESB community, and engaging with local resources to increase participation from MWESB firms.

The Elephant Lands project is projecting to utilize MWESB firms for more than \$4 million worth of contracts. Due to the project's complexity, scale, and specialization, the 15 percent goal is not projected to be met.

Sustainability: Improved sustainability is a key goal of the bond program. Several of the completed projects have enhanced zoo sustainability measures, including the penguin water filtration system and Leadership in Energy and Environmental Design (LEED) gold rating on the Veterinary Medical Center. Elephant Lands has a LEED silver goal – as do all applicable bond projects – and features a geothermal loop, solar power, solar hot water and ecoroof, among other sustainability components. The Education Center is also being designed to high sustainable standards and to be a teaching building where visitors can learn about sustainable living. Many other sustainable ideas have been researched during project design phases.

Animal welfare: The zoo is committed to providing its animals with the best care possible, and animal welfare is prioritized during design and monitored during all construction. The Veterinary Medical Center was built as the first bond project because the existing facility was not up to current standards for animal care. In planning for Elephant Lands, the zoo hired a consultant team that included architects expert in the design of animal habitats who drew upon the best features of state-of-the-art elephant facilities around the world. Working with elephant care staff, the design team crafted Elephant Lands to meet the psychological and social requirements of the elephant herd as well as their physical needs. The zoo's research staff collected baseline data on the herd's general health, hormone levels and behavior. Staff will monitor the elephants as they transition into the new habitat, and for years into the future. Their findings are expected to provide scientifically credible documentation of the effects of the new habitat on the elephants' welfare and quality of life, findings that will likely prove valuable to other elephant care facilities.

Program governance and structure: In May 2014, the zoo experienced a leadership transition with Teri Dresler, general manager of Metro visitor venues at the time, stepping in as interim director. The committee commends the bond program for keeping all bond projects on track, despite the change in zoo executive leadership.

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COMPLETED BOND PROJECTS

Accomplishments

Recommendations

Comprehensive Capital Master Plan (CCMP): The CCMP was completed and approved by the Metro Council in September 2011. It addresses project sequencing, scope, programming and budgeting for bond projects.

Veterinary Medical Center (VMC): The grand opening of the VMC was celebrated in January 2012. The Veterinary Medical Center replaced the substandard veterinary and quarantine buildings with a new facility that meets standards set by the Association of Zoos and Aquariums.

Penguin Life Support System Upgrade: The penguin filtration project was completed in 2012. The goal of the upgrade was to conserve water and improve water quality. Zoo staff estimates that water use has decreased by more than 90 percent as the pool water is filtered versus frequently dumped.

Water Main Building: The Water Main Building was completed in 2011 and prevents nonpotable water from entering the water system. It was a crucial upgrade to save water at the zoo, including the capture and reuse of rainwater at the Veterinary Medical Center.

Land Use: Metro completed and received approval for three land use applications with the City of Portland: (1) an amendment to the existing Conditional Use Master Plan to allow work to proceed on the Elephant Lands project and the Condors of the Columbia project; (2) West Lot land use application; and (3) an application for a new Conditional Use Master Plan for the next 10 years for the remainder of the specific bond projects and some of the overall master plan improvements.

Parking management responsibilities have been turned over to Portland Parks and Recreation as part of the land use process. Impacted parties formed the Washington Park Transportation Management Association (WPTMA). Paid parking for the shared lot and throughout Washington Park was implemented in January 2014.

Wild Life Live! Program: The Wild Life Live! facility was displaced due to the construction of Elephant Lands. The bond program renovated an underutilized animal holding facility at the zoo and successfully relocated the Wild Life Live! program. The relocation resulted in improved living quarters for the program animals. Wild Life Live! staff are pleased with the new headquarters.

Condors of the Columbia: Condors of the Columbia officially opened to the public in May 2014. Construction was completed on amended schedule and *under* budget by \$418,462. The construction completion date was later than the estimated schedule in the Comprehensive Capital Master Plan, but approved and updated due to the need for a longer design and construction period and the discovery of hidden underground challenges on site. Condors of the Columbia highlights the Oregon Zoo's successful condor breeding program and aims to inspire visitors to learn more about the conservation of these iconic birds.

Although WPTMA is now responsible for parking management, the committee recommends that Metro ensure the transportation planning process receives adequate oversight and appropriate resources to ensure community access to the zoo and the new bond-funded projects.

The committee commends the diligence of the bond team for completing Condors of the Columbia \$418,462 under budget.

Train Loop: Construction of the zoo train loop was completed in November 2014, and the train was running to accommodate a record attendance at ZooLights. The train was rerouted to accommodate the new elephant habitat. The new zoo train loop will provide visitors an opportunity to see the elephants in their habitat.

REQUIRED REPORTING ITEM 2

Report on spending trends, current cost projections and independent auditors' report

- The zoo bond program is divided into four main areas: construction projects, planning projects, land use processes and program administration. As of December 31, 2014, the total amount budgeted for all program activities is \$138.6 million. Funding sources total approximately \$143.5 million and include \$125 million from general obligation bond measure proceeds, \$5.8 million from the Oregon Zoo Foundation, approximately \$1.5 million in anticipated investment earnings and \$10.7 million from bond sale premium proceeds, of which \$4.9 million has been allocated to the program. The remaining \$5.8 million that is not budgeted to a specific project as of the end of the year is considered additional program contingency.
- The Comprehensive Capital Master Plan (CCMP) process is complete as well as the construction of the Veterinary Medical Center, the Penguin Life Support System Upgrade project, the Water Main Building, Condors of the Columbia, and the major land use approval processes. These projects represent \$16.3 million (12 percent) of the \$138.6 million total budget, and were completed on time and within budget.
- In 2014, Condors of the Columbia was completed on time and under budget. The project budget was \$2.6 million and total expenditures were \$2.2 million. The remaining funds were returned to the overall program contingency.
- The planned projects for 2015-2017 include completion of Elephant Lands, design and construction of the Education Center, and design of the new Polar Bear habitat. In addition, the program is planning campus and program-level interpretive design and projects to meet the one-percent-for-art requirement. These projects represent \$95.7 million (69 percent) of the total forecast program expenditures. As of December 31, 2014, \$44.4 million has been spent on these projects, including planning, design and construction on Elephant Lands (73 percent complete), planning and design of the Education Center (design development currently 40 percent complete), and interpretive, wayfinding, and art associated with those projects.
- The Oregon Zoo Foundation (OZF) has pledged to donate \$5.8 million to support the remaining bond projects. To date, the foundation has provided \$3,365,000 of their total commitment to the zoo; the remaining funds committed will be provided no later than the start of the last scheduled project. The OZF pledge includes \$3.2 million for Elephant Lands, \$130,000 for Elephant Lands identification application, \$488,000 for the Education Center capital improvements and interpretives, \$30,000 for the Willard Martin mosaic restoration, and the remainder unrestricted for the bond program. The portion for the Education Center is an increase from OZF's pledge from the prior year, and reflects

the community's continued support for the zoo projects. OZF has the financial capacity and stability to guarantee the pledge to the bond program.

SPENDING CONSIDERATIONS AND RECOMMENDATIONS

Accomplishments and Considerations	Recommendations
<p>The Comprehensive Capital Master Plan (CCMP) describes the zoo's vision and goals, the purpose and intent for each facility, and includes a budget, sequence and timeline of construction projects that will bring the future vision to reality. This representation of the zoo's future is an essential tool to coordinate the development of the zoo's separate facilities into a coherent, effective and unique institution with a clear and recognizable theme and mission.</p> <p>The Metro Council approved the master plan in 2011, which included the budgets for the bond-funded projects. The CCMP has been and will continue to be a crucial element to ensure efficient and effective use of bond proceeds. As part of the CCMP process, each project budget was developed with a contingency fund for both design and construction. Annual cost escalation due to inflation was also incorporated into each project budget. In addition, the overall program has a contingency fund.</p> <p>We commend the economy and efficiency with which the program has been run, and recommend its continuance. Of principal concern to this committee is completion of all bond projects with the remaining funding without sacrificing bond program and animal welfare objectives.</p>	<p>The committee recommends that the program continue to review and validate budgets and the inflation and cost escalation assumptions on an ongoing basis.</p> <p>It is critical that the bond program staff continue to use the CCMP and resulting budgets and schedules to manage the remaining project scopes. This will help ensure that funding and resources are available to complete all bond commitments.</p>
<p>The program received Metro Council approval to use an alternative general contractor procurement method called the Construction Management by General Contractor approach for the Elephant Lands and Education Center projects. This approach appears to be working well for the Elephant Lands project and, given the complexity of the zoo bond-funded projects and the possibility of simultaneous construction projects, we continue to support the consideration of alternative contracting methods such as this in order to reduce risk and achieve the most cost-effective and efficient use of the zoo bond funds.</p>	<p>The committee supports the continued consideration of alternative contracting methods.</p>
<p>Administration and bond issuance costs total \$2.9 million (4.6 percent) of the zoo bond program's total expenditures through December 31, 2014. Last year, the Citizen's Oversight Committee requested a staff report regarding the details of administrative overhead costs expended to date and the amount expected to be spent for the duration of the bond program. In November 2014, the staff presented a report regarding expected total expenditures for administrative overhead costs. In previous reports, staff projected that total administrative overhead costs for the bond program would be \$3.9 million, about 3 percent of total expenditures. The Zoo Finance Manager completed an analysis of this projection, and in</p>	<p>Administration and bond issuance costs should continue to be monitored as the bond program moves forward, but do not appear unreasonable. A report to the committee on this matter in the coming year would be appropriate.</p>

November 2014 reported to the Oversight Committee that this amount had increased to \$4.95 million, or about 4 percent of total bond program expenditures. Of this total, \$1.16 million will be for direct bond program staff and miscellaneous direct bond program administrative costs. The balance of the \$4.95 million (\$3.67 million) will be transferred to Metro for central services provided in support of the bond program. Metro uses an "allocated central services" approach where central administrative costs (such as accounting, human resources, information services, etc.) are allocated on a reasonable basis.

The Citizen's Oversight Committee appreciates the brief report presented at the November 2014 meeting by staff. The Committee would like to receive additional detail regarding the administrative overhead costs expended since the beginning of the bond program as well as additional detail regarding the basis of the "reasonable" allocation of central service expenditures to ensure it is consistent with other Metro programs. Metro and zoo staff should make every effort to control these overhead costs to ensure voter-approved funds are spent efficiently to achieve the bond program objectives while maintaining proper controls and needed administrative support.

The Oregon Zoo staff anticipates that the future operating costs of the zoo will increase upon completion of the bond-funded projects, but will be offset by additional revenue-generating opportunities and the enhancements and efficiencies gained through new technologies and the modernization of zoo infrastructure. (This assumption does not include the Remote Elephant Center, which represents an additional operation.) We believe it is important that staff continue to monitor this assumption as project planning matures, to allow reasonable financial planning by zoo staff.

Continue monitoring the impact of zoo bond projects on future operating costs, specifically the increased cost of staffing, and identify whether projected visitor increases are accurate.

The committee recommends that the Metro Council assess the zoo's ability to meet any potential increases in operating costs resulting from zoo bond projects.

Metro Council Resolution No. 11-4230 authorized Metro to enter into options to potentially purchase property for the purpose of providing a Remote Elephant Center (REC). Subsequently, the Metro Council allocated \$7.2 million (\$5.8 million of which was from the bond and \$1.4 million from private donors) earmarked for feasibility, due diligence and, if appropriate, land purchase and construction for the REC project.

In December 2012, the Metro Council approved an option to purchase property for the REC near Sandy, Oregon, with the stipulation that land will be developed only after a long-term, reliable source of operating funds has been identified. The property due diligence and feasibility assessment are on track to be completed in 2015.

The committee recommends that bond funds are not expended on infrastructure and habitat without an adequate plan for meeting ongoing costs of operating the offsite facility, and the Metro Council's commitment to provide the revenue for the additional expenditures for operating a REC.

Bond funds should not be expended on infrastructure and habitat for a Remote Elephant Center without an adequate plan for meeting ongoing costs of operating the offsite facility, and commitment from Metro for providing necessary revenue on an ongoing basis.

Moss Adams issued the annual audit report of the zoo bond program on November 18, 2014. The auditors reported that nothing came to their attention that caused them to believe that Metro failed to comply with the provisions of the bond measure. No specific management letter comments were made and notice of the audit report was published on December 24, 2014, in *The Oregonian*.

REQUIRED REPORTING ITEM 3

Consider and recommend project modifications intended to account for increases in construction costs in excess of budget estimates

No project modifications are recommended at this time.

How to learn more

We encourage you to learn more about the Oregon Zoo's bond program by visiting www.oregonzoo.org/newzoo.

We also welcome your feedback about what you would like to hear from us next year. Would you like us to focus on specific areas of concern or processes? Please contact us with any ideas, suggestions or questions.

Email: zoobond@oregonzoo.org

Phone: 503-914-6028

Appendix A – Committee Membership

Bill Kabeiseman – Committee Chair

Bill Kabeiseman is an attorney at Garvey Schubert Barer specializing in land use and municipal law. He graduated from the University of Oregon School of Law and later served as an adjunct professor teaching land use law at the school. Bill chaired the Oregon State Bar Task Force on Sustainability and is on the Multnomah County Planning Commission.

Noah Bishop

Noah Bishop is an attorney and the proud father of two young zoo enthusiasts. A graduate of Lewis and Clark Law School, he has focused his practice on debtor-creditor law, and now runs his own law firm, Bishop Bankruptcy Law. He volunteers at The Bankruptcy Clinic, a free service provided by the lawyers of the Oregon State Bar.

Tony Butchart

Tony Butchart is real estate investor and owner of Hummingbird Homes, with experience in LEED certification and sustainable and passive house building practices. Previously a project manager with Neil Kelly, his work included supervising a massive re-pipe project in a 100-year-old historic register building in northwest Portland. Prior to working for Neil Kelly, he was a solo contractor for 20 years and a comptroller for a midsized, personal-injury law firm in Olympia, Washington. Butchart has a bachelor's degree from The Evergreen State College.

Sharon Harmon

Executive director for the Oregon Humane society since 1998, Sharon Harmon has helped lead the organization for 24 years and been a professional in the field of animal care and welfare for more than 30 years. She holds a BS in zoology (pre-veterinarian medicine) from Oregon State University and a Certificate in Nonprofit Business Administration and Leadership from Johns Hopkins University, and is a certified animal welfare administrator. She serves on advisory boards for Banfield Pet Hospital and Merck Pharmaceuticals. Recipient of the American Veterinary Medical Association's Humane Award for 2008, she currently serves on the board and is past chairman of the National Federation of Humane Societies.

Deborah Herron

Deborah Herron is the Director of Public Affairs and Government Relations for Walmart in Oregon and several other Western states. Walmart has been a strong supporter of the Oregon Zoo, and Herron has been instrumental in ensuring this connection, including serving on the Oregon Zoo Foundation's Board of Trustees. Previous to her work at Walmart, she was a principal at Vox Public Relations in Portland. She is well known and connected in the public affairs community, bringing collaboration, curiosity, careful thinking, passion, enthusiasm and a solution-oriented approach to engage audiences.

Appendix A – continued

Deidra Krys-Rusoff

Deidra Krys-Rusoff is a portfolio manager and a member of the fixed income team at Ferguson Wellman Capital Management. A native of Idaho, Krys-Rusoff earned her BA in zoology from the College of Idaho. She serves on Metro's Investment Advisory Committee, is an active member of the Columbia-Willamette YMCA Childcare Volunteer Board, and serves on committees at Franklin High School and Mt. Tabor Middle School. She is a past board member of the Mt. Tabor Parent Teacher Association, Northwest Taxable Bond Club and Junior League of Portland. Krys-Rusoff chaired the Oregon Zoo Bond Citizens' Oversight Committee from 2012-2014.

Mickey Lee

Mickey Lee is a project manager with MPower Oregon, which offers a simple, integrated solution for lowering energy and water expenses at existing, affordable, multifamily properties. She has a background in project development and management, with an emphasis on environmental and social equity. She previously worked in health care, digital technologies, solar installations and overall carbon emission reductions, including six years with Carbon Concierge. She has been recognized nationally for helping to bridge the gap between private and public entities. She holds an MBA in sustainable development from Bainbridge Graduate Institute and is accredited through the national Building Performance Institute.

Carter MacNichol

Carter MacNichol is a managing partner for local urban development and project management company, Shiels Oblatz Johnsen, and a managing member for Sockeye Development. He has 31 years of experience in complex project management, and real estate management and development. MacNichol has worked as real estate director for the Port of Portland, project manager for the Portland Development Commission, and taught for the Oregon City School District. He has been active on several local boards, including the Oregon Zoo Foundation, The Nature Conservancy of Oregon, "I Have a Dream" Foundation, Portland Children's Museum and Portland Community Land Trust.

Daniel Morris

Dr. Daniel Morris is research director for Our Oregon, studying government finances and budget priorities. Educated in Portland Public Schools, he went on to earn a master's degree in physics from the University of Michigan and a doctorate in public health from Saint Louis University. As an epidemiologist, Morris led studies on topics ranging from tobacco tax evasion to tracking obesity with driver licenses.

Mike Schofield

Mike Schofield is the chief financial officer of the Gresham-Barlow School District. He previously served as business manager for the Forest Grove School District, managing the school district's finances and \$65.3 million worth of construction and school improvements included in a successful bond measure. Prior to that, he served as the chief financial officer of the Northwest Regional Education Service District.

Appendix A – continued

Schofield has more than 25 years of managing finances for various public education entities. He is a graduate of Portland State University and holds a Certified Management Accountant.

Penny Serrurier

An attorney with Stoel Rives, Penny Serrurier practices law in the areas of tax-exempt organizations, charitable giving, estate planning and administration, business succession planning, and personal tax planning. She represents tax-exempt organizations and advises them on aspects of governance, compliance and tax-related matters. Serrurier has served on several local boards and is a past chair for the Oregon Zoo Foundation board of trustees.

Ruth Shelly

Ruth Shelly, executive director of Portland Children's Museum, leads a learning complex that consists of a children's museum, private preschool, public K-5 charter school, and research center with a total staff of 37 full-time and 28 part-time employees; \$3.8 million annual budget; and more than 313,000 visitors annually. Shelly is a lifelong museum professional who started in exhibit design and moved to administration, serving in art, history, natural history, and science museums – as well as an aquarium – before entering the children's museum field. She has served on museum association boards at the state, regional, and national level, having recently completed two terms with the Association of Children's Museums. In her present role, Shelly is at the nexus of informal, formal and professional learning, and she is particularly interested in the role that museums can play in shaping the future of educational systems in the United States. Prior to moving to Portland in 2013, Shelly served as Executive Director of the Madison Children's Museum during its move to a renovated historical building, which became the first LEED-certified museum in Wisconsin, and a 2011 recipient of the IMLS National Medal for Museum and Library Service.

Bob Tackett

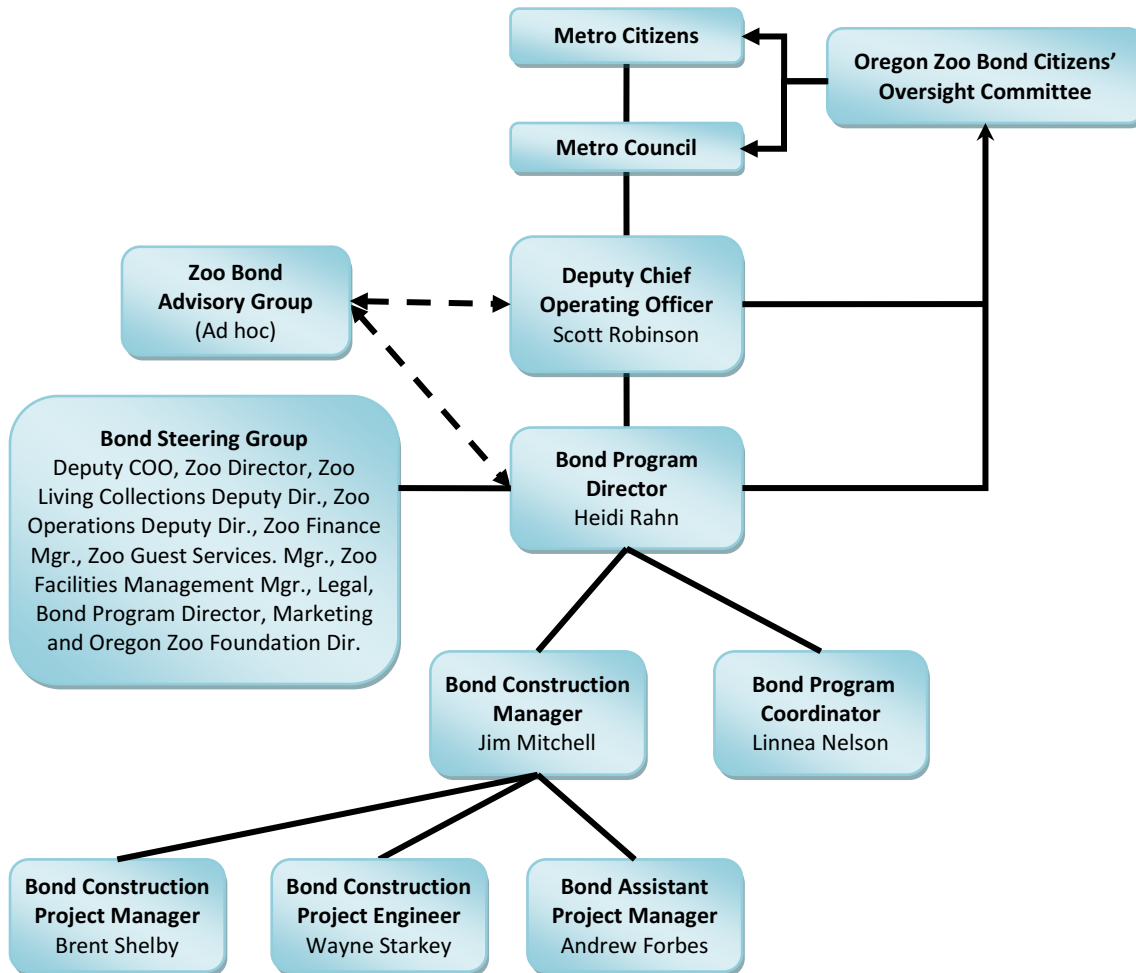
Bob Tackett serves as executive secretary-treasurer for the Northwest Oregon Labor Council, AFL-CIO. He has been active in the labor movement for more than 39 years. His duties include proposing, supporting and promoting legislation favorable to the interest of workers and organized labor. Tackett serves on several boards, including Worksystems, a nonprofit agency that accelerates economic growth in the City of Portland and Multnomah and Washington counties by pursuing and investing resources to improve the quality of the workforce, particularly unemployed and underemployed people. Tackett also serves on the board of United Way of the Columbia-Willamette.

Tom Turnbull

Tom Turnbull specializes in providing business and legal advice to high-growth companies and entrepreneurs. He is a co-founder and vice president of business development with OpenSesame, the largest source for elearning content in the world with more than 20,000 online courses. Turnbull previously served on the Oregon Museum of Science and Industry board of trustees for five years. He has an MBA in finance and entrepreneurial studies from New York University, a JD from the University of Washington School of Law, and a BA in philosophy from the University of Puget Sound.

Appendix B

Zoo Bond Program Organization Structure



External Consultant and Contractor Contributions

Bond Construction Projects: Design consultants and construction contractors managed by bond construction and project managers.

Zoo Staff Contributions

Animal Welfare, Guest Experience, Facilities Impacts, Conservation Education, Grant Administration, Finance, Procurement, Marketing, and Public Relations and Involvement.

Oregon Zoo Foundation Contributions

Financial, Grant Administration, Donor Management and Communications.

Metro Contributions

Governance, Civil Engineering, Real Estate, Planning/Permitting, Historical Investigations, Legal, Finance, Procurement, Human Resources, Sustainability, Diversity/Equity/Inclusion, and Risk Management.

Solid Lines = Primary responsibility for or relationship to

Dashed Lines = Secondary/support for or relationship to