
MERC Commission Meeting

February 6, 2019
12:30 pm

Oregon Convention Center
Holladay Suites

Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-813-7514. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1890 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.

Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1890 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт www.oregonmetro.gov/civilrights або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1890 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

Metro 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1890（工作日上午8點至下午5點），以便我們滿足您的要求。

Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo www.oregonmetro.gov/civilrights. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullaan dadweyne, wac 503-797-1890 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmo shaqa ka hor kullanka si loo tixgaliyo codsashadaada.

Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 www.oregonmetro.gov/civilrights. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1890를 호출합니다.

Metroの差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。までお電話ください公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1890（平日午前8時～午後5時）までお電話ください。

ការម Metro
ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro
ឬដើម្បីទទួលបានក្បួនបណ្តឹង រើសអើងសូមចូលទស្សនាគេហទំព័រ
www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការអនុបកប្រែភាសានៅពេលអង្គ
បុណ្យសាធារណៈ សូមទូរស័ព្ទលេខ 503-797-1890 (ម៉ោង 8 រឺក្នុងម៉ោង 5 ល្ងាច
ថ្ងៃអាទិត្យ) ប្រាំពីរថ្ងៃ
ថ្ងៃមុន មុនថ្ងៃបុណ្យសាធារណៈឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក

Metro یشعار بعظمتهم میز من
تحت ترم Metro الحقوق والمدنية. للمزيد من المعلومات حول برنامج Metro لحقوق والمدنية أو لإبداء شكوى
خلافته ميديزي رجي زيارة الموقع الإلكتروني www.oregonmetro.gov/civilrights. إن كنت بحاجة
إلى مساعدة في اللغة، يجب عليك الاتصال مقدم برفق بالهاتف 503-797-1890 من الساعة 8 صباحاً حتى
الساعة 5 مساءً، أيام الاثنين إلى الجمعة قبل خمسة () أيام عمل من موعد الاجتماع.

Paunawa ng Metro sa kawalan ng diskriminasyon
Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa
programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng
reklamo sa diskriminasyon, bisitahin ang www.oregonmetro.gov/civilrights. Kung
kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa
503-797-1890 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng
trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan. Notificación de
no discriminación de Metro.

Notificación de no discriminación de Metro
Metro respeta los derechos civiles. Para obtener información sobre el programa de
derechos civiles de Metro o para obtener un formulario de reclamo por
discriminación, ingrese a www.oregonmetro.gov/civilrights. Si necesita asistencia
con el idioma, llame al 503-797-1890 (de 8:00 a. m. a 5:00 p. m. los días de semana)
5 días laborales antes de la asamblea.

Уведомление о недопущении дискриминации от Metro
Metro уважает гражданские права. Узнать о программе Metro по соблюдению
гражданских прав и получить форму жалобы о дискриминации можно на веб-
сайте www.oregonmetro.gov/civilrights. Если вам нужен переводчик на
общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-
1890 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

Avizul Metro privind nediscriminarea
Metro respectă drepturile civile. Pentru informații cu privire la programul Metro
pentru drepturi civile sau pentru a obține un formular de reclamație împotriva
discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un
interpret de limbă la o ședință publică, sunați la 503-797-1890 (între orele 8 și 5, în
timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să
vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom
Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib
daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias
koj xav tau lus kev pab, hu rau 503-797-1890 (8 teev sawv ntxov txog 5 teev tsaus
ntuj weekdays) 5 hnub ua hauj lw m ua nte ntawm lub rooj sib tham.



Karis Stoudamire-Phillips
Chair

John Erickson
Vice chair

Deidra Krys-Rusoff
Secretary-treasurer

Damien Hall

Ray Leary

Dañel Malán

Deanna Palm

Meeting Agenda

February 6, 2019

12:30 to 2:30 p.m.

Oregon Convention Center – Holladay Suites

- 12:30 p.m. Call to Order and Roll Call**
- 12:35 Citizen Communication**
- 12:40 Commission / Council Liaison Communications**
- 12:45 General Manager Communications**
Scott Cruickshank
- 12:50 Financial Report**
Rachael Lembo
- 12:55 Venue Business Reports**
Craig Stroud, Matthew P. Rotchford, Robyn Williams
- 1:15 Consent Agenda**
- Record of MERC Actions, Jan. 2, 2018
- 1:20 Action Agenda**
- **Resolution 19-01** For the purpose of approving and transmitting to the Metro Council budget amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund Budget for FY2018-19, and requesting amendment of the FY 2018-19 through FY 2022-23 Capital Improvement Plan (CIP).
- 1:25 Metro External Audit Presentation**
Ashley Osten, Moss-Adams, Auditor Brian Evans and Caleb Ford, Metro
- 1:55 Aramark Quarterly Report**
Dave Woodman and Diane Marshall, OCC
- 2:15 Oregon Convention Center Brand Launch Presentation**
Craig Stroud and Cindy Wallace, OCC

MERC Commission Meeting

February 6, 2019
12:30 pm

Financial Report

DECEMBER 2018

FINANCIAL INFORMATION

For Management Purposes only



OREGN

Oregon
Convention
Center



Memo



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Date: February 6, 2019
To: Commissioner Karis Stoudamire-Phillips, Chair
Commissioner John Erickson, Vice Chair
Commissioner Deidra Kryz-Rusoff, Secretary-Treasurer
Commissioner Damien Hall
Commissioner Ray Leary
Commissioner Dañel Malán
Commissioner Deanna Palm

From: Rachael Lembo – MERC Finance Manager
Re: Financial Updates for December 2018

Upcoming Large Procurements

There are two upcoming large contract opportunities. Additional information is at the end of the financial report.

- The Oregon Convention Center is preparing to release a procurement for two-way radio maintenance.
- Portland's Centers for the Arts is preparing to release a procurement for repair and refurbishment of the Broadway and Park Street marquees at the Arlene Schnitzer Concert Hall.

Quarterly Update

The charts below compare July-December actuals to the same period in the prior two years, and also to the annual totals for each year. The FY2018-19 annual total is the adopted budget amount.

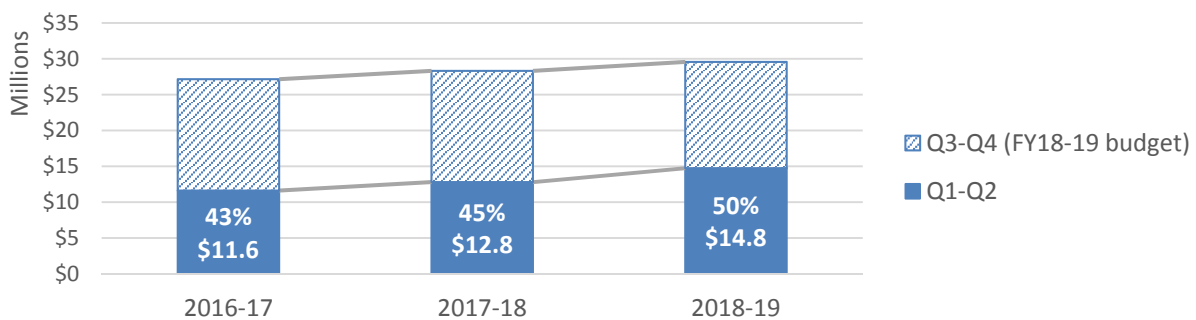
Oregon Convention Center Quarterly Update

The first half of the year at the Oregon Convention Center has been busy, with event revenues up \$2.8 million, 24%, over the prior year and up \$500,000 from expected budget. Food and beverage has performed well and currently has a margin of \$2.2 million, 26%, exceeding the budget goal of 22%. Operating expenses are currently at 45% of annual budget, comparable to the spending rate in prior years.

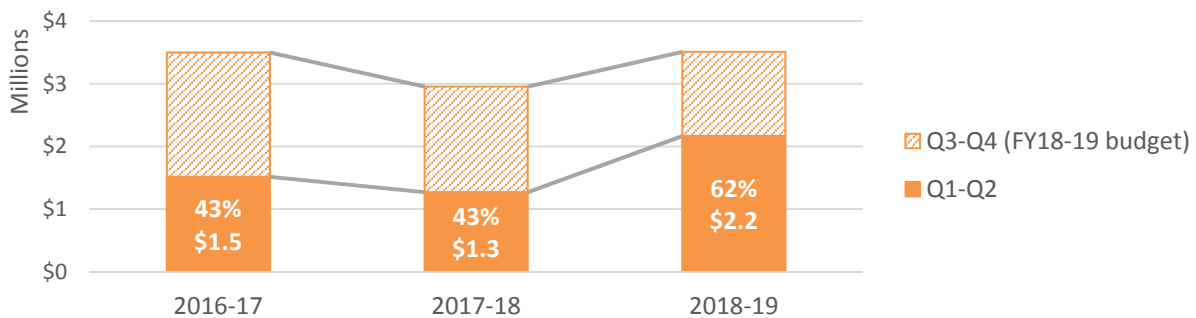
Significant events in the first half of the year include Viewpoint Collaborate, IEEE Power & Energy Society General Meeting and Medicaid Enterprise Systems Conference.

The first phase of the renovation is coming to a close, with carpet, paint and wall coverings complete in Holladay Lobby, Pre-Function A and the A-C meeting rooms. Phase II will begin after the Auto Show, and will renovate the MLK Lobby and Pre-Function C area. In addition to the renovation, the Center is also in progress on a lighting control upgrade and a partial cooling system replacement.

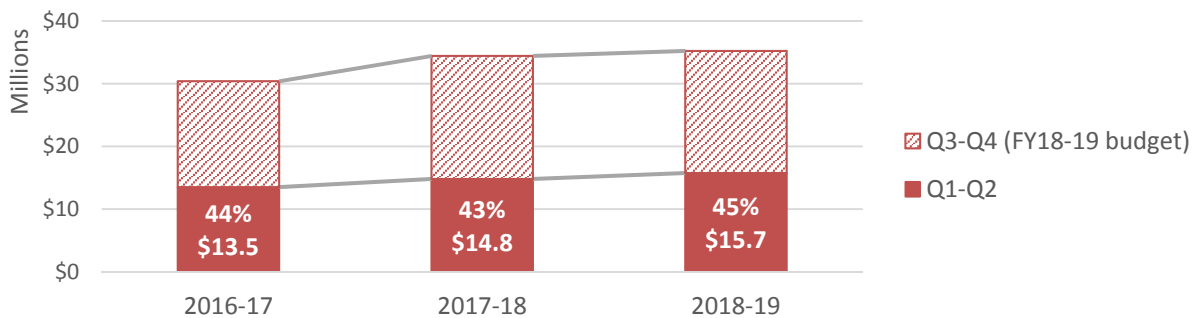
OCC Event Revenues



OCC Food & Beverage Margin



OCC Operating Expenses



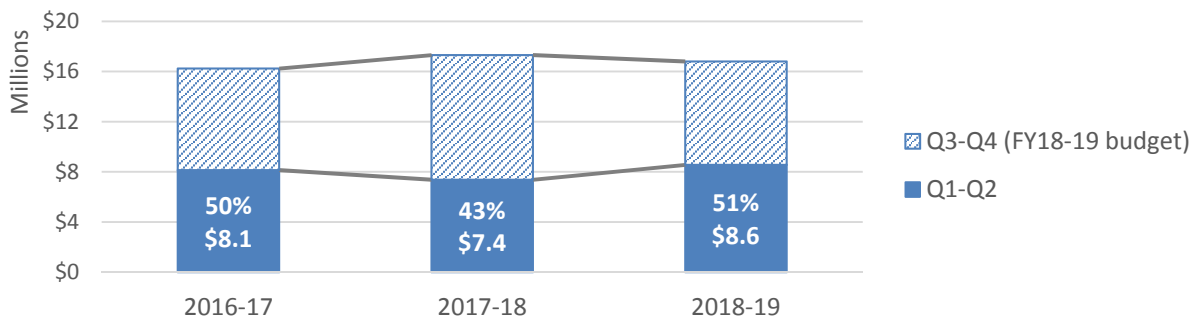
Portland's Centers for the Arts Quarterly Update

The first half of the year at Portland's Centers for the Arts has been strong, with event revenues currently exceeding budget expectations by \$220,000, 3%. Food and beverage has performed well and currently has a margin of \$500,000, 27%, exceeding the budget goal of 23%. Operating expenses are currently at 48% of annual budget, comparable to the spending rate in prior years.

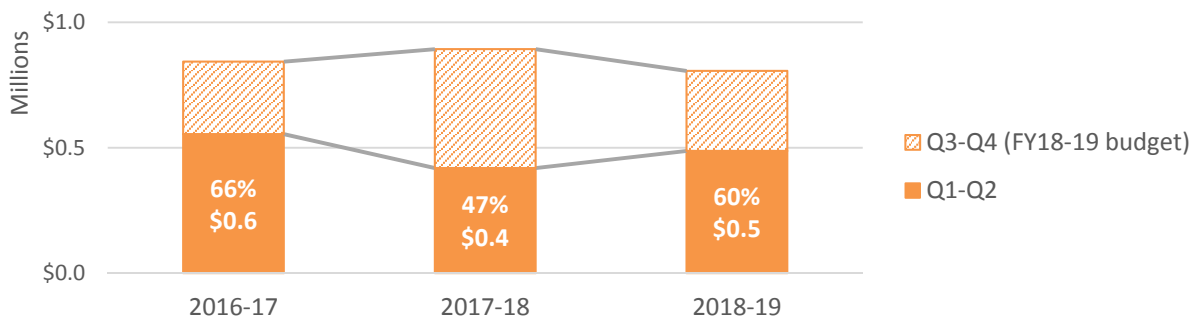
Portland's has nine weeks of Broadway performances this year, with four of them in the first half of the year. Portland's Presents anticipates booking a total of 40 events, and had some very successful presentations in the first half of the year.

Portland's completed an overhaul of elevators at the Arlene Schnitzer Concert Hall, and is nearly complete with the electrical infrastructure upgrade at the Keller Auditorium. Three other major projects are currently being designed: the Arlene Schnitzer Concert Hall (ASCH) Acoustical Enhancements, ASCH marquees and the Antoinette Hatfield Hall roof.

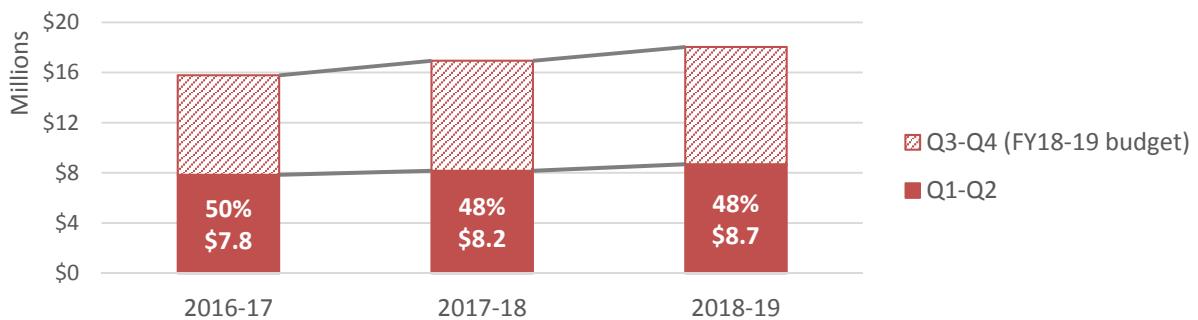
P5 Event Revenues



P5 Food & Beverage Margin



P5 Operating Expenses



Portland Expo Center Quarterly Update

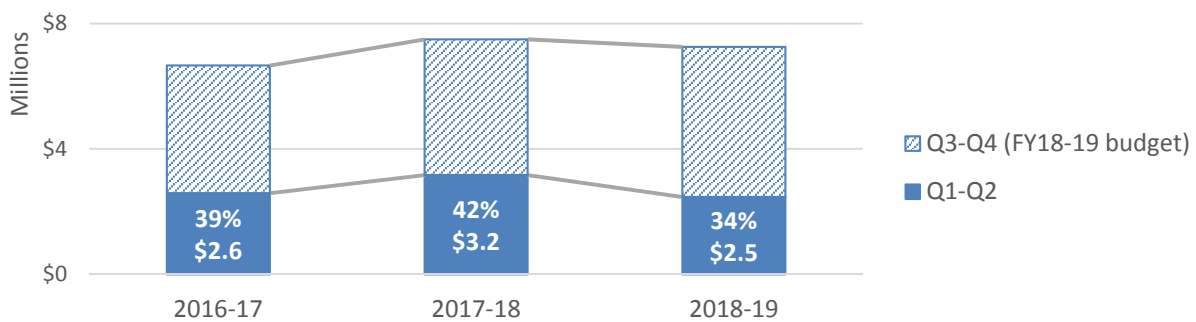
The first half of the year at the Portland Expo Center is behind budgeted revenue by \$200,000, 7%. An increase in the attendee parking rate this year has increased parking revenue, but the event mix this year has resulted in lower food and beverage sales. The food and beverage margin is slightly negative as revenues have not surpassed the breakeven point. The third quarter is the busiest at Expo and should turn the food and beverage margin around, however it is expected to be short of the gross revenue and margin goals this year.

Operating expenses are currently at 38% of annual budget, lower than the spending rate in prior years. This is partly due to lower food and beverage expenses as a result of lower sales. Event driven expenses will pick up in the busy third quarter.

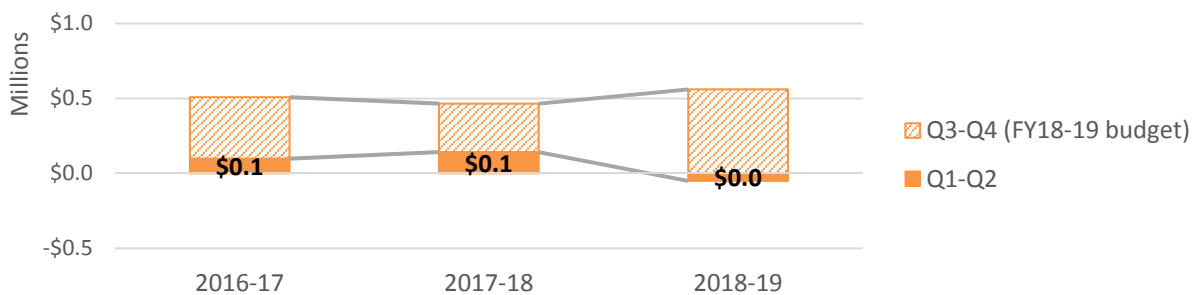
Significant events in the first half of the year include America's Largest Christmas Bazaar, Fall RV and Van Show and the Portland Metro Dealers RV Show.

Expo is in progress on two major Information Systems projects: Voice over Internet Protocol (VoIP) and Show Net, a network solution offered to clients in Halls D and E, and has substantially completed the security camera project.

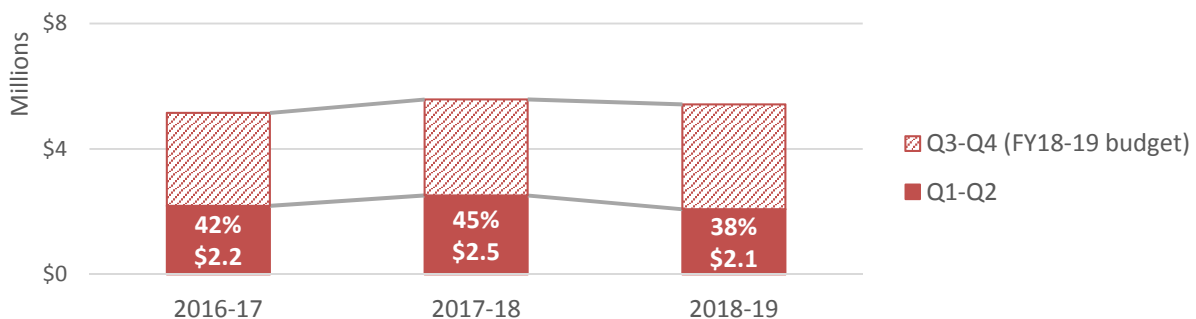
Expo Event Revenues



Expo Food & Beverage Margin



Expo Operating Expenses



Oregon Convention Center

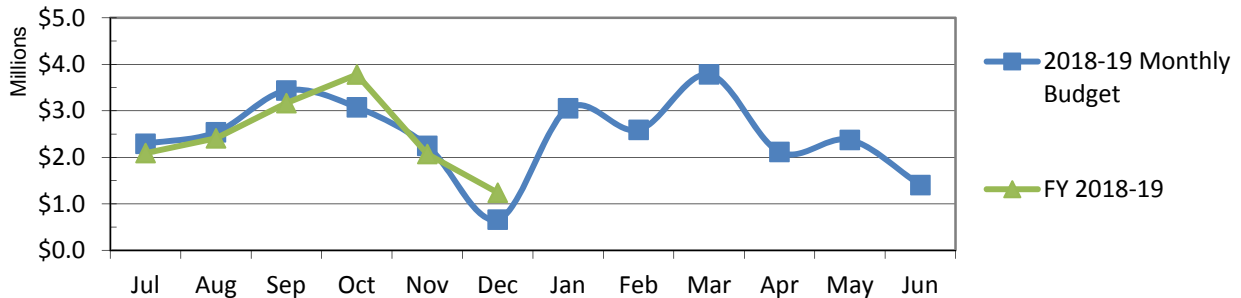
December is a slower month at the Convention Center, but revenues performed better than projected. The food and beverage margin was negative this month, however the YTD margin is 26%, well above the budgeted margin of 22%. Operating expenses are following FY 2018-19 budget expectations. Note: the operating expenses monthly budget in graph below was adjusted to more accurately reflect the current year monthly distribution.

| | 2018-19 | | 3-year average | | Food & Beverage | | |
|---------------|---------|------------|----------------|------------|-----------------|-----------|----------|
| | Events | Attendance | Events | Attendance | Revenue | Margin \$ | Margin % |
| Dec | 31 | 40,000 | 41 | 45,000 | 686,000 | (15,000) | -2% |
| YTD | 248 | 275,000 | 262 | 250,000 | 8,198,000 | 2,166,000 | 26% |
| Budget | | | | | 16,055,000 | 3,507,000 | 22% |

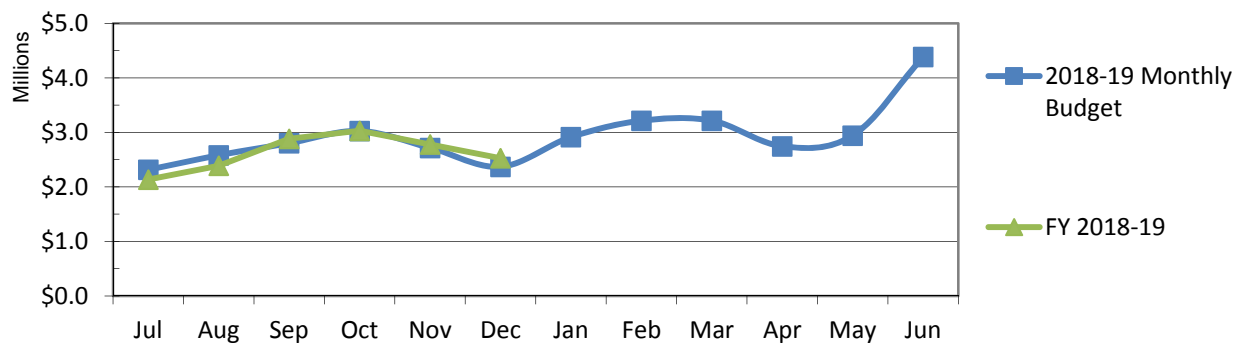
| Highest Grossing Events | Current Month* Event Revenue | % of Event Revenue |
|---|---------------------------------|-----------------------|
| Marquis and Consonus – Employee Holiday Party | \$190,890 | 15% |
| Oregon Leadership Summit 2018 | 98,859 | 8% |
| Maxim Integrated – Holiday Party | 98,241 | 8% |
| The American Cheer & Dance Championships | 80,507 | 6% |
| All other Events | 772,942 | 62% |
| Total Event Revenues | \$1,241,439 | 100% |

*Note: If an event spans multiple months only revenue from the current month is shown here.

OCC Event Revenues: Charges for Services and Food & Beverage



OCC Operating Expenses: Personnel, Materials & Services and Food & Beverage



Portland's Centers for the Arts

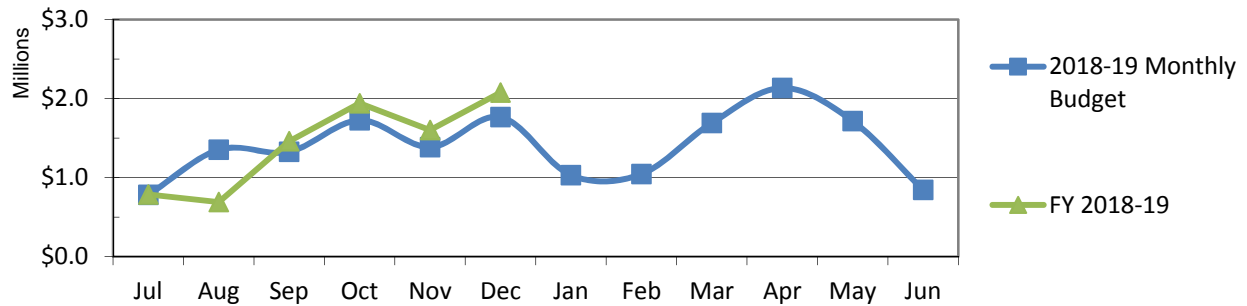
This year continues to be strong for Portland's, with the last four months exceeding expected revenues. Portland's Presents events and ticket service charges were the main drivers this month. Food and beverage sales were \$415,000 with a margin of 30%. Operating expenses are following FY 2018-19 budget expectations.

| | 2018-19 | | 3-year average | | Food & Beverage | | |
|---------------|---------|------------|----------------|------------|-----------------|-----------|----------|
| | Events | Attendance | Events | Attendance | Revenue | Margin \$ | Margin % |
| Dec | 93 | 110,000 | 86 | 110,000 | 415,000 | 126,000 | 30% |
| YTD | 417 | 415,000 | 412 | 415,000 | 1,793,000 | 487,000 | 27% |
| Budget | | | | | 3,451,000 | 807,000 | 23% |

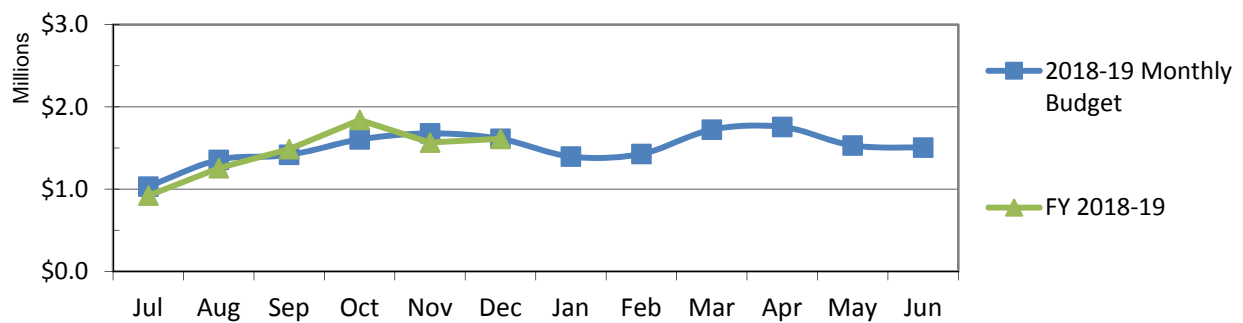
| Highest Grossing Events | Current Month* Event Revenue | % of Event Revenue |
|-----------------------------|---------------------------------|-----------------------|
| The Nutcracker | \$341,731 | 16% |
| My Favorite Murder | 279,819 | 13% |
| The Hip Hop Nutcracker | 163,568 | 8% |
| Aladdin | 113,372 | 5% |
| All other Events | 1,186,347 | 57% |
| Total Event Revenues | \$2,084,837 | 100% |

*Note: If an event spans multiple months only revenue from the current month is shown here.

P5 Event Revenues: Charges for Services and Food & Beverage



P5 Operating Expenses: Personnel, Materials & Services and Food & Beverage



Portland Expo Center

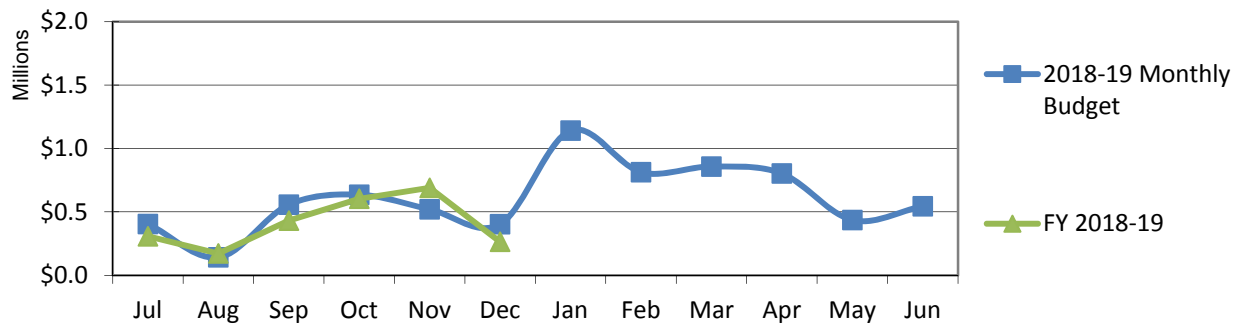
December is the last quiet month before the busy third quarter starts at Expo. Food and beverage continues to have a negative margin. The busy months will raise food and beverage revenues and improve the margin, however it is likely year-end F&B revenues will be short of the goal. Expo continues to spend carefully and operating expenses are below the FY18-19 budget.

| | 2018-19 | | 3-year average | | Food & Beverage | | |
|-----|---------|------------|----------------|------------|-----------------|-----------|----------|
| | Events | Attendance | Events | Attendance | Revenue | Margin \$ | Margin % |
| Dec | 5 | 35,000 | 6 | 35,000 | 72,000 | (43,000) | -60% |
| YTD | 61 | 190,000 | 55 | 155,000 | 626,000 | (50,000) | -8% |
| | | | | | 2,503,000 | 511,000 | 20% |

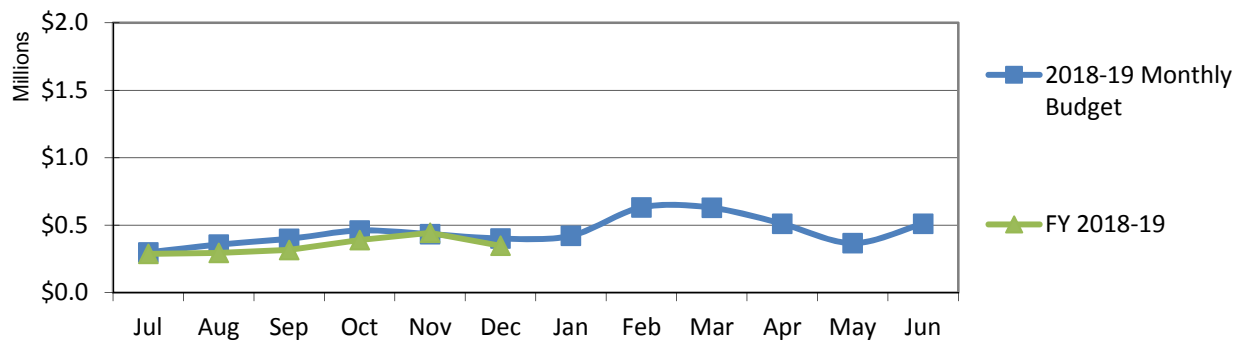
| Highest Grossing Events | Current Month* Event Revenue | % of Event Revenue |
|---|---------------------------------|-----------------------|
| America's Largest Christmas Bazaar | \$143,129 | 54% |
| Varsity All Stars & All Things Cheer | 44,765 | 17% |
| Collectors West Gun and Knife Show | 28,046 | 11% |
| Portland Metro RV Dealers: Fall RV Show | 12,070 | 5% |
| All other Events | 35,812 | 14% |
| Total Event Revenues | \$263,822 | 100% |

*Note: If an event spans multiple months only revenue from the current month is shown here.

Expo Event Revenues: Charges for Services and Food & Beverage



Expo Operating Expenses: Personnel, Materials & Services and Food & Beverage



MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

All Venues

December 2018

| | Prior Year Month Actual | Current Month Actual | Prior Year to Date Actual | Current Year to Date Actuals | % of Prior Year to Date | Current Year Budget | % of Annual Budget |
|------------------------------------|----------------------------|-------------------------|------------------------------|---------------------------------|----------------------------|------------------------|-----------------------|
| Operations | | | | | | | |
| Charges for Services | 1,832,450 | 2,406,746 | 14,029,875 | 15,155,111 | 108.0% | 31,605,196 | 48.0% |
| Food and Beverage Revenue | 1,213,488 | 1,172,493 | 9,310,395 | 10,616,627 | 114.0% | 22,008,213 | 48.2% |
| Local Government Shared Revenues | 2,157,905 | 3,349,109 | 10,234,927 | 10,384,562 | 101.5% | 16,123,536 | 64.4% |
| Contributions from Governments | - | - | - | - | | 911,677 | |
| Contributions from Private Sources | - | - | 300,000 | - | 0.0% | 125,000 | 0.0% |
| Grants | 3,000 | - | 137,553 | - | 0.0% | - | |
| Interest Earnings | 56,539 | 82,871 | 295,847 | 540,218 | 182.6% | 690,798 | 78.2% |
| Miscellaneous Revenue | 13,141 | 11,095 | 63,388 | 54,197 | 85.5% | 156,328 | 34.7% |
| Transfers-R | 33,332 | 106,699 | 199,998 | 640,193 | 320.1% | 1,280,389 | 50.0% |
| Total Revenues | 5,309,855 | 7,129,012 | 34,571,983 | 37,390,908 | 108.2% | 72,901,137 | 51.3% |
| Personnel Services | 1,748,436 | 1,715,741 | 10,305,318 | 9,947,503 | 96.5% | 23,137,224 | 43.0% |
| Materials and Services | 1,429,017 | 1,734,583 | 8,418,381 | 8,987,811 | 106.8% | 19,919,175 | 45.1% |
| Food & Beverage Services | 1,183,251 | 1,104,271 | 7,478,561 | 8,013,621 | 107.2% | 17,183,517 | 46.6% |
| Management Fee | 109,192 | 195,093 | 1,114,680 | 1,170,555 | 105.0% | 1,883,197 | 62.2% |
| Transfers-E | 384,096 | 487,583 | 3,223,526 | 4,574,384 | 141.9% | 7,606,244 | 60.1% |
| Total Expenditures | 4,853,992 | 5,237,270 | 30,540,466 | 32,693,873 | 107.1% | 69,729,357 | 46.9% |
| Net Operations | 455,863 | 1,891,742 | 4,031,517 | 4,697,035 | | 3,171,780 | |
| Capital | | | | | | | |
| Total Revenues | 4,714,790 | 765,875 | 9,427,290 | 765,875 | 8.1% | 11,327,745 | 6.8% |
| Total Expenditures | 392,679 | 1,873,873 | 3,764,032 | 9,031,733 | 239.9% | 47,074,237 | 19.2% |
| Net Capital | 4,322,111 | (1,107,998) | 5,663,258 | (8,265,858) | | (35,746,492) | |
| Change in Fund Balance | 4,777,974 | 783,744 | 9,694,775 | (3,568,823) | | (32,574,712) | |
| Ending Fund Balance | | | 68,118,615 | 58,244,246 | | | |

Note: Prior year revenues previously subject to excise tax have been adjusted to reflect gross revenue, not net of excise tax. A comparable Management Fee has been included in Materials and Services.

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Oregon Convention Center

December 2018

| | Prior Year Month Actual | Current Month Actual | Prior Year to Date Actual | Current Year to Date Actuals | % of Prior Year to Date | Current Year Budget | % of Annual Budget |
|------------------------------------|----------------------------|-------------------------|------------------------------|---------------------------------|----------------------------|------------------------|-----------------------|
| Operations | | | | | | | |
| Charges for Services | 620,801 | 552,944 | 6,032,196 | 6,553,108 | 108.6% | 13,507,270 | 48.5% |
| Food and Beverage Revenue | 696,646 | 685,970 | 6,778,537 | 8,198,107 | 120.9% | 16,054,616 | 51.1% |
| Local Government Shared Revenues | 1,919,421 | 2,995,606 | 9,324,833 | 9,288,457 | 99.6% | 13,976,553 | 66.5% |
| Contributions from Private Sources | - | - | 300,000 | - | 0.0% | - | - |
| Grants | 3,000 | - | 87,553 | - | 0.0% | - | - |
| Interest Earnings | 26,514 | 56,323 | 123,631 | 308,234 | 249.3% | 300,000 | 102.7% |
| Miscellaneous Revenue | 2,294 | 2,554 | 26,681 | 31,251 | 117.1% | 28,828 | 108.4% |
| Transfers-R | (78,161) | - | (468,963) | - | 0.0% | - | - |
| Total Revenues | 3,190,515 | 4,293,396 | 22,204,468 | 24,379,158 | 109.8% | 43,867,267 | 55.6% |
| Personnel Services | 849,776 | 849,002 | 5,332,383 | 5,240,069 | 98.3% | 11,973,782 | 43.8% |
| Materials and Services | 683,156 | 976,116 | 3,970,947 | 4,467,825 | 112.5% | 10,698,912 | 41.8% |
| Food & Beverage Services | 729,094 | 701,154 | 5,508,646 | 6,032,567 | 109.5% | 12,547,299 | 48.1% |
| Management Fee | 91,915 | 156,487 | 893,772 | 938,920 | 105.1% | 1,877,840 | 50.0% |
| Transfers-E | 219,750 | 285,426 | 1,318,500 | 2,432,505 | 184.5% | 4,170,065 | 58.3% |
| Total Expenditures | 2,573,691 | 2,968,184 | 17,024,248 | 19,111,887 | 112.3% | 41,267,898 | 46.3% |
| Net Operations | 616,824 | 1,325,212 | 5,180,220 | 5,267,271 | | 2,599,369 | |
| Capital | | | | | | | |
| Total Revenues | 4,002,290 | 502,466 | 8,002,290 | 502,466 | 6.3% | 6,903,270 | 7.3% |
| Total Expenditures | 309,588 | 1,619,745 | 1,227,932 | 6,755,951 | 550.2% | 39,261,690 | 17.2% |
| Net Capital | 3,692,702 | (1,117,279) | 6,774,358 | (6,253,485) | | (32,358,420) | |
| Change in Fund Balance | 4,309,526 | 207,932 | 11,954,578 | (986,214) | | (29,759,051) | |
| Ending Fund Balance | | | 36,978,816 | 38,878,143 | | | |

Note: Prior year revenues previously subject to excise tax have been adjusted to reflect gross revenue, not net of excise tax. A comparable Management Fee has been included in Materials and Services.

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland's Centers for the Arts

December 2018

| | Prior Year Month Actual | Current Month Actual | Prior Year to Date Actual | Current Year to Date Actuals | % of Prior Year to Date | Current Year Budget | % of Annual Budget |
|------------------------------------|----------------------------|-------------------------|------------------------------|---------------------------------|----------------------------|------------------------|-----------------------|
| Operations | | | | | | | |
| Charges for Services | 1,045,425 | 1,661,611 | 5,824,928 | 6,761,637 | 116.1% | 13,346,980 | 50.7% |
| Food and Beverage Revenue | 435,432 | 414,761 | 1,538,257 | 1,792,760 | 116.5% | 3,450,895 | 52.0% |
| Local Government Shared Revenues | 238,484 | 353,503 | 910,094 | 1,096,104 | 120.4% | 2,146,983 | 51.1% |
| Contributions from Governments | - | - | - | - | | 911,677 | 0.0% |
| Contributions from Private Sources | - | - | - | - | | 125,000 | 0.0% |
| Interest Earnings | 15,572 | 12,594 | 85,592 | 153,684 | 179.6% | 225,000 | 68.3% |
| Miscellaneous Revenue | 8,275 | 4,044 | 23,468 | 11,571 | 49.3% | 89,000 | 13.0% |
| Transfers-R | (40,519) | - | (243,113) | - | 0.0% | - | |
| Total Revenues | 1,702,669 | 2,446,512 | 8,139,226 | 9,815,756 | 120.6% | 20,295,535 | 48.4% |
| Personnel Services | 678,893 | 678,004 | 3,564,915 | 3,603,665 | 101.1% | 8,488,561 | 42.5% |
| Materials and Services | 607,498 | 644,573 | 3,474,748 | 3,769,307 | 108.5% | 6,901,417 | 54.6% |
| Food & Beverage Services | 302,984 | 288,353 | 1,118,809 | 1,305,474 | 116.7% | 2,644,320 | 49.4% |
| Transfers-E | 110,177 | 137,260 | 661,062 | 823,562 | 124.6% | 1,647,114 | 50.0% |
| Total Expenditures | 1,699,552 | 1,748,191 | 8,819,534 | 9,502,008 | 107.7% | 19,681,412 | 48.3% |
| Net Operations | 3,117 | 698,322 | (680,308) | 313,748 | | 614,123 | |
| Capital | | | | | | | |
| Total Revenues | - | 142,795 | - | 142,795 | | 3,067,813 | 4.7% |
| Total Expenditures | 47,731 | 119,974 | 1,329,461 | 1,624,204 | 122.2% | 5,944,367 | 27.3% |
| Net Capital | (47,731) | 22,821 | (1,329,461) | (1,481,408) | | (2,876,554) | |
| Change in Fund Balance | (44,614) | 721,143 | (2,009,769) | (1,167,660) | | (2,262,431) | |
| Ending Fund Balance | | | 10,874,228 | 10,937,185 | | | |

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland Expo Center

December 2018

| | Prior Year Month Actual | Current Month Actual | Prior Year to Date Actual | Current Year to Date Actuals | % of Prior Year to Date | Current Year Budget | % of Annual Budget |
|-------------------------------|----------------------------|-------------------------|------------------------------|---------------------------------|----------------------------|------------------------|-----------------------|
| Operations | | | | | | | |
| Charges for Services | 166,224 | 192,191 | 2,172,751 | 1,840,366 | 84.7% | 4,750,946 | 38.7% |
| Food and Beverage Revenue | 81,410 | 71,762 | 993,601 | 625,760 | 63.0% | 2,502,702 | 25.0% |
| Interest Earnings | 1,814 | 4,209 | 12,069 | 26,664 | 220.9% | 35,000 | 76.2% |
| Miscellaneous Revenue | 2,572 | 4,497 | 13,239 | 11,376 | 85.9% | 38,500 | 29.5% |
| Transfers-R | 33,333 | 33,333 | 199,998 | 199,998 | 100.0% | 400,000 | 50.0% |
| Total Revenues | 285,353 | 305,992 | 3,391,658 | 2,704,163 | 79.7% | 7,727,148 | 35.0% |
| Personnel Services | 141,910 | 135,543 | 924,148 | 785,079 | 85.0% | 1,953,278 | 40.2% |
| Materials and Services | 108,116 | 97,475 | 739,580 | 618,592 | 83.6% | 1,933,649 | 32.0% |
| Food & Beverage Services | 151,173 | 114,764 | 851,106 | 675,579 | 79.4% | 1,991,898 | 33.9% |
| Management Fee | 17,277 | 38,606 | 220,908 | 231,635 | 104.9% | 5,357 | 4324.0% |
| Transfers-E | 53,984 | 57,814 | 1,237,354 | 1,280,709 | 103.5% | 1,715,798 | 74.6% |
| Total Expenditures | 472,460 | 444,202 | 3,973,096 | 3,591,595 | 90.4% | 7,599,980 | 47.3% |
| Net Operations | (187,107) | (138,210) | (581,438) | (887,432) | | 127,168 | |
| Capital | | | | | | | |
| Total Revenues | 712,500 | 120,614 | 1,425,000 | 120,614 | 8.5% | 1,356,662 | 8.9% |
| Total Expenditures | 35,360 | 134,153 | 1,206,639 | 651,578 | 54.0% | 1,868,180 | 34.9% |
| Net Capital | 677,140 | (13,539) | 218,361 | (530,965) | | (511,518) | |
| Change in Fund Balance | 490,033 | (151,749) | (363,077) | (1,418,396) | | (384,350) | |
| Ending Fund Balance | | | 1,578,869 | 1,820,796 | | | |

Note: Prior year revenues previously subject to excise tax have been adjusted to reflect gross revenue, not net of excise tax. A comparable Management Fee has been included in Materials and Services.

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

MERC Administration

December 2018

| | Prior Year Month Actual | Current Month Actual | Prior Year to Date Actual | Current Year to Date Actuals | % of Prior Year to Date | Current Year Budget | % of Annual Budget |
|-------------------------------|----------------------------|-------------------------|------------------------------|---------------------------------|----------------------------|------------------------|-----------------------|
| Operations | | | | | | | |
| Grants | - | - | 50,000 | - | 0.0% | - | |
| Interest Earnings | 12,639 | 9,746 | 74,555 | 51,636 | 69.3% | 130,798 | 39.5% |
| Transfers-R | 118,679 | 73,366 | 712,076 | 440,195 | 61.8% | 880,389 | 50.0% |
| Total Revenues | 131,318 | 83,112 | 836,631 | 491,831 | 58.8% | 1,011,187 | 48.6% |
| Personnel Services | 77,857 | 53,192 | 483,872 | 318,689 | 65.9% | 721,603 | 44.2% |
| Materials and Services | 30,247 | 16,419 | 233,106 | 132,087 | 56.7% | 385,197 | 34.3% |
| Transfers-E | 185 | 7,083 | 6,610 | 37,608 | 569.0% | 73,267 | 51.3% |
| Total Expenditures | 108,289 | 76,693 | 723,588 | 488,384 | 67.5% | 1,180,067 | 41.4% |
| Net Operations | 23,029 | 6,418 | 113,043 | 3,447 | | (168,880) | |
| Capital | | | | | | | |
| Total Revenues | (4,712,500) | - | (9,425,000) | - | | | |
| Change in Fund Balance | (4,689,471) | 6,418 | (9,311,957) | 3,447 | | (168,880) | |
| Ending Fund Balance | | | 9,261,702 | 6,608,122 | | | |

MERC Food and Beverage Margins

December 2018

| | Prior Year Month Actual | Current Month Actual | Prior Year to Date Actual | Current Year to Date | Annual Budget |
|---|----------------------------|-------------------------|------------------------------|-------------------------|---------------|
| Convention Center Operating Fund | | | | | |
| Food and Beverage Revenue | 696,646 | 685,970 | 6,778,537 | 8,198,107 | 16,054,616 |
| Food & Beverage Services | 729,094 | 701,154 | 5,508,646 | 6,032,567 | 12,547,299 |
| Food and Beverage Gross Margin | (32,448) | (15,184) | 1,269,891 | 2,165,540 | 3,507,317 |
| Food and Beverage Gross Margin % | -4.66% | -2.21% | 18.73% | 26.42% | 21.85% |
| Portland's Centers for the Arts Fund | | | | | |
| Food and Beverage Revenue | 435,432 | 414,761 | 1,538,257 | 1,792,760 | 3,450,895 |
| Food & Beverage Services | 302,984 | 288,353 | 1,118,809 | 1,305,474 | 2,644,320 |
| Food and Beverage Gross Margin | 132,448 | 126,408 | 419,448 | 487,285 | 806,575 |
| Food and Beverage Gross Margin % | 30.42% | 30.48% | 27.27% | 27.18% | 23.37% |
| Expo Fund | | | | | |
| Food and Beverage Revenue | 81,410 | 71,762 | 993,601 | 625,760 | 2,502,702 |
| Food & Beverage Services | 151,173 | 114,764 | 851,106 | 675,579 | 1,991,898 |
| Food and Beverage Gross Margin | (69,763) | (43,002) | 142,495 | (49,820) | 510,804 |
| Food and Beverage Gross Margin % | -85.69% | -59.92% | 14.34% | -7.96% | 20.41% |
| MERC Fund Total | | | | | |
| Food and Beverage Revenue | 1,213,488 | 1,172,493 | 9,310,395 | 10,616,627 | 22,008,213 |
| Food & Beverage Services | 1,183,251 | 1,104,271 | 7,478,561 | 8,013,621 | 17,183,517 |
| Food and Beverage Gross Margin | 30,237 | 68,223 | 1,831,834 | 2,603,006 | 4,824,696 |
| Food and Beverage Gross Margin % | 2.49% | 5.82% | 19.68% | 24.52% | 21.92% |

Note: Prior year revenues previously subject to excise tax have been adjusted to reflect gross revenue, not net of excise tax. A comparable Management Fee has been included in Materials and Services.

**MERC Visitor Venues
Events-Performances-Attendance
FY 2018-19**

| OCC | December 2015 | | December 2016 | | December 2017 | | December 2018 | | Net Change from Prior Year | | December 2018 | |
|-------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------------------|--------------|------------------|-------------|
| | Events | Attendance | Events | Attendance | Events | Attendance | Events | Attendance | Events | Attendance | Revenue | % of Rev. |
| Tradeshows/Conventions | 5 | 9,124 | 6 | 6,352 | 5 | 6,072 | 4 | 2,338 | (1) | (3,734) | 265,893 | 25% |
| Consumer Public Shows | 4 | 31,373 | 4 | 27,978 | 2 | 22,855 | 4 | 29,571 | 2 | 6,716 | 233,647 | 22% |
| Miscellaneous | | | | | | | | | - | - | 6,988 | 1% |
| Miscellaneous -In-House | 21 | 514 | 7 | 458 | 18 | 424 | 11 | 895 | (7) | 471 | 38,665 | 4% |
| Meetings | 6 | 3,090 | 9 | 2,078 | 13 | 3,057 | 6 | 1,790 | (7) | (1,267) | 102,095 | 10% |
| Catering | 10 | 6,119 | 6 | 4,177 | 7 | 4,819 | 6 | 4,570 | (1) | (249) | 405,517 | 39% |
| Totals | 46 | 50,220 | 32 | 41,043 | 45 | 37,227 | 31 | 39,164 | (14) | 1,937 | 1,052,805 | 100% |

| Expo Center | December 2015 | | December 2016 | | December 2017 | | December 2018 | | Net Change from Prior Year | | December 2018 | |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------------------|----------------|----------------|-------------|
| | Events | Attendance | Events | Attendance | Events | Attendance | Events | Attendance | Events | Attendance | Revenue | % of Rev. |
| Consumer Public Shows | 2 | 34,953 | 3 | 32,888 | 3 | 32,689 | 3 | 31,457 | - | (1,232) | 204,105 | 82% |
| <i>Cirque Du Soleil</i> | - | - | - | - | - | - | - | - | - | - | - | 0% |
| Miscellaneous | 1 | 1,238 | 1 | 596 | 3 | 3,075 | 2 | 1,854 | (1) | (1,221) | 45,768 | 18% |
| Meetings | 2 | 85 | 1 | 26 | 1 | 15 | - | - | (1) | (15) | 301 | 0% |
| Catering | - | - | - | - | - | - | - | - | - | - | - | 0% |
| Tradeshows/Conventions | - | - | - | - | - | - | - | - | - | - | - | 0% |
| Totals | 5 | 36,276 | 5 | 33,510 | 7 | 35,779 | 5 | 33,311 | (2) | (2,468) | 250,174 | 100% |
| Totals w/Cirque du Soleil | 5 | 36,276 | 5 | 33,510 | 7 | 35,779 | 5 | 33,311 | (2) | (2,468) | 250,174 | 100% |

| Portland 'S | December 2015 | | December 2016 | | December 2017 | | December 2018 | | Net Change from Prior Year | | December 2018 | |
|---------------------------|---------------|----------------|---------------|----------------|---------------|----------------|---------------|----------------|----------------------------|----------------|------------------|-------------|
| | Performances | Attendance | Performances | Attendance | Performances | Attendance | Performances | Attendance | Performances | Attendance | Revenue | % of Rev. |
| Commercial (Non-Broadway) | 10 | 13,981 | 31 | 17,113 | 23 | 25,402 | 8 | 7,629 | (15) | (17,773) | 420,395 | 21% |
| Broadway | 8 | 18,255 | 3 | 6,662 | - | - | - | - | - | - | 149,252 | 7% |
| Resident Company | 32 | 68,303 | 32 | 64,268 | 33 | 70,000 | 38 | 78,675 | 5 | 8,675 | 631,645 | 31% |
| Non-Profit | 24 | 11,890 | 30 | 13,794 | 24 | 15,120 | 43 | 21,867 | 19 | 6,747 | 284,509 | 14% |
| Promoted/Co-Promoted | 2 | 330 | 4 | 2,855 | 2 | 1,955 | 2 | 206 | - | (1,749) | 509,016 | 25% |
| Student | - | - | - | - | - | - | - | - | - | - | - | 0% |
| Miscellaneous | - | - | - | - | 1 | 50 | 2 | 220 | 1 | 170 | 48,499 | 2% |
| Totals | 76 | 112,759 | 100 | 104,692 | 83 | 112,527 | 93 | 108,597 | 10 | (3,930) | 2,043,316 | 100% |

OCC Capital Project Status Report FY 2018-19

Project Phases: **Planning** - Initiating/Planning, **Design** - Design & Engineering, **Contracting** - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete** - substantially complete

| Project Title | Management | Phase | Budget | Actual | Remaining |
|--|------------|--------------|-------------------|------------------|-------------------|
| Plaza, Entries and Interior Renovations | cPMO | Construction | 29,030,000 | 5,427,382 | 23,602,618 |
| Cooling System Rplcmnt | cPMO | In Progress | 2,900,000 | 1,094,846 | 1,805,154 |
| Lighting Control System | cPMO | In Progress | 2,255,000 | 71,945 | 2,183,055 |
| Chair Replacement | Venue | Design | 1,300,000 | - | 1,300,000 |
| Orbit Café Improvements | cPMO | Design | 793,000 | 21,058 | 771,942 |
| Waterproofing: Tower/Crown Glazing | cPMO | Design | 500,000 | - | 500,000 |
| Elevator Upgrades | Venue | Complete | 375,000 | 243,943 | 131,057 |
| Integrated Door Access Controls | cPMO | In Progress | 260,000 | 71,769 | 188,231 |
| Exterior Waterproofing | cPMO | Complete | 250,000 | 174,302 | 75,698 |
| Portable Ticketing Kiosks Purchase | Venue | On hold | 250,000 | - | 250,000 |
| Dragon Café HVAC & Space Mods | cPMO | Design | 275,000 | 60,063 | 214,937 |
| Office Renovations | cPMO | Contracting | 80,000 | - | 80,000 |
| Rain Garden Updates | Venue | On hold | 80,000 | - | 80,000 |
| Key Management System Upgrade | Venue | In Progress | 75,000 | - | 75,000 |
| Parking Pay on Foot Stations | Venue | On hold | 75,000 | - | 75,000 |
| Water Heater Replacement | cPMO | In Progress | 50,000 | 10,310 | 39,691 |
| A/V Equipment | Venue | Complete | 150,000 | 19,776 | 130,224 |
| WiFi & Show Network Upgrades | Venue | In Progress | 120,000 | 25,499 | 94,501 |
| Alerton Upgrades | Venue | In Progress | 60,000 | 22,522 | 37,478 |
| <i>Costs related to projects budgeted in FY17-18</i> | | | | | - |
| Point of Sale | IS | Complete | - | 118,580 | (118,580) |
| CCTV Replacement (R & R) | cPMO | Complete | - | 183,995 | (183,995) |
| Total | | | 38,878,000 | 7,545,988 | 31,332,012 |
| % of Budget | | | | 19% | 81% |

| Project Phase Totals | # of Proj | % of Total |
|--|-----------|------------|
| Projects in Planning or Design phases | 4 | 19% |
| Projects in Contracting or Construction/In Progress phases | 9 | 43% |
| Completed Projects | 5 | 24% |
| On-hold or Cancelled Projects | 3 | 14% |
| | 21 | |

P5 Capital Project Status Report FY 2018-19

Project Phases: **Planning** - Initiating/Planning, **Design** - Design & Engineering, **Contracting** - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete** - substantially complete

| Project Title | Management | Phase | Budget | Actual | Remaining |
|--|------------|-------------|------------------|------------------|------------------|
| ASCH Acoustical Enhancements | cPMO | Design | 2,195,000 | 47,489 | 2,147,511 |
| AHH Roof | cPMO | Design | 1,107,000 | 17,222 | 1,089,778 |
| Keller Electrical Infrastructure Update | Venue | In Progress | 550,000 | 955,833 | (405,833) |
| KA Generator Fuel Storage | Venue | Design | 350,000 | - | 350,000 |
| Keller café | Venue | Design | 350,000 | - | 350,000 |
| ASCH Piano Replacement | Venue | Planning | 200,000 | - | 200,000 |
| Newmark Main Speakers | Venue | Design | 200,000 | - | 200,000 |
| KA Camera/Security System | cPMO | Design | 200,000 | 3,996 | 196,004 |
| Newmark Piano Replacement | Venue | Planning | 150,000 | - | 150,000 |
| Voice over Internet Protocol (VoIP) | IS | In Progress | 110,000 | 87,769 | 22,231 |
| KA Fall Arrest | Venue | Planning | 100,000 | - | 100,000 |
| ASCH FOH Elevators Overhaul | cPMO | Complete | 60,000 | 113,397 | (53,397) |
| ASCH Broadway and Park Marquees | cPMO | Design | 50,000 | - | 50,000 |
| ASCH BOH Elevators Overhaul | cPMO | Complete | 80,000 | 117,104 | (37,104) |
| AHH/ASCH/Keller ADA signage | Venue | Design | 30,000 | - | 30,000 |
| ASCH Roof Drains | cPMO | Cancelled | - | - | - |
| Portable Concession Kiosks | Venue | Cancelled | - | - | - |
| ASCH Chamber Lighting | cPMO | Cancelled | - | - | - |
| ArtBar/Lobby Furniture Replacement | Venue | Cancelled | - | - | - |
| ASCH Cooling Airflow Study | cPMO | Cancelled | - | - | - |
| AHH Stage door area rebuild | cPMO | Cancelled | - | - | - |
| <i>Costs related to projects budgeted in FY17-18</i> | | | | | |
| Point of Sale | IS | In Progress | - | 116,746 | (116,746) |
| Total | | | 5,732,000 | 1,459,556 | 4,272,444 |
| % of Budget | | | | 25% | 75% |

| Project Phase Totals | # of Proj | % of Total |
|--|-----------|------------|
| Projects in Planning or Design phases | 11 | 50% |
| Projects in Contracting or Construction/In Progress phases | 3 | 14% |
| Completed Projects | 2 | 9% |
| On-hold or Cancelled Projects | 6 | 27% |
| | 22 | |

Expo Capital Project Status Report FY 2018-19

Project Phases: **Planning** - Initiating/Planning, **Design** - Design & Engineering, **Contracting** - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete** - substantially complete

| Project Title | Management | Phase | Budget | Actual | Remaining |
|--|------------|-------------|------------------|----------------|------------------|
| Hall C Refurbishment | cPMO | Cancelled | 300,000 | - | 300,000 |
| Lower Parking lot 1 Improvements | cPMO | Design | 200,000 | - | 200,000 |
| Voice over Internet Protocol (VoIP) | IS | In Progress | 198,000 | 116,337 | 81,663 |
| Show Net | IS | In Progress | 165,000 | - | 165,000 |
| Security Cameras / Access Controls | cPMO | Complete | 157,138 | 113,048 | 44,090 |
| Lighting Control review/install - Halls ABCDE | cPMO | On Hold | 150,000 | - | 150,000 |
| Hall C Roof Recoat | cPMO | Cancelled | 125,000 | - | 125,000 |
| Halls ABCDE HVAC Controls Replacement | Venue | Contracting | 60,000 | - | 60,000 |
| Parking Lot Asphalt Maintenance - 2019 | cPMO | In Progress | 60,000 | - | 60,000 |
| Security Gates and Fencing | cPMO | In Progress | 42,000 | - | 42,000 |
| UP4 New Storage Building | cPMO | Cancelled | 40,000 | - | 40,000 |
| Expo Website Update | Venue | Delayed | 40,000 | - | 40,000 |
| Facility Wide Door review / install / security | Venue | Planning | 20,000 | - | 20,000 |
| Hall A Carpet Paint | Venue | Planning | 10,000 | - | 10,000 |
| Costs related to projects budgeted in FY17-18 | | | | | |
| Connector Glass Door | cPMO | Complete | - | 49,091 | (49,091) |
| Halls D & E Roof Replacement (R&R) | cPMO | Complete | - | 46,562 | (46,562) |
| PGE Upgrades | cPMO | Complete | - | 163,469 | (163,469) |
| Aramark Point of Sale System Replacement | IS | In Progress | - | 647 | (647) |
| Total | | | 1,567,138 | 489,154 | 1,077,984 |
| % of Budget | | | | 31% | 69% |

| Project Phase Totals | # of Proj | % of Total |
|--|-----------|------------|
| Projects in Planning or Design phases | 3 | 18% |
| Projects in Contracting or Construction/In Progress phases | 6 | 35% |
| Completed Projects | 4 | 24% |
| On-hold or Cancelled Projects | 4 | 24% |
| | 17 | |

Upcoming Large Contract Opportunities

Opportunity: Two-way Radio Maintenance & Repair Services (OCC)

Estimated Value: \$250,000

- 1) Two-way radio maintenance and repair services to keep the two-way radios and repeaters performing as expected: Project includes:
 - a. Maintenance and repair on all two-way radios
 - b. Purchase of new two-way radios, batteries and accessories as needed.
 - c. Software updates on two-way radio repeater system.
 - d. Technical labor as required to maintain two-way radio system
- 2) This work will be procured via formal Invitation to Bid (ITB) with a public contract awarded at the conclusion. The contract period is expected to be through 6/30/2024, and the estimated value is \$250,000.
- 3) Draft timeline
 - a. March 2018 – Draft ITB
 - b. April 2018 – Publish ITB and Advertise
 - c. May 2018 – Contract awarded
- 4) Advertisement and Outreach:
 - a. Advertisement
 - i. Metro Procurement Services will post ITB on the Oregon Procurement Information Network (ORPIN), and will advertise in Portland Tribune and one minority paper.
 - b. Planned Outreach
 - i. Direct notification of the opportunity to organizations, including:
 1. Oregon Association of Minority Entrepreneurs (OAME);
 2. Metropolitan Contractor Improvement Partnership (MCIP); and
 3. National Association of Minority Contractors (NAMC)
 - ii. Direct notification of the opportunity to firms on Oregon’s Certification Office for Business Inclusion and Diveristy (COBID) registry, including:
 1. Minority Business Enterprise (MBE);
 2. Women Business Enterprise (WBE);
 3. Service Disabled Veteran (SDV); and
 4. Emerging Small Business (ESB)
 - iii. Direct notification to firms who have contacted Metro in the last 12 months and notified of their interest in providing these services
 - iv. Pre-bid conference with Subcontractor Equity Program presentation
- 5) Bids received will be evaluated for bid submittal requirements, including Subcontractor Equity Program procedures. The award is based on lowest responsive, responsible bid.

Upcoming Large Contract Opportunities

Opportunity: Repair and Refurbishment of the Broadway and Park Street Marquees at the Arlene Schnitzer Concert Hall

Estimated Value: \$1,000,000

- 1) The marquees at the Arlene Schnitzer Concert Hall are at or near end of life and require seismic as well as cosmetic and electrical upgrades. These are building display elements included in design work for the PORTLAND sign by Architectural Resources Group in 2014 for a multi-year upgrade project. Key project aspects include:
 - a. Replacement of rusted sheet metal elements and upgrade electrical wiring
 - b. Update structural elements to meet current seismic code,
 - c. Replace the back-lit letter boards with electronic LED graphical displays, improving employee safety by removing the need to manually replace letters
- 2) This is a Public Improvement that will be solicited as an ITB with a Construction Contract award at the conclusion. The contract period will be from March 2019 to June 2020 and is expected not to exceed \$1,000,000.
- 3) The current proposed timeline includes:
 - a. Prepare ITB language: January – February 2019
 - b. Publish ITB and advertise: February – March 2019
 - c. Award Contract: By March 31, 2019
- 4) Advertisement and Outreach:
 - a. Advertisement
 - i. Metro Procurement Services will post the ITB on the Oregon Procurement Information Network (ORPIN),
 - ii. Advertised broadly and with the intent of notifying minority contractors via the Business Tribune, the Skanner, El Hispanic, the Portland Observer, and the Asian Reporter.
 - iii. Project manager will attend monthly NAMC networking event to discuss the project.
 - b. Planned Outreach
 - i. Direct notification of the opportunity to organizations, including:
 - 1) Oregon Association of Minority Entrepreneurs (OAME);
 - 2) Metropolitan Contractor Improvement Partnership (MCIP); and
 - 3) National Association of Minority Contractors (NAMC)
 - ii. Direct notification of the opportunity to firms on Oregon's Certification Office for Business Inclusion and Diveristy (COBID) registry, including:
 - 1) Minority Business Enterprise (MBE);
 - 2) Women Business Enterprise (WBE);
 - 3) Service Disabled Veteran (SDV); and
 - 4) Emerging Small Business (ESB)
 - iii. Notification of firms who have contacted P-5 in the last 12 months and notified of their interest in providing historic sign renovation services
- 5) The award is based on lowest responsive, responsible bid.

MERC Commission Meeting

February 6, 2019
12:30 pm

Consent Agenda

| | |
|-----------------|--|
| Present: | John Erickson, Deidra Krys-Rusoff, Ray Leary, Deanna Palm, Dañel Malán |
| Absent: | Karis Stoudamire-Phillips, Damien Hall |
| | A regular meeting of the Metropolitan Exposition Recreation Commission was called to order by Vice Chair John Erickson at 12:32 p.m. |
| 1.0 | Quorum Confirmed A quorum of Commissioners was present. |
| 2.0 | Opportunity for Public Comment on Non-Agenda items None |
| 3.0 | Commission and Council Communications <ul style="list-style-type: none"> Commissioner Malán shared that a play about Judge Torres will open at Milagro Theater on Friday, January 11. |
| 4.0 | GM Communications <ul style="list-style-type: none"> Scott Cruickshank announced Councilor Sam Chase will return as the MERC Council Liaison. A full agreement on the VF IGA has not been reached, but there has been action passed that will allow 2 million in funding for the acoustical project at the Arlene Schnitzer Concert Hall. The new Council inauguration will be held on Monday January 7 from 4-7 at Portland’s Hatfield Hall. Our partners at Aramark will be taking over food and beverage at the Oregon Zoo beginning on January 14. We are currently working on the FY19-20 budgets, and the next committee meeting will be held on January 30th. Commissioner Krys-Rusoff stated her great support for the existing VF IGA agreement, and for the changes that Metro has lobbied for moving forward. She noted that keeping funds for the visitor experience so we are able to take advantage of the multiplier effects is important to the success of MERC, City of Portland, Metro and the Tri-County region. Krys-Rusoff stated this agreement is a very important funding source and she thanked the group for the work they are doing. Leary asked if the zoo will be a part of the RFP package. Cruickshank replied yes and invited Ben Rowe to speak on the timeline. Rowe explained that a press release with preliminary information will be issued to interested parties by next week. The RFP will be issued later this month, and responses will be due sometime in March. Competitive bidders will then be selected and interviews will be held in April. Cruickshank added that there will be an opportunity for local, minority-owned small businesses to network with top proposers around potential future partnerships. |
| 5.0 | Financial Report Rachael Lembo presented the November 2018 Financial Report <ul style="list-style-type: none"> Commissioner Krys-Rusoff asked if adjustments will be made in budgeting for next year to reflect the delayed payments received. Lembo responded that is assumed this payment trend will continue and will be adjusted for in the next year. Leary asked if the updated ticketing system installed at P5 a few years ago has helped the bottom line. Williams stated that the new system has brought increased revenue opportunities such as the ability to adjust service charges and increased social media tools. Malán asked about the progress of capital spending, and whether any adjustments in priority are needed. Lembo pointed out that the OCC portable ticketing kiosks and parking pay on foot stations projects are currently on hold while we assess if they are necessary. The OCC rain |

| | |
|------------|--|
| | <p>garden will be pushed to next year. There are a number of projects on hold at P5 while the shell project was being negotiated. The Hall C refurbishment at Expo has been canceled as research shows structural improvements are needed that would exceed the existing budget.</p> <ul style="list-style-type: none"> • Malan noted that the Expo food and beverage expenditures are greater than the revenue. Lembo responded that Expo has between 4 and 6 months per year where they see a large profit during the larger shows. Some of the cost during the down time are salary positions, and typically this balances out over the year. |
| 6.0 | <p>Venue Business Report</p> <p>Robyn Williams, Craig Stroud and Matthew P. Rotchford reported on business at the venues during the past month.</p> <ul style="list-style-type: none"> • Commissioner Krys-Rusoff asked if the recent OCC situational awareness training opportunity was shared with Expo and P5. Stroud clarified they were invited and 16 staff members from those venues attended. |
| 7.0 | <p>Consent Agenda</p> <ul style="list-style-type: none"> • Record of MERC Actions, December 5, 2018 <p>A motion was made by Commissioner Palm and seconded by Commissioner Malán to approve the Consent Agenda.</p> <p>VOTING: AYE: 5 (Krys-Rusoff, Malán, Erickson, Palm and Leary) NAY: 0</p> <p>MOTION PASSED</p> |
| 8.0 | <p>Travel Portland 1st Quarter 2018-19 Report</p> <p>A quarterly report was presented by Steve Faulstick and Jeff Miller from Travel Portland</p> <ul style="list-style-type: none"> • In response to an update around the recent DoubleTree incident, Commissioner Palm suggested possibly requiring inclusion trainings for those partnering with Travel Portland, MERC or the City. • Malán suggested that any statement from Travel Portland needs to be profound and possibly include language around consequences such as loss of benefits from working with the city. • Leary pointed out the entwined relationship with Portland and the Doubletree. He suggested that informing the community that we have offered robust training as a response might not be enough. • Palm asked if there are different track of trainings for hospitality security with in-depth conversations around bias and de-escalation techniques. • Erickson noted that orientation training is provided but there is a need for continuous training in an industry with such high turnover. • Leary asked if DoubleTree offered any other ideas besides training. Faulstick responded that they have reached out to community groups to explore other approaches. • Krys-Rusoff noted that this committee has been successful in making some meaningful changes in contracting and making sure there is a minority outreach. She then asked if that might be the next step to require participants in our programs to meet certain metrics with an expectation to increase diversity hiring. • Cruickshank shared that there is a code of conduct already in place but perhaps an expansion of that agreement with travel Portland, our hospitality partners the Convention Center is needed. • Leary noted MERC’s experience in improving outreach to people of color. He then asked if the DoubleTree GM will have an opportunity to respond to the Commission. Miller said that he will be invited. Leary emphasized the importance of presenting a plan that has something more than cursory training, and that would maybe include executive training. |
| 9.0 | <p>Bullets, Treadmills and the Power of a Good Banana – <i>the surprising tools the Oregon Zoo uses to save endangered species.</i></p> |

| | |
|--|--|
| | <p>An Oregon Zoo presentation was shown by Don Moore from the Zoo.</p> <ul style="list-style-type: none">• Commissioner Leary asked if the zoo is working with other animal populations that are near extinction aside from the condors. Moore responded there are differing lists of endangered animals they work with that include Malaysian tigers, Siberian tigers, lions and butterflies. |
| | <p>As there was no further business to come before the Commission, the meeting was adjourned at 2:40 p.m.</p> |

MERC Commission Meeting

February 6, 2019
12:30 pm

Action Agenda

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 19-01

For the purpose of approving and transmitting to the Metro Council budget amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund Budget for FY2018-19, and requesting amendment of the FY 2018-19 through FY 2022-23 Capital Improvement Plan (CIP).

WHEREAS, Metro Code 6.01.050 provides that MERC shall annually prepare and approve an annual budget which shall, to the maximum extent permitted by law, consist of one commission-wide series of appropriations; and

WHEREAS, MERC previously approved and transmitted to the Metro Council the fiscal year 2018-19 budget for the MERC Fund; and

WHEREAS, MERC staff request certain budget amendments to the Proposed Budget for fiscal year 2018-19 for the reasons described in the attached Staff Report.

BE IT THEREFORE RESOLVED THAT,

1. MERC approves the budget amendments to the MERC Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019 for inclusion as part of the total Metro budget for this period.
2. MERC requests that the Metro COO present these amendments to the Proposed Budget to the Metro Council for ratification.

Passed by the Commission on February 6, 2019.

Approved as to Form:
Nathan A. S. Sykes, Acting Metro Attorney

Chair

Secretary/Treasurer

By:

Nathan A. S. Sykes, Acting Metro Attorney

MERC Staff Report

Agenda Item/Issue: For the purpose of approving and transmitting to the Metro Council a FY 2018-19 Budget and Capital Improvement Plan (CIP) amendment to the MERC Fund.

Resolution No: 19-01

Presented By: Rachael Lembo, MERC Finance Manager

Date: February 6, 2019

Background and Analysis:

CIP Amendment – Portland Expo Center

The following amendment is a new project:

Expo Hall E Flat Roof

- New Project - \$150,000

Following the completion of the Hall D and E Roof Restoration Project, the Expo Center has some specific roofing products remaining that can be positively utilized for other roof areas that would increase the useful life of the existing roof systems. The product (Tremco) would be utilized on the flat roof section of Hall E, which was not included in the large barrel roof restoration, saving the cost of purchasing them later. This approach continues our sustainability efforts through restoration rather than replacement. The product, when expertly applied, will also come with a warranty for the applied roof system. Expo has funding for this project due to changes in other projects as shown below:

Hall C Roof Recoat

- The Hall C Roof was assessed by a third party and determined that a recoat would not be required for 3-5 years
- Total project budget change - \$125,000 deferred
- FY 2018-19 appropriation change – decrease of \$125,000

New Storage Building (Upper Lot 4)

- Expo has determined a Campus Master Plan should be conducted prior to major building changes
- Total project budget change - \$290,000 deferred
- FY 2018-19 appropriation change – decrease of \$25,000

FY 2018-19 Budget Impact

| Project Description | Project # | FY 18-19 Current Budget | Amendment | FY 18-19 Amended Budget |
|----------------------------|-----------|-------------------------|-----------|-------------------------|
| Hall E Flat Roof | 8R234 | 0 | 150,000 | 150,000 |
| Hall C Roof Recoat | 8R227 | 125,000 | (125,000) | 0 |
| New Storage Building (UP4) | 8N079 | 40,000 | (25,000) | 15,000 |
| Total | | 165,000 | 0 | 165,000 |

Fiscal Impact: This action will amend the FY 2018-19 Adopted Budget as shown above. The revised five-year CIP is included as Attachment 1.

Recommendation: Staff recommends the Metropolitan Exposition Recreation Commission adopt Resolution 19-01.

**Portland Expo Center CIP Summary
Fiscal Year 2019**

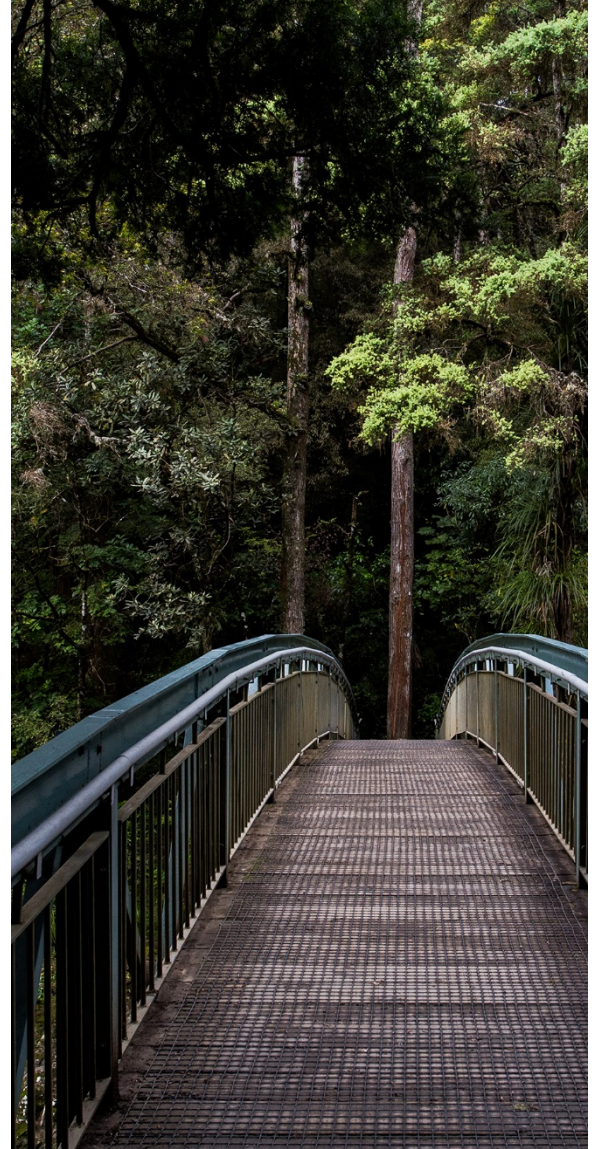
| | Mgmt | ID | Prior Years | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2022-23 | Total |
|--|-------|---------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Hall C Refurbishment | CPMO | 8R172 | 35,000 | 300,000 | - | - | - | - | 335,000 |
| Lower Parking lot Improvements | CPMO | 8N072 | - | 200,000 | - | - | - | - | 200,000 |
| Voice over Internet Protocol (VoIP) | IS | 65701 | 50,000 | 198,000 | - | - | - | - | 248,000 |
| Show Net | IS | 8R211 | - | 165,000 | - | - | - | - | 165,000 |
| Lighting Control review and install - Halls ABCDE | CPMO | 8R169 | 20,000 | 150,000 | - | - | - | - | 170,000 |
| Hall E Flat Roof | CPMO | 8R234 | - | 150,000 | - | - | - | - | 150,000 |
| Halls ABCDE HVAC Controls Replacement | Venue | 8R173 | - | 60,000 | - | - | - | - | 60,000 |
| Security Gates and Fencing | CPMO | 8N078 | - | 42,000 | 50,000 | - | - | - | 92,000 |
| UP4 New Storage Building | CPMO | 8N079 | - | 15,000 | - | - | - | - | 15,000 |
| Expo Website Update | Venue | 8R229 | - | 40,000 | 100,000 | - | - | - | 140,000 |
| Facility Wide Door review / install / security | CPMO | 8R230 | - | 20,000 | 150,000 | - | - | - | 170,000 |
| Hall A Carpet Paint | Venue | 8R231 | - | 10,000 | 90,000 | - | - | - | 100,000 |
| Halls ABC Interior and Exterior Paint (R&R) | CPMO | EXTBD12 | - | - | 120,000 | 120,000 | - | - | 240,000 |
| Facility Wide Drinking Fountain replacement | Venue | EXTBD26 | - | - | 50,000 | - | - | - | 50,000 |
| Hall D Storage Office Conversion | CPMO | EXTBD18 | - | - | 35,000 | 300,000 | - | - | 335,000 |
| Hall D Kitchen Office Conversion | CPMO | EXTBD17 | - | - | 20,000 | 300,000 | - | - | 320,000 |
| Electronic Reader Board Upgrade | CPMO | EXTBD59 | - | - | - | 100,000 | - | - | 100,000 |
| Sustainability upgrades | CPMO | EXTBD56 | - | - | - | 75,000 | - | - | 75,000 |
| Facility Wide Overhead Door review / install | CPMO | EXTBD28 | - | - | - | 35,000 | 250,000 | - | 285,000 |
| Parking Lot Improvements | CPMO | EXTBD50 | - | - | - | - | 700,000 | - | 700,000 |
| Hall D & E HVAC - Condition Analysis & Repair Budget | CPMO | EXTBD60 | - | - | - | - | 135,000 | - | 135,000 |
| Hall D/E Compressed Air | Venue | EXTBD36 | - | - | - | - | 50,000 | - | 50,000 |
| Hall E Flat Roofs | CPMO | EXTBD53 | - | - | - | - | 35,000 | 750,000 | 785,000 |
| UP2 North Walkway Cover | CPMO | EXTBD22 | - | - | - | - | 25,000 | 50,000 | 75,000 |
| Expo Road Relocation | CPMO | EXTBD21 | - | - | - | - | - | 25,000 | 25,000 |
| Subtotal Capital Projects | | | 105,000 | 1,350,000 | 615,000 | 930,000 | 1,195,000 | 825,000 | 5,020,000 |
| Ongoing Capital Maintenance | | | | | | | | | |
| Security Cameras / Access Controls | CPMO | 8R212 | | 157,138 | 10,000 | 66,500 | 50,000 | 150,000 | 433,638 |
| Parking Lot Asphalt Maintenance / Replacement | CPMO | 8R040 | | 60,000 | 62,000 | 64,500 | 67,080 | 69,763 | 323,343 |
| Subtotal Ongoing | | | | 217,138 | 72,000 | 131,000 | 117,080 | 219,763 | 756,981 |
| TOTAL Portland Expo Center | | | | \$1,567,138 | \$687,000 | \$1,061,000 | \$1,312,080 | \$1,044,763 | \$5,776,981 |
| Total changes in proposed amendment | | | | \$0 | (\$250,000) | \$0 | \$0 | \$0 | (\$250,000) |

MERC Commission Meeting

February 6, 2019
12:30 pm

Metro External Audit
Presentation







Report of Independent Auditors

- Unmodified opinion
- Financial statements are presented fairly in accordance with US GAAP

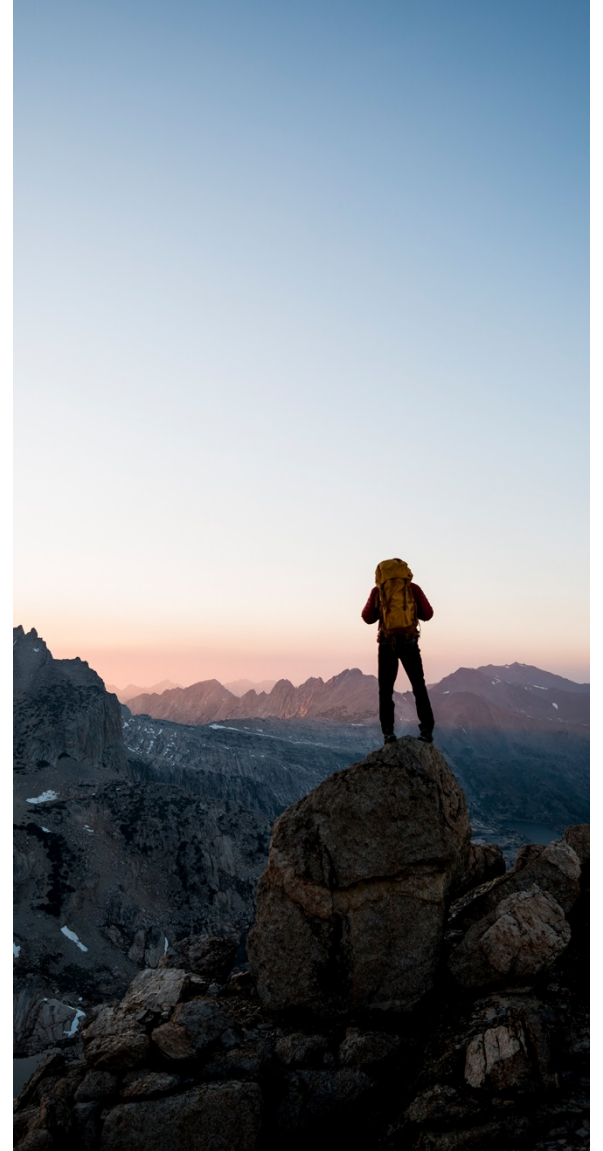


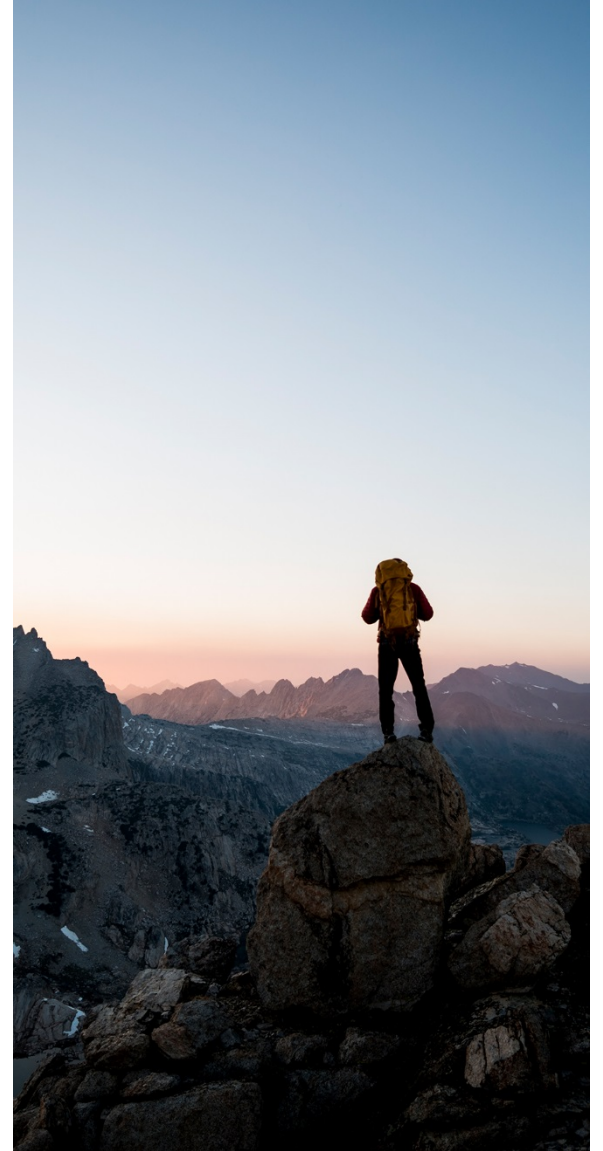
| | |
|--|---|
| <p>GAGAS Report on Internal Control Over Financial Reporting and on Compliance and Other Matters</p> | <ul style="list-style-type: none">• Two significant deficiencies over financial reporting identified<ul style="list-style-type: none">• 2018-001 – Capital Assets• 2018-002 – Payroll• No compliance findings |
| <p>Report on Compliance with Requirements that could have a Direct and Material Effect on the Major Federal Program and on Internal Control Over Compliance in accordance with the Uniform Guidance for Federal Awards (2 CFR Part 200)</p> | <ul style="list-style-type: none">• No control findings• No compliance findings |



Report on Compliance and on Internal Control over Financial Reporting Based on an Audit of Financial Statements in Accordance with Oregon Municipal Auditing Standards

- No control findings
- No instances of non-compliance

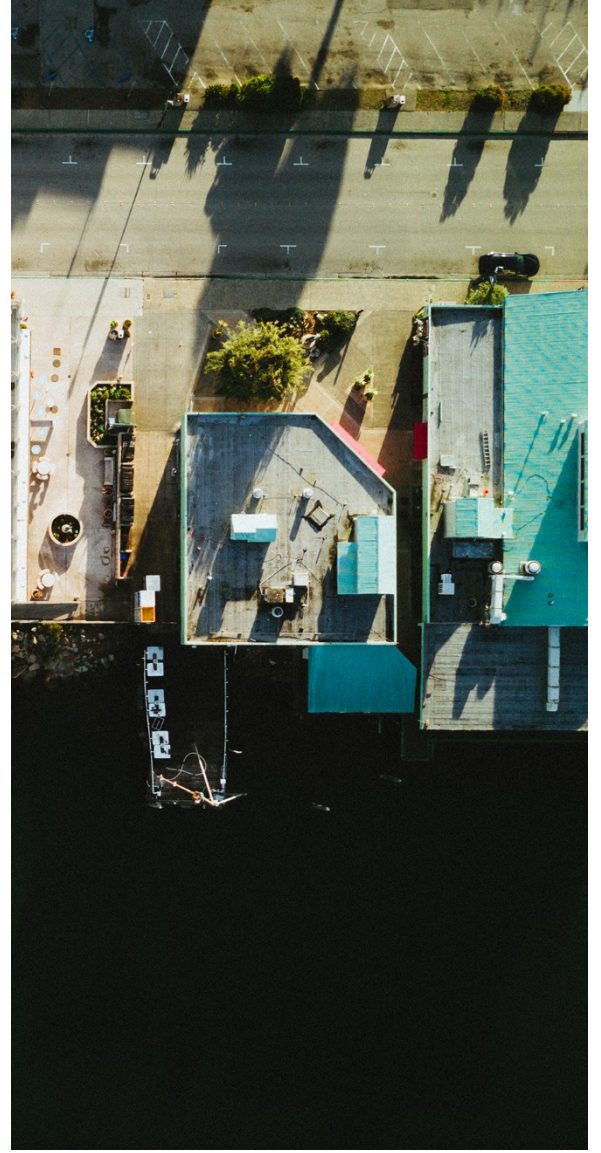




Deficiencies in Internal Control

- None noted
- Capital assets
- Payroll
- Accounts receivable allowance (specific to MERC)
- Purchasing card controls
- Unrecorded accounts payable – resolved
- Account reconciliations – resolved
- Accounts receivable allowance – not resolved







Contact Us



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THANK
YOU

MERC Commission Meeting

February 6, 2019
12:30 pm

Aramark Quarterly Report

Pd 1-6 Review - FY2019

Portland Expo Center
Portland's 5 Centers for the Arts
Oregon Convention Center

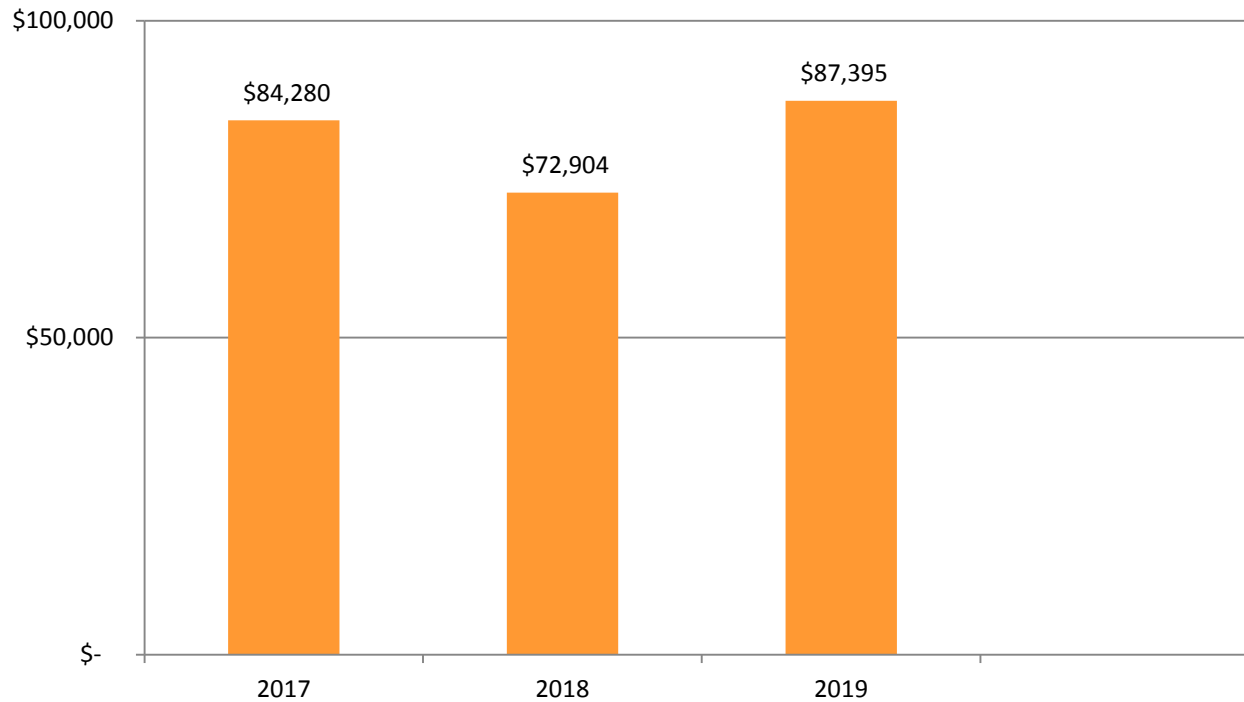
February 6, 2019

YTD Financials | YTD Highlights | Hiring | Purchasing | Aramark

Portland Expo Center

| | FY19 YTD through 2 nd Quarter | | FY18 YTD through 2 nd Quarter | | FY19 Full Year Budget | | | | |
|--------------------|---|----------|---|---------|-----------------------|-----------|----|---------|-------|
| Net Gross Receipts | \$ | 625,760 | \$ | 924,280 | \$ | 2,502,702 | | | |
| Cost of Sales | \$ | 155,846 | 30.1% | \$ | 211,727 | 26.0% | \$ | 410,222 | 21.3% |
| Labor | \$ | 329,449 | 52.7% | \$ | 429,059 | 46.4% | \$ | 911,843 | 36.4% |
| Margin | \$ | (49,526) | (7.9)% | \$ | 73,175 | 7.9% | \$ | 511,904 | 20.5% |

West Delta through Pd 6



FY19 Expo YTD through Pd6

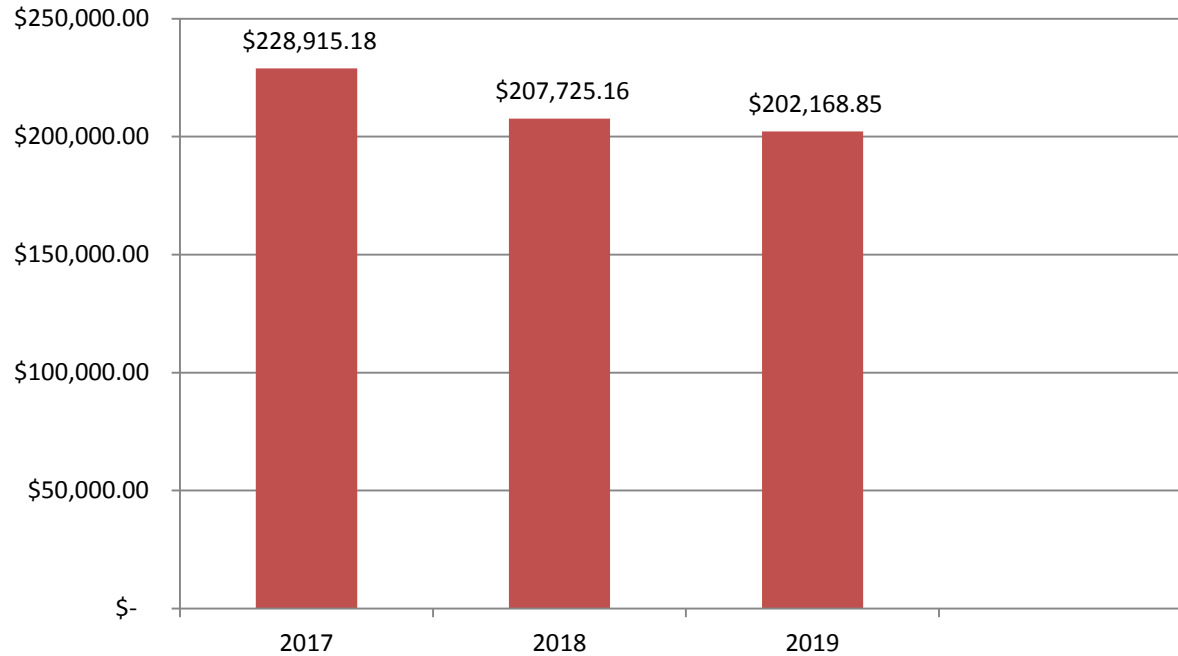
Highlights

| | |
|---------------------|--------|
| – Christmas Bazaar | \$131K |
| – Antique Show | \$57K |
| – RV Show | \$38K |
| – Timber Processing | \$37K |
| – Drive-In Movies | \$16K |

Portland'5 Centers for the Arts

| | FY19 YTD through 2 nd Quarter | | FY18 YTD through 2 nd Quarter | | FY19 Full Year Budget | | | | |
|--------------------|---|-----------|---|-----------|-----------------------|-----------|----|-----------|-------|
| Net Gross Receipts | \$ | 1,792,760 | \$ | 1,538,257 | \$ | 3,450,895 | | | |
| Cost of Sales | \$ | 344,983 | 19.7% | \$ | 267,107 | 17.7% | \$ | 669,650 | 20.0% |
| Labor | \$ | 616,258 | 34.4% | \$ | 577,751 | 37.6% | \$ | 1,277,200 | 37.0% |
| Margin | \$ | 486,801 | 27.2% | \$ | 419,448 | 27.3% | \$ | 806,535 | 23.4% |

ArtBar Bistro through Pd 6



ArtBar
 & BISTRO

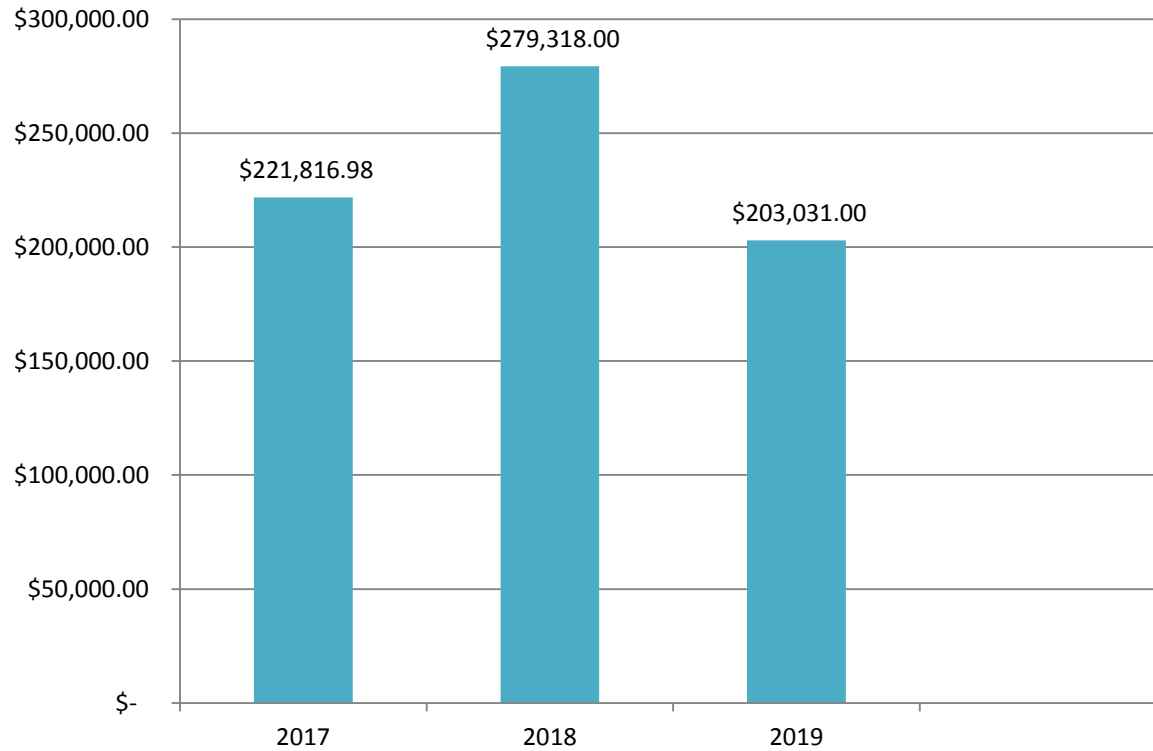
FY19 P5 YTD through Pd6

Highlights

| | |
|------------------------|--------|
| – Nutcracker | \$214K |
| – Phantom of the Opera | \$175K |
| – Waitress | \$90K |
| – Music on Main | \$52K |
| – Bill Burr | \$40K |

Oregon Convention Center

| | FY19 YTD through 2 nd Quarter | | FY18 YTD through 2 nd Quarter | | FY19 Full Year Budget | | | | |
|--------------------|---|-----------|---|-----------|-----------------------|------------|----|-----------|-------|
| Net Gross Receipts | \$ | 8,198,107 | \$ | 6,305,616 | \$ | 16,054,616 | | | |
| Cost of Sales | \$ | 1,140,826 | 16.8% | \$ | 1,051,966 | 20.2% | \$ | 2,603,367 | 19.5% |
| Labor | \$ | 3,580,162 | 43.7% | \$ | 3,461,623 | 54.9% | \$ | 7,545,809 | 47.0% |
| Margin | \$ | 2,164,931 | 26.4% | \$ | 796,970 | 12.6% | \$ | 3,506,257 | 21.8% |



FY19 OCC YTD through Pd6

Highlights

| | |
|-------------|--------|
| – Medicaid | \$493K |
| – Viewpoint | \$481K |
| – IEEE | \$471K |
| – OSCON | \$406K |
| – ILCA | \$239K |

FOTA:

Giacometti Partners LTD
 Goodwill Industries
 Urban League Portland
 SEI
 PCC Workforce NE Campus
 Dress for Success
 Bradley Angle
 Community Works Projects
 Mentor Oregon
 Easter Seals Oregon
 Portland Public Schools Youth Transition
 Multnomah County

Portland Metro Area:

I am Academy-Roosevelt, Franklin and Grant
 High School
 New Avenues for Youth
 New City Initiatives
 Central City Concern
 Transition Projects
 Goodwill Industries
 Catholic Charities
 US Department of Veteran Affairs
 Pivot/Job Corps

Portland Metro Area

IRCO Immigrant and Refugee Community
 Organization
 Trellis Inc.
 SE Works
 Dirkse
 Community Visions, Inc.
 Cascadia Behavioral Healthcare
 NARA Native American Rehabilitation Assoc.
 Albertina Kerr
 Program
 Worksource Portland/Metro and Vancouver
 Clackamas HHH Services
 Multnomah County Department of
 Justice/Human Services
 Northwest Family Services
 Human Solutions
 Portland Women’s Expo Foundation
 Easter Seals Oregon
 Lifesource Group
 Exceed Enterprises
 Community Vision, Inc
 REAP
 Oregon DHS
 Work, Portland/Metro Workforce Dev. Board

July

New Avenues for Youth Site Tour/Meeting

- Aramark Job Fair PCC Workforce Hiring Event

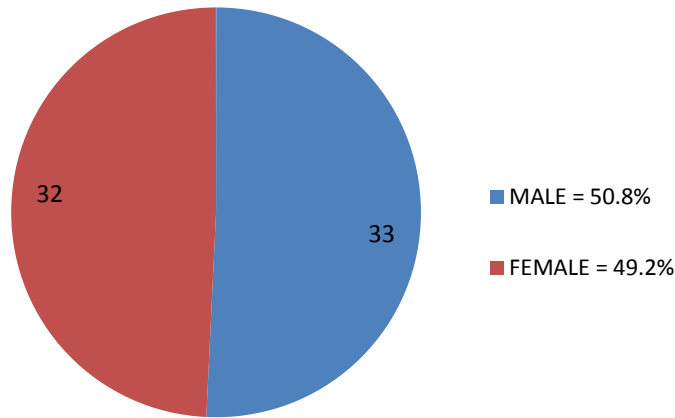
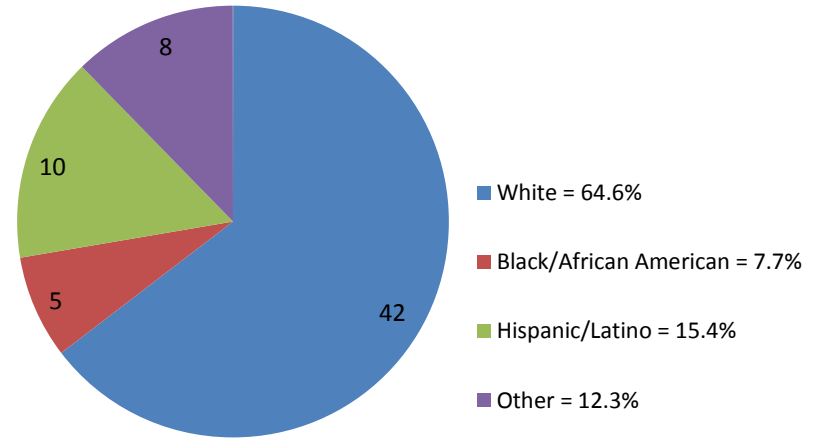
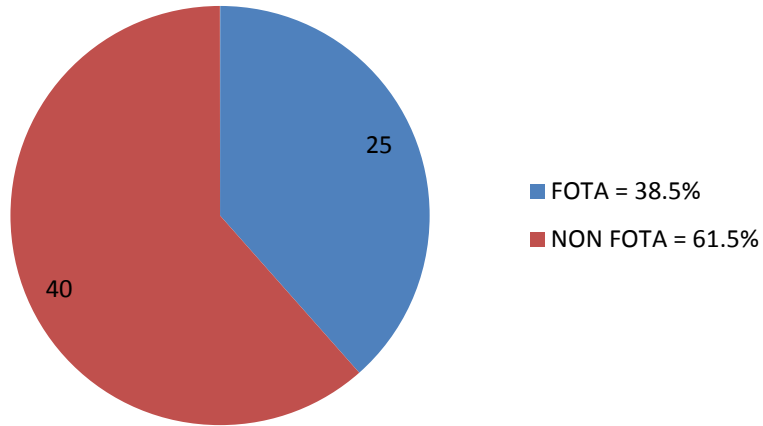
August

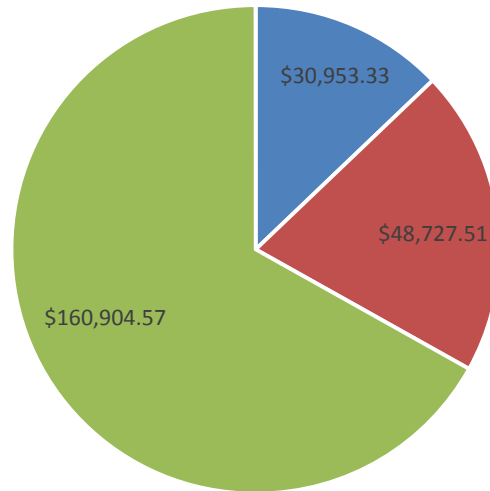
- Goodwill Industries Job Fair
- Diversity Employment Job Fair, Expo Center
- Oregon Convention Center Hiring Event, pacificwild and OCC

October

- Clackamas Community College Job Fair
- PCC Workforce Job Fair

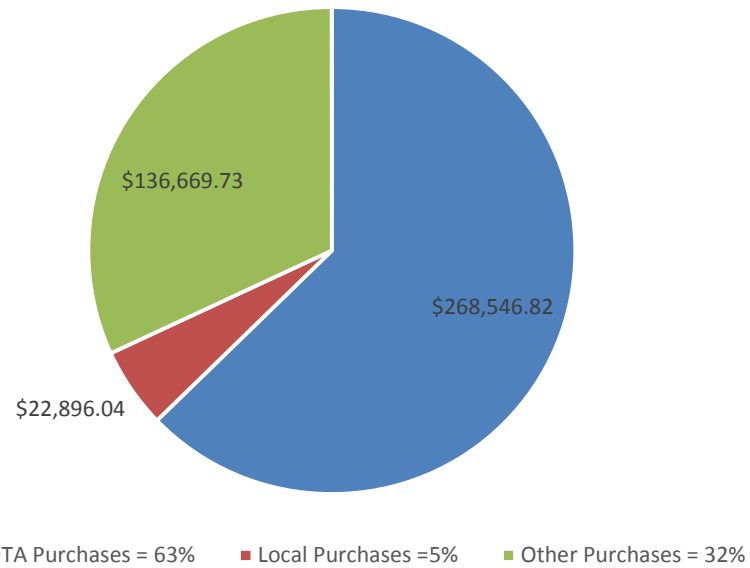
2019 YTD FOTA & Diversity- 65 hires



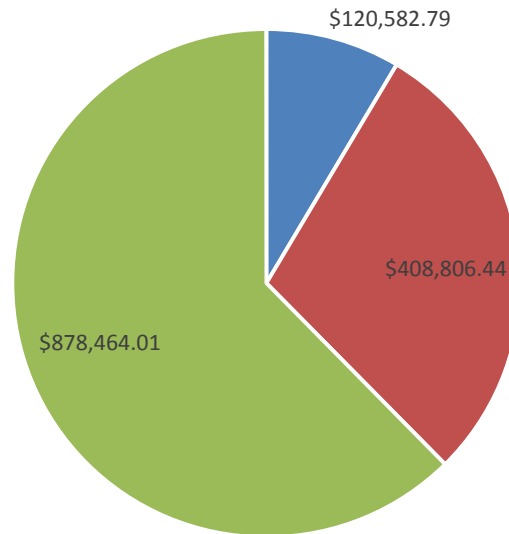


■ FOTA Purchases = 13% ■ Local Purchases = 20% ■ Other Purchases = 67%

EXPO Total Purchases = \$240,585



P5 Total Purchases = \$428,112



■ FOTA Purchases = 9% ■ Local Purchases = 29% ■ Other Purchases = 62%

OCC Total Purchases = \$1,407,853

Promotions in FY19

- Justin Riedl– P5 GM > Oregon Zoo GM
- Silas Alexander – P5 Runner > P5 F&B Manager
- Matthew Palmer – P5 Bartender > P5 F&B Manager
- Dina Biercott – P5 Accounting Clerk > P5 Accounting Supervisor
- Chris Purdue – OCC Chef de Cuisine > Oregon Zoo Executive Chef
- Mary McIntyre – OCC Catering Captain > OCC F&B Manager

External Hires in FY19

- Jennifer Tuck – OCC Controller
- Becky Holmes – OCC Pastry Chef
- Sarah Tubbs – OCC F&B Asst. Manager
- JanCarlo Caballero - OCC Culinary Operations Supervisor
- Omar Torres – OCC Executive Steward

MERC Commission Meeting

February 6, 2019
12:30 pm

Oregon Convention Center
Brand Launch Presentation

OREGN

Oregon
Convention
Center

BRAND LAUNCH FOLLOW UP | 02_2019



BRAND PLATFORM RECAP

We needed to evolve our brand to

Improve awareness as well as client and guest experience

Align our internal teams with consistent messaging

Continue support of Metro's mission

Win hearts and minds in the local community

Complement Travel Portland's national marketing

Evolving our brand helps to

Clearly outline who we are, what we stand for, what we look and sound like, and what we aspire to be.

Lend consistency to any and every expression of our brand (without caging us in too tightly).

Inspire and motivate us to start being that thing we've always wanted to be

Refresh and unite our organization with an exciting and intentional identity

BRAND PLATFORM RECAP

Expert Collaboration



We hired Grady Britton to

- Conduct competitive analysis
- Interview OCC staff and clients
- Research social media feedback
- Review surveys and TAP reports.

They hosted a half day brand workshop with OCC's leadership where they facilitated a variety of discovery exercises.

From this work we created our brand platform.

OUR BRAND PILLARS

We Welcome Everyone.

We are hosts who deeply respect our guests, their ideas and their passions. Our job is to make sure everyone here feels safe bringing what they've got to the table because progress relies on everyone keeping an open-mind and positive change can begin anytime, anyplace, with anyone. (Even you, right now.)

We Are Forward Thinking.

We're passionate about cultivating diversity, advancing equity and practicing inclusion in all of the work we do.

We are thoughtful about our actions, big or small, and remain cognizant of the fact that 'doing the right thing,' is often a matter of chasing a moving target.

The OCC is LEED Platinum Certified. And, while we're striving to be the greenest event facility in the world and the first choice as a venue for green meetings, our commitment to sustainability is just one example of our dedication to a better tomorrow.

OUR ANTHEM

We are not just a venue.
We are host to the imaginations that
can transform the world. We are not the answer.

WE'RE A CATALYST.

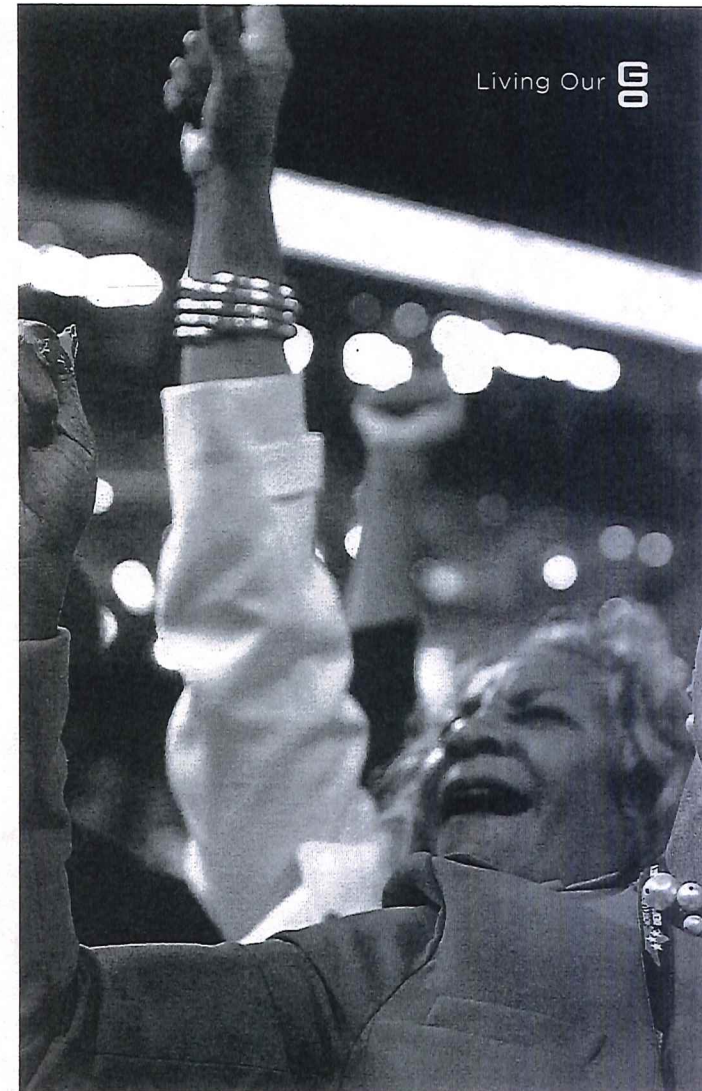
We Inspire. Defend. Welcome. Arouse.
Awaken. Propose. Provoke.
We are made up of your doings and feelings.
Your actions and reactions.

WE ARE A CENTER IN MOTION.

Defined by you and what you can accomplish
inside our walls. We don't decide the future.
We provide a place where you can. Where you can
Join. Change. Dismantle. Engage. *Cherish,*
Love, Uphold, Refute, Challenge, Galvanize and
Improvise – **until you figure out what will come next.**

THIS IS A PLACE OF ACTION.

There are no nos, no if onlys, no maybes.
There is only right now.
Ready? Go.



OUR BRAND PILLARS

We Live For Magic.

We get our energy from the promise of it all coming together – the lights, the music, the food, the cocktails, the dancing, the learning, the chills, the inspiration, the togetherness. The awesome potential of every event keeps us on our toes and, sometimes, knee-deep in caffeine. But the magic of pulling it all off? Totally worth it.

We Get It Done.

A client needs something at the last minute? A staff member has an idea about how something could be better? A guest wants a thing you've never heard of? YES is the answer. Determination, creativity and teamwork are how we deliver on it.

BRAND ROLLOUT STRATEGY: BEGIN WITH AN INTERNAL CAMPAIGN

Introducing the OCC
**Brand Advisory
Committee**



BRAND ROLLOUT STRATEGY: BEGIN WITH AN INTERNAL CAMPAIGN

To ensure transparency, build trust, and gain insight, OCC formed the first-ever Brand Advisory Committee (BAC). This committee was first tasked with vetting the brand rollout and implementation. Moving forward this committee will gather periodically to tackle and give advice about staff challenges, new initiatives and overall internal stakeholder engagement.

COMMITTEE MEMBERS INCLUDE:

Guest Services: Lesa Pence

Security: Mike Panasewich

Pacificwild: Kyle Nachtigall

Sustainability: Ryan Harvey

Setup: Barbara Scott & Belaynesh Worku

Engineering: Bryan Brown

Maintenance: Ryan Hixson

Production Services: Jeremy Russell

Sales: Julie DeWeese

Reception: Lolitta Brown

Events: Marie McLean

IT: Brody Swisher

OPS: Anderson Truong

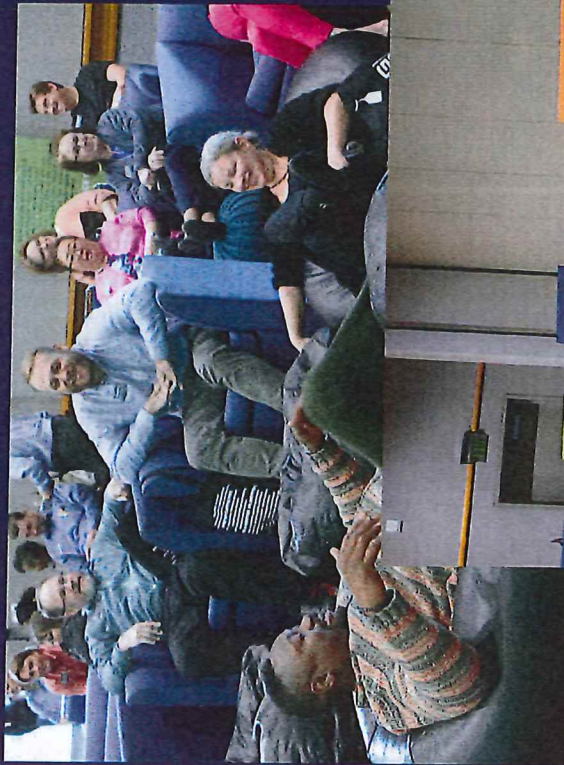
Sales & Marketing: Cindy Wallace & Michelle Hedegard

BRAND ROLLOUT STRATEGY: BEGIN WITH AN INTERNAL CAMPAIGN

Town Hall Meetings

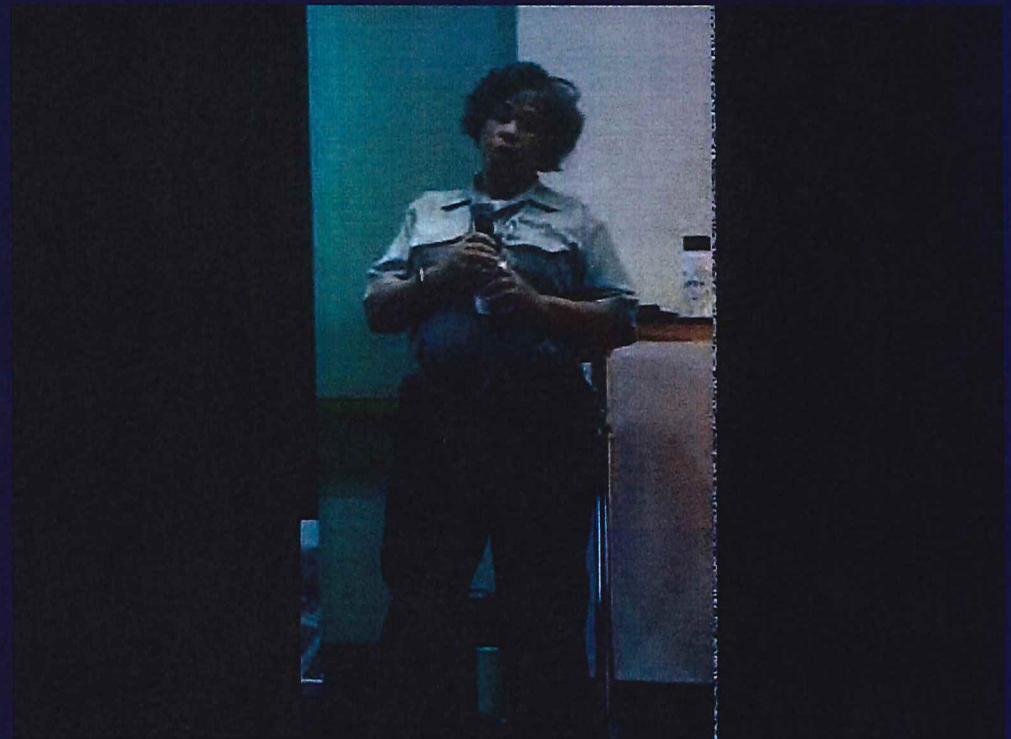
November 14, 2018 @ 11am, 4pm, 11pm

- Teaser boards along path to event
- Swag bag pickup upon entry (Evocative Word Hoodies & Anthem Canvas Bags)
- Brand rollout slideshow
- BAC testimonials/spotlights
- Highlight a few events as models for supporting our Anthem
- Q & A
- Box lunch pickup upon exit



BRAND ROLLOUT STRATEGY: BEGIN WITH AN INTERNAL CAMPAIGN

Brand Advisory Committee members, Jeremy Russell and Barbara Scott speak to staff members about their Brand Experience with OCC at the 2018 Town Hall Meetings.



BRAND ROLLOUT STRATEGY: BEGIN WITH AN INTERNAL CAMPAIGN

Key Takeaways

Our brand helps us provoke the change to make our venue better.

It is a way for us to share and remind each other of the amazing things we do. Every day. For the people that walk through our doors. And for each other.

VISUAL EXPRESSION OF THE BRAND REVEALED

The Living Our Go Wall.

With our major year-long renovation to improve guest experience, we felt our “Sustainability Wall” which was 4 years old needed an update that aligns with our brand goals. This large-scale wall gives us an opportunity to introduce the Living Our Go brand to staff and venue guests through a creative update.



WE WELCOME EVERYONE.

As hosts to the world, we deeply respect our guests and our community.

We're here to make sure everyone feels safe bringing their ideas, their passions and their hearts to the table.

Because positive change can begin anytime, anyplace, with anyone.

Like you. Right here. Right now.



WE ARE FORWARD THINKING.

Sustainability is in our DNA. It's who we are and why we do what we do.

We prove that commitment by having one of the largest solar panel arrays on a U.S. convention center and serving as one of two LEED platinum convention centers in the nation.

We're passionate about cultivating diversity, advancing equity and practicing inclusion in all of the work we do.

People. Planet. Progress. It's how we work toward a better tomorrow.



We are not just a venue.
We are host to the imaginations that
can transform the world. We are not the answer.

WE'RE A CATALYST.

We Inspire. Defend. Welcome. Arouse.
Awaken. Propose. Provoke.
We are made up of your doings and feelings.
Your actions and reactions.

WE ARE A CENTER IN MOTION.

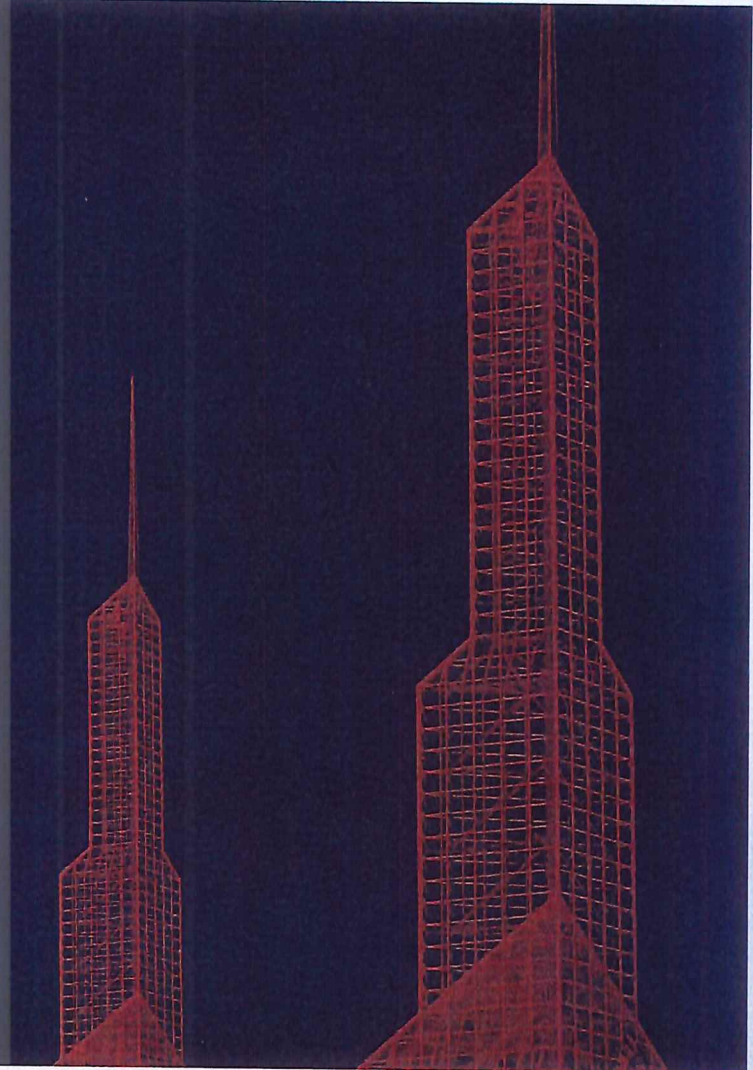
Defined by you and what you can accomplish
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We provide a place where you can. Where you can
Join. Change. Dismantle. Engage. Cherish,
Love, Uphold, Refute, Challenge, Galvanize and
Improvise—until you figure out what will come next.

THIS IS A PLACE OF ACTION.

There are no nos, no if onlys, no maybes.
There is only right now.

READY? GO.

OREGON Oregon
Convention
Center



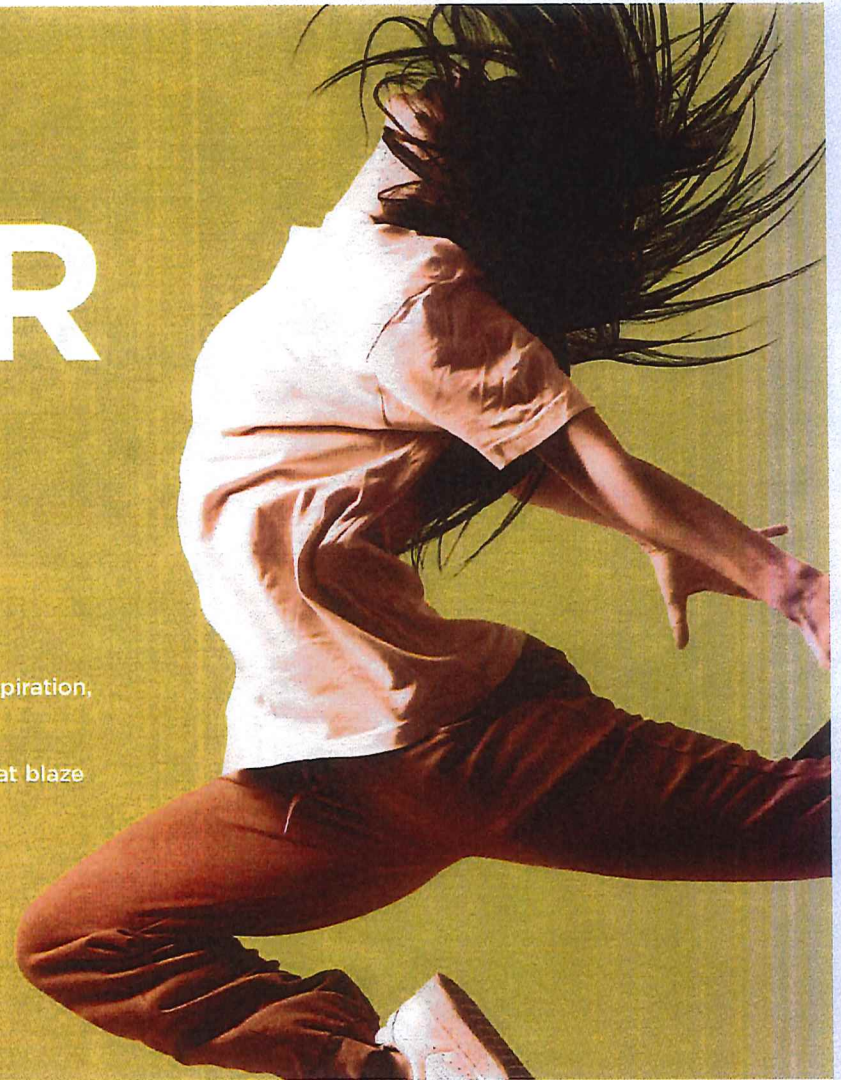
WE LIVE FOR MAGIC.

We live for the lights, the music, the food, the learning, the inspiration, and the togetherness.

We live for positive change and transformative experiences that blaze a path toward endless possibilities.

The awesome potential of every event keeps us on our toes and, sometimes, knee-deep in caffeine.

But the magic of pulling it all off? Totally worth it.



WE GET IT DONE.

Last minute request? Done.

Idea about how to do something better? Done.

Guest who wants something we've never heard of—now, if possible? Done. And done.

YES is the answer. Determination, creativity and teamwork are how we deliver on it.

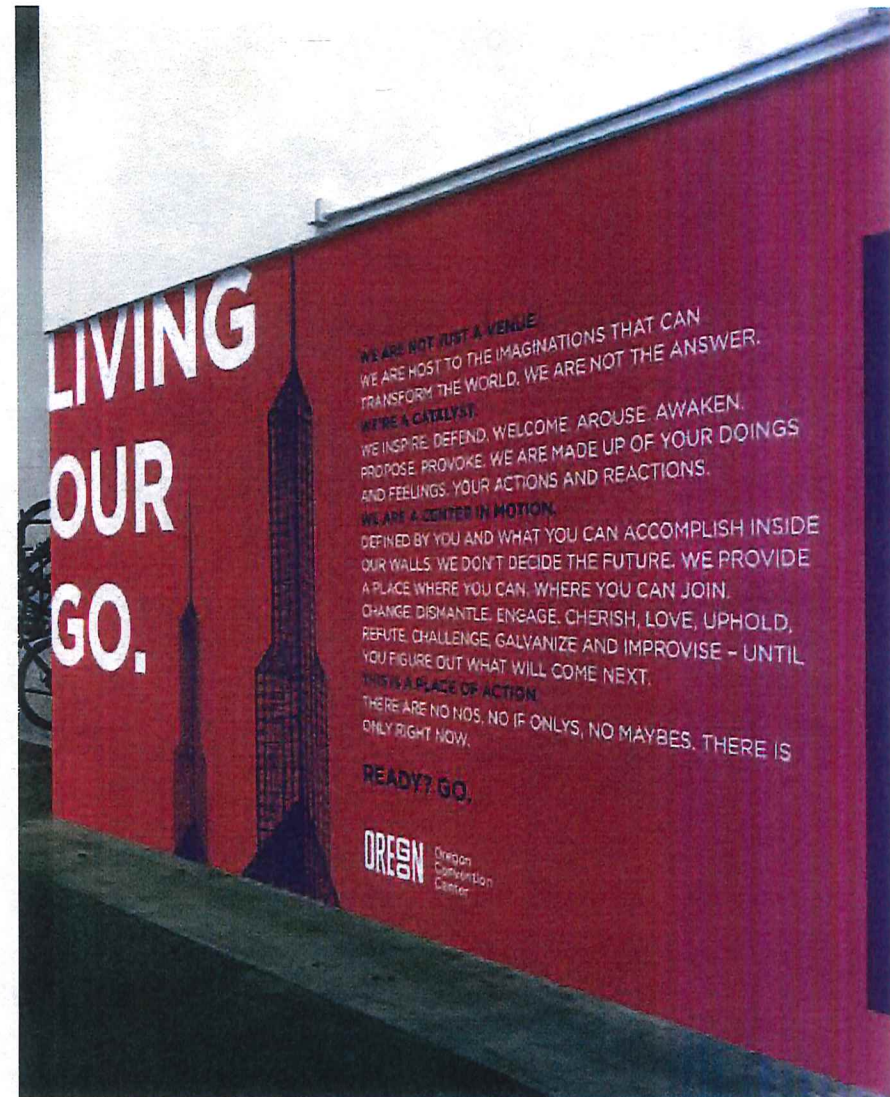


VISUAL EXPRESSION OF THE BRAND REVEALED

A brand we can all be proud of.

We know it's crucial to the success of the brand launch that the every staff member is on board. Sometimes internal stakeholders need the most "convincing." Expressions of the brand in back of house are an opportunity to do something for staff, in their space.

19



VISUAL EXPRESSION OF THE BRAND REVEALED



BRAND LAUNCH CELEBRATION

Living Our GO!

All Staff Meeting December 18, 2018

Overall, our success will be measured by positive responses from the OCC staff. It's important that staff both understand and start implementing brand messaging in the way they talk about the OCC and run operations. We want to break down the divide between "Carpet V.S. Concrete" and show the staff that each employee at the OCC adds incredible value to the guest experience. Whether it's setting up chairs in the Portland Ballroom or helping a planner increase an F&B order at the last minute, it's facilitating an environment for people to come together and share ideas that will help change the world.

Bringing the staff together for an inclusive brand launch event inspired and helped connect the teams and set the stage for what's next..

BRAND LAUNCH CELEBRATION





BRAND LAUNCH CELEBRATION

Key Takeaways

Our brand shines a light on how our venue can make a **difference** in people's lives.

We're proud of our **differences** and we're proud of the people that work here.

STRATEGIC 3-YEAR MARKETING PLAN OVERVIEW

YEAR 1 (FY18)

- Market research - understand our strengths and challenges
- Develop and evolve our brand identity

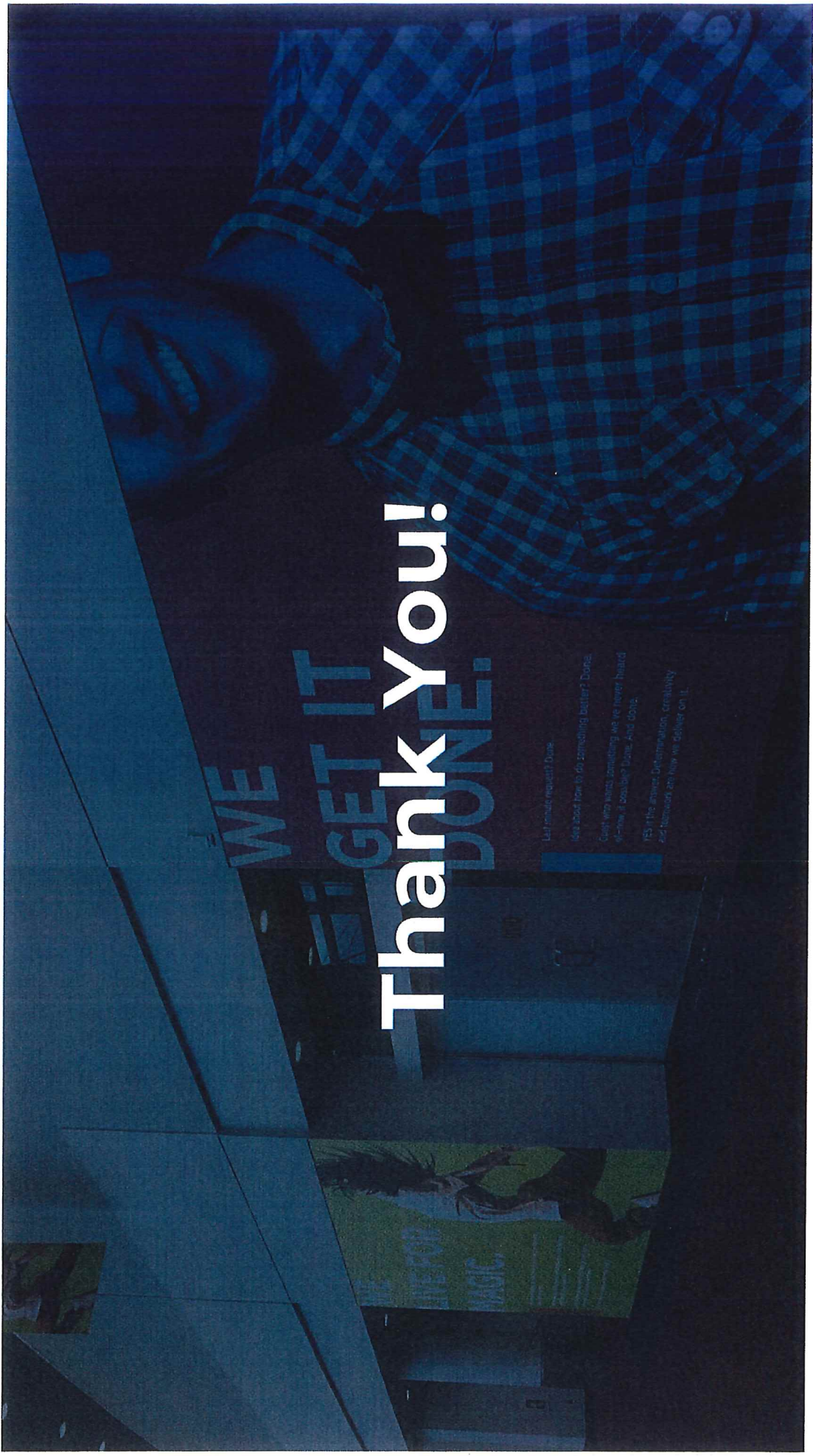
YEAR 2 (FY19)

- Develop and implement an internal brand awareness campaign to align staff with OCC's new brand identity
- PR & Media Relations to share our stories
- Internal brand messaging in back of house areas

YEAR 3 (FY20)

- Create a multi-channel marketing plan
- Develop and implement a brand strategy to win the hearts & minds of our community
- Develop a lead generation plan to attract and convert a targeted regional audience.

Questions ?



Thank You!

WE GET IT DONE!

THE FOUR MAGIC

Let us make requests Done.

Let us know how to do something better? Done.

Could your success consulting we are never heard of-how it possible? Done. And Done.

It's the answer. Determination, Creativity and resources are how we deliver on it.

