



# METROPOLITAN SERVICE DISTRICT

1220 S.W. MORRISON, ROOM 300, PORTLAND, OREGON 97205

(503) ~~222-3871~~ 248-5470

## MSD BOARD OF DIRECTORS

WASHINGTON PARK ZOO  
EDUCATION BUILDING  
4001 SW CANYON ROAD

MAY 26, 1978  
2:00 P.M.

## A G E N D A

78-1065

MINUTES

78-1066

PUBLIC COMMUNICATIONS

### ADMINISTRATIVE DIVISION

78-1067

CASH DISBURSEMENTS

### SOLID WASTE DIVISION

78-1068

SOLID WASTE ADVISORY COMMITTEE APPOINT-  
MENT

### ZOO DIVISION

78-1069

BUDGET REVIEW REPORT

78-1070

NURSERY IMPROVEMENTS - CONSTRUCTION BID  
AWARD

78-1071

ZOO CONCESSIONS PROGRAM

78-1072

FREE ADMISSIONS POLICY

78-1073

SERVICES FOR OUTSIDE ORGANIZATIONS POLICY

### OTHER BUSINESS

### INFORMATIONAL REPORTS



# METROPOLITAN SERVICE DISTRICT

1220 S.W. MORRISON, ROOM 300, PORTLAND, OREGON 97205

(503) ~~222-2671~~ 248-5470

## MSD BOARD OF DIRECTORS

WASHINGTON PARK ZOO  
EDUCATION BUILDING  
4001 SW CANYON ROAD

MAY 26, 1978  
2:00 P.M.

## A G E N D A

<u>PAGE</u>	<u>ACTION RECORD NUMBER</u>	
1	78-1065	MINUTES
1	78-1066	PUBLIC COMMUNICATIONS
<u>ADMINISTRATIVE DIVISION</u>		
14	78-1067	CASH DISBURSEMENTS
<u>SOLID WASTE DIVISION</u>		
15	78-1068	SOLID WASTE ADVISORY COMMITTEE APPOINT- MENT
<u>ZOO DIVISION</u>		
16	78-1069	BUDGET REVIEW REPORT
18	78-1070	NURSERY IMPROVEMENTS - CONSTRUCTION BID AWARD
24	78-1071	ZOO CONCESSIONS PROGRAM

PAGE      ACTION RECORD  
                 NUMBER

26            78-1072

FREE ADMISSIONS POLICY

27            78-1073

SERVICES FOR OUTSIDE ORGANIZATIONS  
POLICY

OTHER BUSINESS

INFORMATIONAL REPORTS

78-1065 MINUTES

THE FOLLOWING PAGES CONTAIN THE MINUTES OF THE MAY 12, 1978,  
BOARD MEETING. STAFF RECOMMENDS APPROVAL OF THE BOARD MINUTES.

78-1066 PUBLIC COMMUNICATIONS

THIS AGENDA ITEM ALLOWS THE BOARD TO RECEIVE COMMENTS FROM THE  
PUBLIC ON MATTERS NOT LISTED ON THE MEETING AGENDA.

78-1067 CASH DISBURSEMENTS

THE ACCOUNTING DEPARTMENT HAS PREPARED CHECKS NUMBERED FROM 2578 TO 2695 FROM PAYMENT REQUESTS RECEIVED WHICH WERE APPROVED AS WITHIN THE MSD BUDGET.

THE STAFF RECOMMENDS APPROVAL OF CHECKS 2578 TO 2695 FOR CHECK REGISTERS DATED MAY 25, 1978, IN THE TOTAL AMOUNT OF \$9,626.22 AND MAY 26, 1978, IN THE TOTAL AMOUNT OF \$80,941.02.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1067 DATE 5-26-78  
YES NO ABST.

BARTELS  
EUCHANAN  
McCREADY  
MILLER  
ROBNETT  
SALQUIST  
SCHUMACHER

	YES	NO	ABST.
BARTELS	/		
EUCHANAN	/		
McCREADY	/		
MILLER	/		
ROBNETT	/		
SALQUIST	/		
SCHUMACHER	/		

*[Signature]*  
Chairman of the Board

78-1068 SOLID WASTE ADVISORY COMMITTEE APPOINTMENT

WALLY BRASSFIELD HAS SUBMITTED HIS RESIGNATION FROM THE MSD SOLID WASTE ADVISORY COMMITTEE (SWC). MR. BRASSFIELD HAS ACCEPTED EMPLOYMENT ELSEWHERE AND WILL BE MOVING FROM THIS AREA.

STAFF RECEIVED A LETTER DATED APRIL 21, 1978, FROM MS. NORMANDIE A. HAND, RESEARCH & INFORMATION MANAGER FOR THE ASSOCIATED GENERAL CONTRACTORS. MS. HAND RECOMMENDS THAT THE MSD BOARD OF DIRECTORS CONSIDER APPOINTING MR. DAVID M. FORD, CHIEF FINANCIAL OFFICER OF CLYDE EQUIPMENT COMPANY, TO FILL THE VACANCY CREATED BY MR. BRASSFIELD'S RESIGNATION. AS OF THE DATE OF THIS MEMO, MR. FORD IS THE ONLY NOMINATION WE HAVE RECEIVED. THE STAFF IS RECOMMENDING THAT THE BOARD CONSIDER MR. FORD AND ANY OTHER NOMINATIONS SUBMITTED AND BE PREPARED TO APPOINT A MEMBER TO THE SWC DURING THE SCHEDULED MEETING FRIDAY, MAY 26, 1978.

## 78-1069 BUDGET REVIEW REPORT

WITHOUT GETTING INTO A DISCUSSION ON THE VALIDNESS OF THE FIGURES AND ARGUMENTS OF THE ZOOPLAN REPORT ON WHICH COMMISSIONER MCCREADY'S BUDGET ANALYSIS WAS BASED, THE ZOO STAFF FEELS THAT SEVERAL STEPS CAN BE TAKEN AT THIS TIME THAT WILL INSURE THAT OUR "DEVELOPMENT PROGRAM" FOR RENOVATION AND NEW CONSTRUCTION CAN TAKE PLACE AS SCHEDULED OVER THE NEXT THREE YEARS.

### INCREASE GENERATED REVENUES

1. ADMISSION PRICES COULD BE INCREASED ON JULY 1, 1978, WHICH WILL RAISE OUR GENERATED REVENUES BY APPROXIMATELY \$86,100 (ASSUMING A 10% LOSS OF ATTENDANCE BECAUSE OF THE HIGHER PRICES).
2. SOME FREE ADMISSIONS TO MSD SCHOOL GROUPS AND FREE SPRING HOLIDAYS CAN BE ELIMINATED ADDING APPROXIMATELY \$14,000 IN REVENUES.
3. CONCESSION IMPROVEMENTS AND EXPANSION WILL BE CONTINUED.

### DECREASE OPERATING COST

1. SELECTED PROGRAMS CAN BE CUT THAT ARE NOT EFFECTIVE ON A COST-BENEFIT BASIS. INCLUDED IN THESE WOULD BE THE SPOOK RIDES, THE ZOO'S NEWSLETTER, ETC.
2. SELECTED POSITIONS COULD BE ELIMINATED.

GIVEN A \$100,000 INCREASE IN ZOO GENERATED REVENUES TO \$1.3 MILLION, MEETING A GOAL OF 60% OF OPERATING COSTS WHICH COMMISSIONER MCCREADY PROPOSED WOULD ENTAIL "PROGRAM AND POSITION" CUTS OF AN ADDITIONAL \$400,000.

WHILE THIS MAY NOT BE A PRACTICAL OR EVEN DESIRABLE GOAL, THE ZOO STAFF WILL BE CARRYING OUT THE FOLLOWING ANALYSIS DURING THE NEXT FEW WEEKS TO DETERMINE WHAT AND WHERE CUTS CAN BE MADE:

1. EACH ZOO DIVISION POSITION WILL BE ANALYZED AS TO ITS CURRENT AND FUTURE NEED AND EVERY EFFORT WILL BE MADE TO IDENTIFY WAYS TO COMBINE ACTIVITIES, ELIMINATE FUNCTIONS AND GENERALLY MAKE ALL WORK MORE EFFICIENT.
2. ALL ZOO PROGRAMS WILL BE ANALYZED AND RECOMMENDATIONS FOR ELIMINATING THOSE THAT ARE NOT COST OR SERVICE EFFECTIVE WILL BE MADE.

THE ZOO STAFF RECOMMENDS THAT THE MSD BOARD APPROVE THE ADMISSION RATE INCREASES, THE ELIMINATION OF THE FREE MSD SCHOOL GROUP ADMISSION, THE SPRING FREE DAYS AND THE FALL SPOOK RIDES ALONG WITH A CONTINUED STUDY OF HOW ADDITIONAL CUTS CAN BE MADE IN OPERATING COSTS.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1069A DATE 5-26-78  
YES NO ABST.

BARTELS  
BUCHANAN  
McCREADY  
MILLER  
ROBNETT  
SALQUIST  
SCHUMACHER

	YES	NO	ABST.
BARTELS	/		
BUCHANAN	/		
McCREADY	/		
MILLER	/		
ROBNETT	/		
SALQUIST	/		
SCHUMACHER	/		

*Jean M. Wood*  
Clerk of the Board

Motion to direct that by the end of the 78-79 fiscal year the zoo shall generate a minimum of 60% of its operating costs.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1069B DATE 5-26-78  
YES NO ABST.

BARTELS  
BUCHANAN  
McCREADY  
MILLER  
ROBNETT  
SALQUIST  
SCHUMACHER

	YES	NO	ABST.
BARTELS	/		
BUCHANAN	/		
McCREADY	/		
MILLER		/	
ROBNETT		/	
SALQUIST		/	
SCHUMACHER		/	

*Jean M. Wood*  
Clerk of the Board



78-1070 NURSERY IMPROVEMENTS - CONSTRUCTION BID AWARD

THE STAFF REQUESTED CONSTRUCTION BIDS FOR IMPROVEMENT OF THE WASHINGTON PARK ZOO NURSERY. THE BUDGETED CONSTRUCTION COSTS ON THE IMPROVEMENTS WAS \$25,000. TWO BIDS WERE RECEIVED FROM:

GENE H. SETTERGREN	\$57,750
MOUNTAIN AIRE BUILDERS, INC.	\$38,665

THE TWO BIDS WERE EVALUATED BY MILLER COOK & TOLLEN, THE ARCHITECTURAL FIRM THAT DEVELOPED THE SPECIFICATIONS AND BID DOCUMENT, AND BY OUR CONSTRUCTION CONSULTANT, JIM RICCIO. BOTH CONSULTANTS RECOMMENDED REJECTION OF THE BIDS. THEIR ANALYSES ARE ATTACHED.

IT IS THE STAFF'S RECOMMENDATION THAT MSD PROCEED WITH THE CONSTRUCTION OF THE NURSERY WITHOUT THE SERVICES OF A GENERAL CONTRACTOR AND THE MSD BOARD APPROVE THE FOLLOWING PROCEDURE:

1. REJECT ALL BIDS.
2. MSD (MR. RICCIO) WILL SERVE AS THE GENERAL CONTRACTOR.
3. AMEND THE WARNER WALKER & MACY CONTRACT 77-107 TO CONTACT AND REQUEST PROPOSALS FROM SUB-CONTRACTORS ON A TRADE BY TRADE BASIS AT A COST OF \$1,000.
4. MSD (A. MCKAY RICH) WILL COORDINATE THE AWARD OF APPROXIMATELY TEN SEPARATE CONTRACTS TO CONSTRUCT THE FACILITY.

THIS PROCEDURE WILL IN EFFECT SAVE APPROXIMATELY \$6,000 TO \$8,000 FROM THE LOWEST BID RECEIVED AND THE PROJECT WILL BE DELAYED ONLY THREE WEEKS.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1070 DATE 5-26-78  
YES NO ABST.

BARTELS	/		
BUCHANAN	/		
McCREADY	/		
MILLER	/		
ROBNETT			
SALQUIST			
SCHUMACHER			





30 n.w. 1st ave.

Miller ■ Cook ■ Tollen  
architects a.i.a.

portland, ore. 97209

(503) 226-0622

May 22, 1978

Metropolitan Service District  
1220 S.W. Morrison  
Portland, Oregon 97204

Attn: Chuck Kemper

Re: Washington Park  
Zoo Nursery

Gentlemen:

In light of the unsatisfactory nature of the construction bids received, an alternative course of action must be formulated and acted upon in order to execute a timely and much needed remodel of the nursery building.

Construction Procedures

Miller, Cook & Tollen Architects, in conferring with all parties concerned, is recommending the procedure outlined below.

1. Declare all bids rejected (see attached draft).
2. M.S.D. act as General Contractor.
3. Miller, Cook & Tollen and Riccio to prepare a bid request form letter in addition to drawings and specifications for each trade required.
4. M.S.D. to call for bids from the various trades required. Miller, Cook & Tollen will prepare and disperse bid documents as before.
5. M.S.D., Miller, Cook & Tollen and Riccio will review individual bids and award subcontracts.
6. Riccio will manage job according to his construction program and Miller, Cook & Tollen will inspect the work as part of basic services.



Bid Critique

In looking carefully at the bids received we find them far short of expectations. Not only in the lump sum prices but, by virtue of our subsequent investigation, the apparently irresponsible way they were compiled.

For example, Mountain-Aire has a bid in hand from a fiberglass fabricator for a price of \$97.45 for all five cages, on the other hand, Gene Settergren has a price of \$10,000.00 for plastic, both quite different from our estimates. The reason, as we see it, either one or both did not read the drawings or Settergren has only guessed at the cost involved.

Another example of a faulty bid is found by comparing the plumbing and electrical figures of the respective general contractors.

	Plumbing	Electrical
Mountain-Aire	\$ 7,471	\$ 6,123
Gene Settergren	2,300	5,061

While the electrical figures seem not to be far out of line the gross difference in plumbing figures is further aggravated by the knowledge that Mountain-Aire's figures are the only ones he received. It is obvious that a genuine competitive situation did not exist. Miller, Cook & Tollen finds this completely contrary to the purpose of a closed bid.

Another disturbing inconsistency is found in the respective painting figures received. Mountain-Aire has allowed \$1,540.00 complete including the application of a special finish material known as Vise Wall. Jerry Blankenship of Mountain-Aire has informed us he would be applying this himself. Upon checking the specifications application is to be performed by a factory trained person only. Gene Settergren, on the other hand, has quoted us \$3,100.00 for painting (not including the non-slip floor coating) plus \$2,800.00 for the above mentioned Vise Wall. Again we find these figures unreliable and unacceptable.

Other catagorical comparisons reveal none of the gross inconsistencies as shown above, but some allowances seem to have been omitted entirely (i.e. glazing) or the difference between the sum of the sections and the bottom line price seem to be considerable, suggesting a shotgun approach to the pricing of the work. Miller, Cook & Tollen finds this also non-competitive and completely unacceptable.



**met**

30 n.w. 1st ave.

**miller ■ cook ■ tollan  
architects a.i.a.**

portland, ore. 97209

(503) 226-0622

MAY 22, 1978

REVISED ESTIMATE

## WASHINGTON PARK ZOO NURSERY

Site Work	\$ 325
Concrete	500
Metals	6,575
Carpentry	4,625
Moisture Protection	500
Doors, Windows, Glass	2,450
Finishes	3,264
Specialties	2,950
Mechanical	2,500
Electrical	<u>5,061</u>
<b>TOTAL</b>	<u><u>\$ 28,750</u></u>

**RIC CONSULTING CO.**

**& CONST. MANAGEMENT**

**P.O. DRAWER C**

**WEST LINN, OR 97068**

**636-6154**

May 22, 1973

Mr. Warren Iliff  
Director  
Washington Park Zoo  
4001 S.W. Canyon Road  
Portland, Oregon 97221

Regarding: Zoo Nursery

Dear Warren:

After careful review of the two bids received by Miller, Cook and Tollen; Architects for the Zoo Nursery, we recommend the following.

1. All bids be rejected as non-responsive.
2. Allow the Architect and this firm to proceed with the construction of the nursery in the following manner.

A. Miller, Cook and Tollen to contact and request proposals from sub-contractors on a trade by trade basis.

B. RIC Consulting to act as construction manager for MSD taking the place of a general contractor.

C. McKay Rich in conjunction with the MSD to award approximately 10 separate contracts to construct the facility.

We make the above recommendation for the following reasons.

1. The two quotations received were excessive in cost and did not display a great deal of interest in or knowledge of the project.
2. We believe the Architect's estimate is realistic and can be met with the construction management approach.
3. We believe that any other method of negotiation with the two general contractors will result in the elimination of some of the important features of the nursery requirements in order to reduce the quote.

Mr. Warren Iliff  
May 22, 1978

Page -2-

#### Schedule and Cost Impact Considerations

The construction management approach will impact the previous schedule by approximately 3 weeks. This time will be required to request, review and award the individual trade bids. All other schedule aspects would be exactly as if a general contractor performed the work.

#### Economic Considerations

The revised Architect's estimate without revision of the plans is approximately \$28,000 - \$30,000.

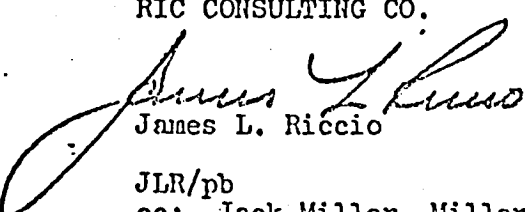
The construction management approach would eliminate the general contractors markup of approximately \$8,000, however additional services by RIC Consulting would cost approximately \$1,100 which could be absorbed in the existing consulting contract with this Company. Additional architect fees would be required. Finally, we believe that any savings due to redesign, or because of negotiation with each subcontractor would reduce the cost to the MSD on a dollar for dollar basis without the general contractor sharing in the savings.

We are attaching a construction schedule and possible trade "buy out" program to be reviewed by yourself and the Architect prior to finalization or implementation.

Please advise the MSD, Jack Miller and this office of your decision.

Very truly yours,

RIC CONSULTING CO.

  
James L. Riccio

JLR/pb

cc: Jack Miller, Miller  
Cook and Tollen, Architects  
File

## 78-1071 ZOO CONCESSIONS PROGRAM

DURING THIS LAST YEAR THE ZOO DIVISION HAS REALIZED A 38% INCREASE IN ITS PER CAPITA SOUVENIR SALES AND A 45% INCREASE IN FOOD SALES.

IN AN EFFORT TO CONTINUE AND FURTHER INCREASE OUR GROSS SALES AS WELL AS PROFITABILITY, A NUMBER OF IMMEDIATE IMPROVEMENTS TO OUR FOOD AND SOUVENIR SERVICES ARE PLANNED. ALL OF THESE WILL BE COORDINATED WITH THE CONSULTING ASSISTANCE OF MR. GERRY WARD WHO RECENTLY VISITED THE ZOO AND WHO WILL BE ASKED TO CONTINUE HELPING US IMPLEMENT A QUALITY AND PROFITABLE FOOD AND SOUVENIR PROGRAM.

AS A MEANS OF ASSURING THE PUBLIC THAT WE ARE MAKING EVERY EFFORT TO MAXIMIZE THE REVENUES GENERATED FROM THE FOOD OPERATION, BEARING IN MIND THAT THE MSD BOARD IS ALSO CONSCIOUS OF THE NEED TO HAVE THE FOOD SERVICE BE AN INTEGRAL PART OF THE OVERALL "ZOO EXPERIENCE" WHICH WILL THEREFORE PLACE A HIGH EMPHASIS ON QUALITY AND COMPETITIVELY PRICED FOOD; ATTRACTIVELY UNIFORMED, PLEASANT AND WELL TRAINED PERSONNEL; AND CLEAN AND WELL DECORATED FACILITIES, THE ZOO DIVISION WILL PREPARE "REQUESTS FOR PROPOSALS" FOR THESE FOOD SERVICES ON THE FOLLOWING SCHEDULE:

1. JULY 15 - RFPs ADVERTISED
2. AUGUST 15 - SUBMISSION OF RFPs
3. SEPTEMBER 1 - SELECTION FOR JANUARY 1 AWARD.

THE ZOO DIVISION WILL ALSO MAKE A PROPOSAL AND THE BOARD WILL BE ABLE TO WEIGH THE ADVANTAGES AND DISADVANTAGES OF CONCESSIONING OUT AND RETAINING THE OPERATION OF THE FOOD SERVICE ALONG WITH THE PROFITABILITY OF THE RESPECTIVE PROPOSALS.

AS A FOOTNOTE TO THE CURRENT FOOD SERVICE THE ZOO DIVISION WOULD LIKE TO HAVE AN EMPLOYEE-ONLY DISCOUNT PROGRAM FOR ALL ZOO EMPLOYEES AS IT IS A MEANS BY WHICH THE EMPLOYEES CAN BE ENCOURAGED TO STAY ON THE GROUNDS DURING THEIR LUNCH TIME, THEREBY REDUCING LOST TIME. THE PROGRAM DOES NOT COST MUCH IN LOST REVENUE AND ALL ITEMS ARE SOLD ABOVE COST.

THE STAFF RECOMMENDS THAT THE BOARD APPROVE THE OUTLINED PROGRAM.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 28-1071 DATE 5-26-78

	YES	NO	ABST.
BARTELS	/		
BUCHANAN	/		
MCCREADY	/		
MILLER	/		
ROBNETT	/		
SAEQUIST	/		
SCHUMACHER	/		

*Jean M. Wood*  
Chairman of the Board



78-1072 FREE ADMISSIONS POLICY

IN KEEPING WITH THE BOARD'S DESIRE TO GENERATE AS MUCH REVENUE WITHIN THE ZOO AS POSSIBLE BOTH TO OFFSET RISING OPERATIONAL COSTS AS WELL AS TO PROTECT THE APPROXIMATE \$3,000,000 OF SERIAL LEVY FUNDS THAT ARE PLANNED FOR "CAPITAL IMPROVEMENTS" AT THE ZOO OVER THE NEXT THREE YEARS, THE STAFF HAS DISCUSSED WITH THE MANAGEMENT SUB-COMMITTEE A CURTAILMENT OF FREE ADMISSIONS AND A RAISE IN ADMISSION PRICES TO BE EFFECTIVE JULY 1, 1978.

THERE HAVE BEEN NO ADMISSION PRICE INCREASES SINCE 1974 AND IT IS FELT THAT AN INCREASE AT THIS TIME WOULD NOT HAVE A SEVERELY ADVERSE EFFECT ON ZOO ATTENDANCE. AN INCREASE OF APPROXIMATELY 30% COULD GENERATE \$100,000 IN ADDITIONAL REVENUES OVER THE NEXT YEAR AND THESE FUNDS COULD GREATLY ASSIST THE ZOO IN MEETING ITS OPERATIONAL COSTS AND IN BEING AVAILABLE FOR IMPROVEMENTS TO THE ANIMAL EXHIBITS.

THE STAFF AND MANAGEMENT COMMITTEE RECOMMEND THAT THE BOARD REQUEST THE DRAFTING OF AN ORDINANCE THAT WILL ESTABLISH A NEW ADMISSIONS PRICE STRUCTURE AND FREE ADMISSION POLICY FOR CONSIDERATION AT ITS NEXT MEETING AND FOR IMPLEMENTATION ON JULY 1, 1978.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

78-1072      5-26-78

	NO	ABST
BARTELS	/	
BUCHANAN	/	
McCREADY	/	
MILLER	/	
ROBNETT	/	
SALQUIST	/	
SCHUMACHER	/	

*[Signature]*  
Clerk of the Board

78-1073 SERVICES FOR OUTSIDE ORGANIZATIONS POLICY

THE PORTLAND ZOOLOGICAL SOCIETY HAS BEEN BILLED THROUGH THE FIRST TEN MONTHS OF THIS FISCAL YEAR AND SIMILAR BILLINGS WILL BE MADE FOR ANY SERVICES RENDERED BY ZOO STAFF DURING MAY AND JUNE.

THE STAFF RECOMMENDS THAT THE BOARD ADOPT A POLICY STATING THAT THE ZOO DIVISION WILL NOT LONGER PROVIDE MEMBERSHIP, SECRETARIAL AND NEWSLETTER SERVICES TO THE ZOOLOGICAL SOCIETY AS OF JULY 1, 1978.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1073 : 5-26-78

BARTELS  
BUCHANAN  
McCREADY  
MILLER  
ROBNETT  
SALQUIST  
SCHUMACHER


  
Clerk of the Board