



Oregon Zoo Bond Citizens' Oversight Committee

Skyline Room, Oregon Zoo
Wednesday, Feb. 8, 2017
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2017

Agenda

AGENDA

ITEM	ACTION	ANNUAL REPORT	LEAD	TIME
A. Welcome / Introductions • Agenda overview	Review		Ruth Shelly	3:00–3:05
B. Minutes of Nov. 9, 2016 Committee meeting	Approve		Ruth Shelly	3:05–3:10
C. Zoo Update	Update		Don Moore	3:10–3:20
D. Zoo Bond Program Equity in Contracting Quarterly Report	Review	Page 9	Heidi Rahn	3:20–3:30
E. Oversight Committee Annual Report Preparation • Project Progress Work Group • Finances Work Group	Review, Discuss		Ruth Shelly, Robyn Pierce	3:30–4:25
F. Monthly Project Status Reports 1. Education Center • PGE Grant award for solar 2. Polar Passage 3. Interpretive Experience 4. Percent-for-Art	Discuss	Page 14 Page 18	Heidi Rahn, Jim Mitchell	4:25–4:35
G. Program Status and Financial Information at a Glance	Discuss		Heidi Rahn	4:35–4:40
H. Program Schedules 1. Active Projects Schedule 2. All Projects Schedule	Discuss		Heidi Rahn	4:40–4:45
I. Open Discussion/Questions	Discuss		Ruth Shelly	4:45–4:55

Upcoming 2017 meeting dates –Wednesdays, 3 to 5 p.m.:

May 10, 2017 Conservation Hall, Education Center, Oregon Zoo

Sept. 13, 2017 Skyline Room, Oregon Zoo

Nov. 8, 2017 Skyline Room, Oregon Zoo

Oregon Zoo Education Center Grand Opening:

Thursday, March 2, 2017

9:30 a.m. Pre-ceremony Reception

10 a.m. Opening Ceremony

Oregon Zoo

Please RSVP to the email invitation.



Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room
Wednesday, Nov. 9, 2016
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2017

Agenda item B

MINUTES

MEMBERS PRESENT

Ruth Shelly (Chair)
Daniel Aja
Noah Bishop
Heidi Goertzen
Susan Hartnett
Deborah Herron (via speakerphone)
Bill Kabeiseman
Mickey Lee
Jill Mellen
Robyn K. Pierce
Katherine A. Porras
Mike Schofield
Dick Stenson
Christine L. Taylor

AFFILIATION

Portland Children's Museum
Banfield Pet Hospital
Bishop Bankruptcy Law, LLC
Ferguson Wellman Capital Management
Spectator Facilities and Development, City of Portland
Walmart
Bateman Seidel
MPower Oregon
Research Biologist
Pierce, Bonyhadi & Associates
Meyer Memorial Trust
Gresham-Barlow School District
Retired healthcare executive; community volunteer
Miller Nash Graham & Dunn

MEMBERS ABSENT

Linda S. Craig
Daniel Morris
Kevin Spellman
Tom Turnbull
Karen Weylandt

AFFILIATION

Retired CPA; nonprofit treasurer
Our Oregon
Spellman Consulting, Inc.
OpenSesame Inc.
Providence Health & Services

GUESTS

None

AFFILIATION

ELECTED OFFICIALS AND STAFF

Shirley Craddick
Caleb Ford
Amanda Greenvoss
Mark Loomis
Jim Mitchell
Don Moore
Joel Morton
Linnea Nelson
Heidi Rahn
Scott Robinson
Marcia Sinclair
Grant Spickelmier

Metro Councilor
Metro Assistant Finance Director
Oregon Zoo Conservation Action Program Coordinator
Oregon Zoo Foundation Interim Director
Oregon Zoo Bond Construction Manager
Oregon Zoo Director
Metro Senior Attorney
Oregon Zoo Bond Program Coordinator
Oregon Zoo Bond Program Director
Metro Deputy Chief Operating Officer
Oregon Zoo Marketing
Oregon Zoo Education Curator

A. Welcome / Introduction

Ruth Shelly, chair of the Oregon Zoo Bond Citizens’ Oversight Committee Chair (“Oversight Committee” or “the Committee”), opened the meeting at 3:01 p.m.

B. Committee membership

Members and staff introduced themselves, including five new members appointed by the Metro Council Oct. 20, 2016:

Daniel Aja	Banfield Pet Hospital
Heidi Goertzen	Ferguson Wellman Capital Management
Jill Mellen	Research Biologist
Katherine A. Porras	Meyer Memorial Trust
Christi L. Taylor	Miller Nash Graham & Dunn

Metro Councilor Shirley Craddick presented a certificate of appreciation to Bill Kabeiseman, who is retiring from the Committee after serving the bond program for seven years since 2009 – two years on the Oregon Zoo Bond Advisory Group followed by five years on the Oversight Committee. Councilor Craddick thanked Mr. Kabeiseman for his sage advice and long service that contributed to the remarkable bond program accomplishments. The Committee’s oversight has helped the public feel confident in how the bond funds are being spent, and contributes to the public trust. (That trust helped lead to voters approving Measure 26-178 yesterday, renewing the levy that cares for Metro’s portfolio of parks, trails and natural areas.) Other members also acknowledged Mr. Kabeiseman’s collaborative approach and cogent arguments and indicated that he had been fundamental to the success of the program.

C. Approval of Sept. 14, 2016, Oversight Committee meeting minutes

Members approved the minutes of the Sept. 14, 2016, Oregon Zoo Bond Citizens’ Oversight Committee meeting.

D. Zoo Update

Don Moore, Oregon Zoo director, gave a zoo update. Just today, the zoo received a new mountain goat from the Calgary Zoo, and recently welcomed a male giraffe named “Buttercup” from the San Diego Zoo. Zoo staff are still mourning the loss of an eight-year old male giraffe, Bakari, who had long-term health issues and had to be euthanized yesterday. Sheri Horiszny, the zoo’s new deputy director of Living Collections who came from the San Diego Zoo, is an expert in giraffes.

Dr. Moore spoke about the “evolution of zoos” and the priorities for a modern zoo that focuses on animal welfare and conservation. He cited the four key priorities: 1) animal welfare, 2) visitors, 3) staff and 4) conservation and conservation education.

The zoo has 40 California condors, four of which are on exhibit at the zoo (the remainder are at the zoo’s offsite breeding facility in Clackamas County, the Jonsson Center for Wildlife Conservation). Recently one of the Oregon Zoo-raised male condors that now lives in the wild made history by having the first wild-hatched condor chick in more than a century to survive, leave its nest and soar among the majestic rock formations in Pinnacles National Park. Exposure to lead and micro-trash is still a problem for condors in the wild, and even that male parent has had to be captured each year and receive chelation therapy to remove lead from his blood.

In September, the zoo held an Integrated Conservation Action Plan collaborative workshop to develop a strategy for the zoo's conservation work. The United States Fish and Wildlife Service and other external partners participated. A summary of the workshop will be shared later.

Dr. Moore, Oregon Zoo Marine Life and North America Curator Amy Cutting, and others recently returned from a trip to Churchill, Manitoba, Canada, a human settlement where polar bears are visible in the wild. The trip was in collaboration with Polar Bears International on arctic conservation, and provided zoo staff with in-field experience with bears (they saw 18 polar bears in one day in their natural habitat) and education outreach training with PBI staff and others. They also visited the Assiniboine Zoo's award-winning polar bear exhibit "Journey to Churchill." Those experiences will help inform the design for the Oregon Zoo's Polar Passage project. The Oregon Zoo's research with polar bears is also helping to drive the Polar Passage design, to better demonstrate and communicate that research and how it is helping polar bears in the wild.

Dr. Moore invited members and their families to attend ZooLights on Monday, Nov. 21, 2016, when it is only open to Metro employees and their families. Staff will send an invitation.

E. Oversight Committee Charter and Annual Report

Chair Shelly reviewed the Committee charter, and the two main elements of the Committee's annual report to the Metro Council: 1) Program progress in implementing the bond measure, and 2) Project spending trends and current cost projections, and review of the annual independent financial audit of spending. Two subcommittees will be needed to prepare the report for each area. The report will cover activities through December 2016, and the subcommittees will need to draft their recommendations by Feb. 1, 2017, for review at the Committee meeting Feb. 8, 2017. Once finalized, the report will be presented to the Metro Council in March or April.

The Oversight Budget Subcommittee is currently reviewing cost projections, allocation of the remaining unallocated funds, and possible project modifications intended to account for increases in construction costs in excess of budget estimates. Members of that committee had discussed serving as the annual report "finances" subcommittee, since they are already reviewing the program finances. In addition, Heidi Goertzen and Katherine Porras agreed to serve on the annual report finances subcommittee. Susan Hartnett indicated that although she is on the Budget Subcommittee, she would not have time to work on the annual report.

Mickey Lee and Noah Bishop will participate on the "program progress" annual report subcommittee (Mr. Bishop volunteered to serve on either subcommittee). Others interested in volunteering can contact Chair Shelly, or she will contact members.

F. Education Center Partnerships and Programming

Grant Spickelmier, Oregon Zoo education curator, used a PowerPoint to report on the Education Center partnerships and programming (a copy of his presentation is included with the record). The Committee's 2016 annual report recommended that prior to the Education Center opening, such a report be given to the Committee. He focused on what is going to happen in the Education Center, rather than on the building itself. The theme for the Education Center is "Small things matter," and it is reflected in the various aspects of the programming. Over the past two years, the Education team has been revising the zoo educational curriculum. This began with the creation of Metro's environmental literacy framework, a guiding document for all of Metro's conservation education

programs. Using the tools in this framework, the zoo is preparing to launch with the opening of the Education Center all new school and informal camp programs designed to 1) expand knowledge of how environmental systems work, 2) build capacity for addressing environmental issues like habitat loss and climate change and, most importantly, 3) inspire people to act to make a better future for wildlife. The framework is connected to national education and science standards.

Mr. Spickelmeier reviewed the different parts of the building and grounds and the corresponding programming. The four classrooms include an early-childhood space, lab space that can be used for middle and high school students, and windows and garage doors that open to provide lots of light and a connection to the out-of-doors. Two outdoor tent pods will also provide learning space. Each year, 80,000 kindergarten through 12th-grade students visit the zoo, and many attend zoo classes, which meet state science standards. For the first year of the Education Center, the Oregon Zoo Foundation will be sponsoring every third-grade student in all Title I schools in the region, approximately 11,000 students, to participate in a zoo field trip and an interactive live animal classroom program presented at the zoo (ZooSchool). The new center will also accommodate the 3,500 students that attend zoo day camps, one of the largest day camps in the metropolitan area. The participants of ZooSnooze will now get to share evenings around a campfire at a fire pit next to the classrooms. These overnight events are often attended by Campfire Girls, Boy Scouts and church groups, and serve as a “portal” experience that may lead to attending zoo classes and other zoo programs.

With seating capacity for 150 people and state-of-the-art audio-visual equipment, Conservation Hall will work well for lectures and documentary screenings. The spring 2017 programming schedule for the space is full of events offered by partner organizations, and many other external partners are also interested in using the space. Since it is important for the space to fund itself, zoo Education will be sharing the space with zoo Catering. People attending events in Conservation Hall, will also be able to access the adjacent Nature Exploration Station (NESt), the main interpretive space. The sustainable features of the building will be evident and it will be a “building that teaches.” He showed examples of the interpretive exhibits for the insect zoo and turtle lab. Partner groups will be able to do presentations in the NESt, which will have AV equipment. A Wildlife Garden outside the NESt will have master gardeners talking to visitors, and show visitors how to create a healthy habitat to attract wildlife, even on a patio or balcony.

The Education Center will best reach its full potential by including other partner organizations. Many of those groups are interested to reach the zoo’s 1.6 million annual visitors, and the zoo’s visitors can meet those groups, hear their stories and access their resources. Metro Parks and Nature, an internal partner, will feature an oak savanna habitat exhibit in the NESt. Several past Nature in Neighborhoods grant winners will be highlighted as well, including Access Recreation, a group that monitors and reports on park and trail accessibility in the region, and Soul River, Inc., a nonprofit that uses fly fishing trips to connect kids exposed to gang violence with recovering military veterans. Metro Parks and Nature provided funding for an interactive map that will help zoo visitors locate the parks and natural areas that best suit their family and activities. Metro Property and Environmental Services funded the Wildlife Garden, led development of its interpretives and trains master gardener volunteers who will provide programming.

Amanda Greenvoss, zoo conservation action program coordinator, spoke about the community partners who are excited to be part of the Education Center. US Fish and Wildlife Service is

interested to share its wildlife conservation messaging with an urban audience and has hired a full-time person, Leah Schrodt, to be on staff at the Education Center. USFWS staff will also participate in other scheduled programs this spring. The Intertwine Alliance of more than 130 conservation organizations is another primary partner. It has helped spread the word about the center and hosts its annual summit at the zoo. Ms. Greenvoss displayed a long list of advisors and partners. More than 60 organizations are interested in having a presence at the Education Center, and 30 people attended a partner meeting last week. Not all partners want to be on grounds, but many do. She shared a list of different types of partner programming. Ms. Greenvoss encouraged members to contact her with ideas for other partners and programming (Amanda.greenvoss@oregonzoo.org; 503-220-5757).

Mr. Spickelmier closed by sharing some of the inspiring personal letters written by teens that were placed in a time capsule that was buried next to the Education Center. They wrote about their hopes and dreams for wildlife and conservation, to be read by their grandchildren 50 years in the future.

G. Polar Passage

Heidi Rahn, bond program director, discussed the progress on Polar Passage, the new polar bear habitat project, which is currently in the concept design phase. The team is working to complete schematic design, but is holding off on proceeding to design development until more work is done to bring the project within budget. They have already done significant value engineering. The new habitat may include two to three times more space, long-term flexibility, natural substrate, a maternity den separate from the other areas, and one of the most significant potential changes – saltwater instead of fresh water, to meet zoo recommendations for marine mammals. Interpretive elements will convey a conservation message and help visitors take action in response. The design will bring the zoo's research and animal management activities to the forefront and show how the zoo's work is helping polar bears in the wild. The project has a minimum goal of Leadership in Energy and Environmental Design at the Silver level, and will have heating and cooling infrastructure tied into the geothermal system installed in Elephant Lands. The team is looking at re-using some of the existing rockwork and pool, which could be a cost savings.

Dr. Moore spoke about the Manitoba standards for polar bears – formally known as Manitoba, Canada's Polar Bear Protection Act. The standards establish the necessary minimum requirements of any facility that might want to receive an orphaned animal from Manitoba (Western Hudson Bay population/Churchill area). The regulations identify space, enrichment, water, animal care, and education requirements. These are important for designing Polar Passage so that it could qualify to receive polar bears from Canada, if available. In Churchill, Manitoba, polar bears in the wild that interact inappropriately and repeatedly with humans have had to be euthanized. Polar Passage could be a future home for these types of bears.

Dr. Moore noted that as marine mammals, the polar bears' eye and coat health is best served with access to saltwater. One third of the current project budget is for the saltwater life support system.

Members viewed a video simulation of Polar Passage built to a draft design, which when finalized will not necessarily include all of the elements shown.

One member asked about using some of the bond premium to further fund Polar Passage. Ms. Rahn explained that the project team is first working to align the design as much as possible with the current budget, and after that will address funding with the Oversight Budget Subcommittee.

Another member asked about plans for storage in Polar Passage. The design will include a walk-in freezer to store fish and avoid costly off-site storage currently in use. Amy Cutting, marine life and North America curator and lead polar bear staff, has reviewed and approved the plan for storage.

In response to a question about the project budget, Ms. Rahn clarified that \$16.5 million is for construction, out of the total project budget of \$22 million.

Chair Shelly reflected that Polar Passage will be a signature project of the new Oversight Committee “class” of members, and being involved from the beginning project intent, they can offer good guidance on the project.

H. Monthly Project Updates

Ms. Rahn reviewed the monthly project update reports:

1. **Education Center** – The project is progressing well, with the contractor working hard to open the café and restrooms for ZooLights 2016. The Education Center grand opening ceremony is planned for Thursday, March 2, 2017, and members will receive a save-the-date notice soon.
2. **Polar Passage** – The monthly update report may show a “caution” on next month’s report due to a potential budget shortfall.
3. **Interpretive Experience** – Interpretives work is wrapping up well and is on target. Before and after each project, the zoo does visitor surveys. Now visitors to Elephant Lands are being interviewed to see what they learned and what action was created by their viewing the exhibits. For the wayfinding project, signs and elements are currently being installed around the campus.
4. **Percent-for-Art** – The commissioned sculpture for the Education Center will be installed tomorrow, Nov. 10, and the four finalist artist teams for the Polar Passage art commission will be interviewed by the Oregon Zoo Public Art Advisory Committee on Nov. 18. Susan Hartnett is representing the Committee on OZPAAC and will participate in the interviews. The Regional Art and Culture Council is also assisting with the solicitation and selection process.

I. Program Status and Financial Information at a Glance

Ms. Rahn reviewed the summary financial statement, indicating that the bond program is on budget, with more than \$11 million unallocated. Some of that will be needed to cover staff and administrative costs. The Budget Subcommittee will be reviewing that before it is brought to the full Oversight Committee. The Subcommittee will be looking at project needs and cost escalation. No new projects are planned to be added.

The program will have one more bond sale that will be done in 2019 jointly with Metro Natural Areas, to share and save bond issuance costs. To date, Metro has received close to \$15 million in bond premiums, and expects to receive a premium again on the next bond sale. Metro receives these premiums in part because of its AAA rating from S&P and Aaa rating from Moody’s. It is rare to have such a good rating, and Metro works hard to attain it. Because Metro has a higher bond rating, Metro’s bonds represent a safe investment that return a good interest rate, and investors are confident in Metro’s ability to pay back the bonds. Several factors contribute to Metro’s good rating, including its diverse revenue base, low percent of debt capacity, successful bond programs and the existence of public oversight committees.

J. Program Schedules

Next month's report will show a revised schedule for Polar Passage, to accommodate the design and permitting, but the project is still on schedule to be completed in 2019. Typically major projects (projects of more than \$10 million) are taking six months for permitting with the City of Portland. Ms. Rahn thanked Susan Hartnett, who did some investigation of city code changes, and her information was helpful for the Polar Passage project.

Staff are working on updating the preschematic design for the Primates project, and may propose including demolition of the existing primate building.

K. Open Discussion/Questions

One member asked about the updates to the bond program Equity in Contracting Quarterly Report that was presented at the November Committee meeting. The next quarterly update to that report will be issued in January, and the Committee can discuss it at its meeting in February.

L. Adjournment

Chair Shelly adjourned the meeting at 4:40 p.m.

Upcoming 2017 meeting dates –Wednesdays, 3 to 5 p.m.:

Feb. 8, 2017 Skyline Room, Oregon Zoo
May 10, 2017 Conservation Hall, Education Center, Oregon Zoo
Sept. 13, 2017 Skyline Room, Oregon Zoo
Nov. 8, 2017 Skyline Room, Oregon Zoo



**OREGON ZOO BOND PROGRAM
EQUITY IN CONTRACTING QUARTERLY REPORT**
JANUARY 2017





Oregon Zoo Bond Program
Equity in Contracting Quarterly Report
 January 30, 2017

It is the policy of Metro to provide equal opportunity to everyone to access and participate in locally-funded projects, programs, and services of Metro. Metro's Equity in Contracting Program encourages the use of minority-owned businesses (MBE), woman-owned businesses (WBE), service-disabled veteran-owned businesses (SDV), and emerging small businesses (ESB), as defined under State law in ORS Chapter 200 and as certified by the Certification Office of Business Inclusion and Diversity (referred to here as COBID Certified Businesses) to the maximum extent practical. **The Oregon Zoo Bond program has an aspirational COBID-utilization goal of 15 percent (by dollar value of COBID-eligible work) for each construction project.** Scopes of work that are not provided by COBID firms are not included in the COBID-eligible contract dollars. Percentages are expressed as a percent of the COBID-eligible contract dollars, which include all general contractor costs.

Program Construction Totals	Amount	%
Total Construction Contract \$	\$ 74,144,595	
Total COBID-Eligible Contract \$	\$ 70,078,573	
Total COBID Contract \$	\$ 9,772,555	13.9%
MBE	\$ 3,568,937	5.1%
WBE	\$ 1,994,931	2.8%
ESB	\$ 4,208,687	6.0%
SDV*	N/A	N/A

Projects	Total Construction Contract \$	Total COBID-Eligible Contract \$	Total COBID Contract \$	COBID %	MBE	MBE %	WBE	WBE %	ESB	ESB %	SDV*	SDV %
Veterinary Medical Center	\$7,715,174	\$7,316,174	\$733,095	10.0%	\$62,680	0.9%	\$322,478	4.4%	\$347,937	4.8%		
Penguin Filtration	\$1,380,272	\$1,380,272	\$83,110	6.0%	\$0	0%	\$0	0%	\$83,110	6.0%		
Condors of the Columbia	\$1,566,777	\$1,408,932	\$363,502	25.8%	\$103,294	7.3%	\$0	0%	\$260,208	18.5%		
Elephant Lands (not complete)	\$49,227,872	\$45,718,695	\$4,448,588	9.7%	\$3,382,786	7.4%	\$677,180	1.5%	\$388,622	0.9%		
Education Center (not complete)	\$14,254,500	\$14,254,500	\$4,144,260	29.1%	\$20,177	0.1%	\$995,273	7.0%	\$3,128,810	21.9%		
Total	\$74,144,595	\$70,078,573	\$9,772,555	13.9%	\$3,568,937	5.1%	\$1,994,931	2.8%	\$4,208,687	6.0%	\$0	0.0%

*Service-Disabled Veterans category not applicable to projects contracted prior to state of Oregon starting COBID program in January 2016.

Oregon Zoo Bond Program
Equity in Contracting Quarterly Report (continued)
January 30, 2017



The zoo bond program and its contractors engage in a variety of activities to increase equity in contracting and utilization of COBID-certified firms. COBID refers to the State of Oregon Certification Office for Business Inclusion and Diversity. This office provides certifications including Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Service-Disabled Veteran-Owned Businesses (SDV) and Emerging Small Business (ESB). SDV certification started on January 1, 2016.

The Oregon Zoo Bond program has an aspirational COBID-utilization goal of 15 percent (by dollar value of COBID-eligible work) for each construction project. Scopes of work that are not provided by COBID firms are not included in the COBID-eligible contract dollars. Percentages are expressed as a percent of the COBID-eligible contract dollars, which include all general contractor costs. Before 2016, certified firms were referred to as MWESB-certified firms. Zoo bond projects that started before 2016 used that earlier terminology.

The zoo bond program and its contractors' good faith efforts are summarized by project below, including quarterly highlights of the most recent efforts.

2016 4th Quarter Update: October – December

Education Center, Fortis Construction, CM/GC; Opsis Architecture, Design Team

Fortis Construction, the Construction Management/General Contractor for the Education Center, has a **COBID utilization rate of 29.1 percent** on the project as of Dec. 31, 2016. Fortis has a record of active engagement and successful contracting with the COBID community, meeting or exceeding utilization goals. To date on this project, Fortis **has exceeded its COBID utilization forecast by 2.4 percent**. Its project proposal had forecast a utilization rate of 26.7 percent for the project. **Fortis' utilization rate of 29.1 percent is nearly double the zoo bond program aspirational goal of 15 percent.**

Substantial completion for the Education Center classroom building was December 21, 2016, and Dec, 30, 2016, for the Nature Exploration Station (NEST). Contract close-out activities are still proceeding.

- **Fourteen COBID subcontractors were low bidders** and are participating in the project, **representing \$4,144,260 as of December 31, 2016:**

1. Kodiak Pacific Construction Co., WBE
2. Mark Adams Electric, Inc., ESB
3. Pagh Custom Woodworking Inc., ESB
4. Rayborn's Plumbing, ESB
5. River City Rebar LLC, ESB
6. Vaughn's Services, Inc., ESB
7. Green Man Construction, WBE

8. General Sheet Metal Inc., WBE
9. SL Green Construction, ESB
10. Northwest Masonry Restoration, ESB
11. Empire Painting, ESB
12. Merit Contractor of Oregon Inc., ESB
13. Budget Blinds, WBE
14. City of Roses, MBE

- For previously reported Fortis COBID activities for the Education Center project, please see the complete list in the next section of the report under “Existing and Prior COBID Activities.”

Opsis Architecture heads the architectural consultant team for the Education Center project, and **to date has a COBID utilization rate of 8.2 percent.** (This is separate from the bond program aspirational COBID utilization goal for construction contracts.)

Total Opsis Contract \$:	\$1,595,296	
Total COBID-eligible Contract \$:	\$1,595,296	
Total COBID Contract \$:	\$ 131,429	8.2%
MBE, WBE and ESB (triple certified)	\$ 33,865	2.1%
ESB	\$ 97,564	6.1%

- Four of the 14 architectural subconsultants are certified COBID firms:
 1. Code Unlimited (code analysis), MBE, WBE and ESB
 2. Anderson Krygier (graphics/signage), MBE, WBE and ESB
 3. ACC Cost Consultants, LLC (cost estimating), ESB
 4. Listen Acoustics (acoustical/audio-visual), ESB
- Work force diversity, diversity in contracting and diversity of the firm were 20 percent of the scoring of the Opsis project proposal submitted in response to the Request for Proposals, and a factor in Opsis being awarded the contract in 2014.
- Opsis has made social equity and justice an integral part of its business, and utilizes the JUST Program, a social justice evaluation tool and voluntary disclosure program created by the International Living Future Institute, as a process to help measure its impact and learn where it can more effectively take action.

Interpretive Experience and Wayfinding, Ramsay Signs

The zoo campus wayfinding fabrication and installation contractor, **Ramsay Signs**, is a COBID-certified woman-owned business. The current value of that contract is \$522,135. Work is scheduled to be complete in February 2017.

Polar Passage, Lease Crutcher Lewis, CM/GC; CLR Design, Design Team

CLR Design heads the architectural consultant team for the Polar Passage project, and **to date has a COBID utilization rate of 28.8 percent.** (This is separate from the bond program aspirational COBID utilization goal for construction contracts.)

Total CLR Design Contract \$:	\$2,133,875	
Total COBID-eligible Contract \$:	\$2,133,875	
Total COBID Contract \$:	\$ 614,556	28.8%
WBE	\$ 198,450	9.3%
ESB	\$ 416,106	19.5%

- Five of the nine architectural subconsultants are certified COBID firms:
 1. TJP Engineering (life support systems), WBE
 2. DCW Cost Management (cost estimating), WBE
 3. PLACE Studio, ESB
 4. Equilibrium Engineers (structural engineering), ESB
 5. Listen Acoustics (acoustical engineering), ESB

- CLR Design also has one subconsultant, Terri O'Connor Consulting (Opt-in and Visitor Survey), that is a women-owned firm that does not yet have COBID certification. This represents 0.5 percent of CLR's contract, and when added to the COBID firms, brings the total diversity contracting utilization rate to 29.3 percent.

- Diversity in employment and contracting were 20 percent of the scoring of the CLR Design project proposal submitted in response to the Request for Proposals, and a factor in CLR being awarded the contract in 2016. CLR Design is committed to the goals of equity, workplace diversity, economic justice, and sustainability, and demonstrates this by collaborating with a strong and dedicated team of Portland professional organizations that embody these ideals.

- CLR and its subconsultants have a diverse workforce: Women and minorities constitute over half of CLR's staff, which is above the nation's average for a professional field that does not traditionally attract women and minorities. PAE Consulting Engineers is a firm of more than 200 employees, including more than 55 women, 21 minorities and 4 veterans. KPFF Consulting Engineers has a staff that is 26 percent minority and 30 percent female. Main Street Design's team for this project is 50 percent female.

- CLR promotes workforce diversity within its local community by hosting a career day with a local school in Camden, NJ that is primarily African American and Hispanic, in an effort to introduce the profession of architecture and landscape architecture to middle school students who might not otherwise be exposed to the opportunities of the profession. The firm also mentors students from disadvantaged backgrounds in an effort to help them prepare portfolios for college admission.

Metro COBID Activities

- As part of Metro's Construction Careers Pathway Project, Metro has released a Request for Proposals for a Regional Construction Workforce Diversity Study. Metro is looking to assess the region's construction workforce supply and demand outlook to better understand its overall capacity to meet growing demands, its current composition as it relates to the increasing demand to provide more diversity across the trades, and the existing opportunities for future workforce growth across the overall regional industry. By quantifying and analyzing the current and future supply and demand for construction workers, with an emphasis on women and people of color, Metro hopes to better understand if and where labor gaps may exist, or may develop in the near future. Also, by quantifying local hiring and contracting policies, and assessing the region's construction trades' workforce, training programs, and their ability to meet future forecasted workforce demands, Metro hopes to better position itself to determine meaningful areas of partnership and cooperation between public sector agencies and the trades that can be pursued to mitigate any workforce supply gaps. This assessment will also help Metro to better invest its resources and implement policies in ways that will ultimately support the construction industry in providing more equitable pathways into the industry's living wage jobs for people of color and women in the Portland metro region.
- Metro and the zoo hosted the Regional Workforce Diversity Summit 2016 on November 10 at the zoo, with 91 attendees from public, private and community organizations.

Existing and Prior COBID Activities

Metro Equity in Contracting

Metro's Equity in Contracting procurement procedures increase access to contract opportunities for COBID-certified firms by removing barriers to participation and promoting economic opportunities for small businesses.

- **Metro Solicitation of Bids/Proposals: General Contractor**

Metro **Request for Proposals** requires that the **Construction Management/General Contractor** submit a plan for how it will contract with COBID-certified firms and its projected utilization rate. This portion of the RFP is scored by Metro Procurement and Diversity staff and the zoo bond staff and constitutes 20 percent of the total proposal score.

Metro RFPs for CM/GCs requires the following information to be submitted by the proposing firms:

- COBID- certification of the general contractor proposing
- Diversity and demographics of the proposal team
- Results of three recent projects utilizing COBID-certified firms
- Activities undertaken to advise or mentor subcontractors and suppliers on their workforce diversity efforts
- Diversity in Workforce and Contracting Plan (see attachment A: Article 13 of General Conditions)

Metro **Request for Bids** requires that bidding primes contact all COBID-certified firms that attend pre-bid meetings as part of their Good Faith Effort outreach, negotiate with interested COBID firms, and report to Metro all subcontractors contacted and their response and price quote, in addition to the subcontractors the bidder intends to use on the project.

Metro **advertises its RFPs/RFBs on the State of Oregon Procurement Information Network, ORPIN**, which automatically **sends notices to all COBID-certified firms**. In addition, Metro also advertises its solicitations in the Daily Journal of Commerce.

- **Pre-bid meetings**

The zoo bond program offers optional pre-bid meetings that allow contractors and subcontractors to get more information on the bid package and ask questions. Questions and answers are distributed via ORPIN as an addendum to the RFP/RFB. The pre-bid meeting often includes a walk-through of the future construction site.

- **Metro Procurement COBID Outreach**

- Annual MWESB procurement open house at the Oregon Convention Center hosted by Metro and Multnomah County, with **zoo bond staff at a booth with current bond project information**. In February 2015, 400 people attended. In February 2016, 171 people attended.
- Sponsorship of regional Workforce Diversity Summit 2015.
- Metro maintains an Equity in Contracting Program calendar for current outreach opportunities.

- Minority and women organization outreach, including the Oregon Association of Minority Entrepreneurs; National Association of Minority Contractors, Oregon Chapter; Metropolitan Contractor Improvement Partnership; Hispanic Metropolitan Chamber of Commerce; Oregon Native American Chamber of Commerce; Oregon Tradeswomen, Inc.; Business Diversity Institute, and others.
 - Free bid and proposal writing workshops, which include the offer of two hours of free one-on-one technical assistance with bid or proposal preparation.
 - Metro also hosts tables at a number of trade show events that allow businesses to learn about and network with chambers, business associations, large businesses with subcontracting opportunities, and public agencies.
- **Sheltered Market procedures for public improvement contracts between \$10,000 and \$50,000**
Metro's Sheltered Market procedures require that only COBID-certified firms be allowed to bid on public improvement contracts between \$10,000 and \$50,000. Public Improvement contracts consist of construction and construction-related services, including painting, fencing, roofing and electrical work.

The **Zoo Bond program utilized this Sheltered Market procedure to contract with Enviromex Contracting, Inc.**, an ESB-certified firm, to do the asbestos hazardous waste abatement as part of the Tiger Plaza demolition (Education Center project), and for in-ground pipe removal at Elephant Lands.

- **Sheltered Market procedures for personal services contracts between \$10,000 and \$50,000**
Personal services opportunities between \$10,000 and \$50,000 may be released to COBID-certified firms only, using a streamlined process that makes it faster and easier for Metro and proposers. The RFP is issued directly via email to at least one MBE, one WBE, one SDV and one ESB who are qualified to do the work requested.
- **Public works bond exemption**
All contractors and subcontractors working on Public Works contracts must post a \$30,000 public works bond with the Construction Contractors Board (CCB). State of Oregon COBID-Certified firms will be exempt from filing this bond for up to four years if they elect to do so.
- Metro's current **methodology for calculating COBID utilization** deducts the value of the scopes of work deemed ineligible to COBID firms from the total construction contract amount to determine the base for utilization rate calculation. To determine if a scope of work is ineligible, the Metro project manager and contractor contact and search the Oregon Procurement Information Network (ORPIN), State of Oregon COBID website, Oregon Association of Minority Engineers, Oregon chapter of National Association of Minority Contractors and minority business chambers of commerce to determine if any vendors in the area are eligible to perform the specialized work. The outcome of this search is documented in the project Minority Utilization Report. Metro's procurement manager

must approve the request for any specialized work deemed ineligible to COBID contractors and is responsible for tracking and reporting COBID contractor utilization.

For more complete information on [Metro Equity in Contracting](#), visit the Metro website and the [Equity in Contracting Annual Report 2015-2016](#).

Polar Passage, Lease Crutcher Lewis, CM/GC

On May 11, 2016, Metro accepted the proposal of Lease Crutcher Lewis LLC to serve as Construction Management/General Contractor for the Polar Passage project. LCL's proposal was deemed the top-ranked out of the three proposals received. The diversity section of the proposals was scored by Metro Procurement staff; a representative from the Metro Diversity, Equity and Inclusion team; and zoo bond program staff. The diversity score is 20 percent of the total score for the proposal. The project is currently in its design phase.

- Metro RFPs for CM/GCs require the following information to be submitted by the proposing firms:
 - COBID certification of the general contractor proposing
 - Diversity and demographics of the proposal team
 - Results of three recent projects utilizing COBID-certified firms
 - Activities undertaken to advise or mentor subcontractors and suppliers on their workforce diversity efforts
 - Diversity in Workforce and Contracting Plan (see attachment A: Article 13 of General Conditions)

LCL's submittal of these items was a significant part of its successful proposal:

- Lease Crutcher Lewis is an employee-owned firm committed to equity and providing opportunities for disadvantaged and emerging businesses.
- LCL included a COBID-certified subcontractor as a member of its proposed team for the Polar Passage project: **Kodiak Pacific Contractors (WBE# 4059), a local, woman-owned earthwork company** led by President Sandy Trainor. As an integrated member of the team, Kodiak Pacific will develop a preliminary work plan for the earthwork and excavation scope, and will provide budgeting and constructability review for the site work package. Key objectives of this partnership include the following:
 - Create an efficient, effective and collaborative team that works together to develop ideas in the best interest of the Metro and the project.
 - Create relationships for improved diversity and emerging small business involvement that can be sustained for this project and beyond.
 - Develop the team dynamics such that each member can educate and mentor others. It is critical that Kodiak Pacific is involved not as just a consultant, but an integral part of the team.
 - Use this opportunity for LCL and Kodiak to further develop their business relationship and open doors for future opportunities.

- LCL intends to **subcontract all scopes of work** related to the construction of the project. This approach allows for the maximum amount of advertisement and opportunity for potential COBID partners.

- **Outreach Program**
 LCL will maximize COBID utilization for this Project by means of the following outreach efforts in coordination with the Metro Procurement Office.
 - Directly solicit quotations from COBID subcontractors, utilizing its in-house database and the state COBID directory.
 - Establish bid packages in smaller work scopes, allowing smaller, yet technically qualified firms to participate.
 - Publicly advertise its solicitation of binds on ORPIN, the Daily Journal of Commerce Oregon, and in business publications catering to COBID contractors
 - Deposit bid packages at centers such as OAME and MCIP that cater to COBID subcontractors
 - Schedule and advertise public informational meetings to educate COBID firms about bidding opportunities, Workforce Hiring and Training Program, and to raise awareness about apprenticeship programs.
 - Participate in networking sessions to increase LCL’s visibility as a prime among COBID firms.
 - Lease Crutcher Lewis held an Open House on June 21 for COBID subcontractors at their office soliciting interest in their upcoming projects, including Polar Passage. Of the 15-20 who attended, approximately half were COBID-certified.

- **Subcontractor Mentorship**
 In order to promote employment diversity among its subcontractors and suppliers, LCL does the following:
 - Assist subcontractors in obtaining BOLI registered training agent certification, which will enhance the subcontractor’s ability to hire and mentor apprentices.
 - Indicate workforce diversity and apprenticeship goals in instructions to bidders.
 - Encourage subcontractors to participate in the General and Concrete Contractors Association field internship program and Construction Summer Camp Program. Both programs aim to expose students from under-served areas to careers in construction.
 - Invite subcontractors to participate in minority job fairs and networking events, such as the Women in Trades Career Fair and the DJC DMWESB Contractor Night.
 - Establish ongoing mentor/partner relationships with subcontractors. For example, LCL has established an on-going relationship with minority-owned firm **R&R General Contractors** to collaborate on projects. The two firms have partnered during the last few years on several projects where the approach includes having R&R provide a member of their management staff as part of job-site supervision. This provides R&R with the opportunity to learn from LCL about both preconstruction and construction services on a large scale project. LCL and R&R

collaborated together on the Elephant Lands project, where R&R was involved in early pricing of the excavation, civil, road and rail components. R&R's rail expertise was invaluable to LCL, and LCL's preconstruction methodology was beneficial to R&R.

- **On-the-job Training**

LCL promotes on-the-job training and apprenticeships in a variety of ways:

- **LCL is a BOLI-registered training agent** that trains and mentors carpenter and laborer apprentices on most of its projects.
 - With a board member and volunteers engaged in the **National Association of Women in Construction**, LCL contributes to and provides opportunities to women in construction at all levels of its organization, from senior management to journeyed carpenters and laborers. LCL participates in the annual trade fair for Women in Construction and directly mentors apprentices and trainees involved in the program.
 - LCL also has a board member and volunteers involved in the **Architecture, Construction and Engineering (ACE) Academy** in East Portland. Through ACE, LCL is promoting industry interest among young people in four different metropolitan school districts with diverse ethnic backgrounds. Through its ACE involvement, LCL has hired several minority interns who have become apprentices on its projects, and **LCL will look for additional minority apprentice opportunities on the Polar Passage project.** (Though ACE lost funding earlier this year, LCL is working with Associated General Contractors to identify a strategy to maintain this program as an extension of Portland Public Schools' Career and Technical Education program. LCL expects to continue to support the organization in its new form.) LCL will explore opportunities to connect with local schools' Career Technical Pathway specialists, and hire candidates who are interested in both summer internships on the construction site, and longer-term apprenticeship and journeyman positions.
 - LCL provides several varying **internships for college students and individuals considering a transition into a construction management career at any age.** LCL perceives that many skills learned on the job are difficult to learn in the classroom, so it immerses interns into the thick of things while allowing them to pursue their strengths and passions, with the help of a mentor. Many of LCL's internships translate to full-time positions.
- Construction of Polar Passage is estimated to start in January 2018.

Education Center, Fortis Construction, CM/GC

Fortis Construction, the Construction Management/General Contractor for the Education Center, has a **COBID utilization rate of 29.1 percent** on the project as of Dec. 31, 2016. Fortis has a record of active engagement and successful contracting with the COBID community, meeting or exceeding utilization goals. To date on this project, Fortis **has exceeded its COBID utilization forecast by 2.4 percent.** Its project proposal had forecast a utilization rate of 26.7 percent for the project. **Fortis' utilization rate to date of 29.1 percent nearly doubles the zoo bond program aspirational goal of 15 percent.**

Substantial completion for the Education Center classroom building was December 21, 2016, and Dec, 30, 2016, for the Nature Exploration Station (NESt). Contract close-out activities are still proceeding.

- **Fourteen COBID subcontractors were low bidders** and are participating in the project, **representing \$4,144,260 as of December 31, 2016:**
 1. Kodiak Pacific Construction Co., WBE
 2. Mark Adams Electric, Inc., ESB
 3. Pagh Custom Woodworking Inc., ESB
 4. Rayborn’s Plumbing, ESB
 5. River City Rebar LLC, ESB
 6. Vaughn’s Services, Inc., ESB
 7. Green Man Construction, WBE
 8. General Sheet Metal Inc., WBE
 9. SL Green Construction, ESB
 10. Northwest Masonry Restoration, ESB
 11. Empire Painting, ESB
 12. Merit Contractor of Oregon Inc., ESB
 13. Budget Blinds, WBE
 14. City of Roses, MBE

When founded in 2003, Fortis Construction LLC was an *Emerging Small Business* that has since grown to become the Portland metro-area’s third largest general contractor. With its humble beginnings and core value of relationships, Fortis has formed strong partnerships with outreach firms in the area, and conducted a variety of COBID outreach activities for the Education Center project:

- Oregon Association of Minority Entrepreneurs Meet and Greet January 9, 2015
- Metro MWESB Open House February 11, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet February 13, 2015
- Metropolitan Contractors Improvement Partnership February 19, 2015
Subcontractor Trade Show
- Oregon Association of Minority Entrepreneurs Meet and Greet February 27, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet March 7, 2015
- Metropolitan Contractors Improvement Partnership – April 8, 2015
Growing as a commercial contractor presentation
- Oregon Association of Minority Entrepreneurs Meet and Greet April 10, 2015
- Fortis MWESB “Get to Know you” Luncheon April 30, 2015
- Meeting with Metro Procurement to collaborate on MWESB May 2015
outreach strategy, including review of participation by trade
- Oregon Zoo Open House – Bid Package #1 MWESB pre-bid mtg. June 11, 2015
(early site work for stormwater infrastructure and civil scope)

- 26 total firms in attendance
 - 14 firms at MWESB-focused session
 - 12 firms at general session
 - Bids were due June 30:
 - 6 responses from bidders
 - 2 MWESB responses
- Oregon Association of Minority Entrepreneurs Meet and Greet June 12, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet July 10, 2015
- Oregon Zoo Open House – Bid Package #3 MWESB pre-bid mtg. July 16 2015
(site finishes, landscape, structural concrete, wood structure, Roofing, sheet metal, interior finishes, mechanical/electrical/plumbing)
Announcements targeting the MWESB community were published in local trade journals and on industry websites.
 - 15 MWESB firms in attendance
 - 32 responses from MWESB bidders
 - 11 successful MWESB bidders
- Oregon Association of Minority Entrepreneurs Meet and Greet August 14, 2015
- Oregon Association of Minority Entrepreneurs Meet and Greet September 10, 2015
- Fortis MWESB “open house” Luncheon September 22, 2015
- **Fortis early payment policy to MWESB subcontractors:** Fortis realized that most MWESB contractors struggle with cash position from time to time. So Fortis decided to do something to help them. An option for early payment from Fortis is granted for subcontracts issued under \$100,000 to MWESB-certified contractors. Payments are guaranteed to be made to MWESB certified subcontractors within 15 days of invoice approval.
- All bidding complete (Interpretive package) February 2016
- Final substantial completion December 30, 2016

Elephant Lands Project: Lease Crutcher Lewis, CM/GC

For the Elephant Lands project, Construction Management/General Contractor Lease Crutcher Lewis, partnered with Metro to implement a comprehensive plan for promoting diverse and disadvantaged business participation. The project was substantially complete in December 2015.

- LCL achieved a **9.7 percent MWESB utilization rate** (based on the COBID-eligible contract value).
- 24 percent of the subcontractor bids received to construct Elephant Lands were from MWESB-certified firms, a result of the extensive outreach prior to bid day. Many of those subcontractors were not the lowest bidder and were not awarded contracts.
- **Eleven MWESB subcontractors** participated in the project, **representing \$4,448,588:**
 1. R&R General Contractors, MBE
 2. Art Cortez Construction, MBE

3. Green Man Construction, WBE
 4. Portland Coatings, MBE
 5. Carr Construction, MBE
 6. Kodiak Pacific, WBE
 7. Sawtooth Caulking, ESB
 8. Turtle Mountain Construction, MBE
 9. Elder Demolition, ESB
 10. Western States Soil, ESB
 11. PLI Systems, MBE
- **Two MWESB subcontractors who were originally awarded contracts, subsequently withdrew** from the project: Agate Pacific Glazing, ESB (business closed) and Interior Focus, WBE (business sold).
 - **Disadvantaged business mentorship**
Early in the project, LCL engaged **minority business enterprise R&R General Contractors as part of its CM/GC team**. The firm was brought to the table during preconstruction to provide early pricing for the excavation, civil, road and rail components of the project. This partnership provided R&R exposure to a larger, more complex project than would have been feasible for the growing site/civil contractor. R&R performed the rail scope and a segment of the site work for the project, with a contract value of \$1,198,200. R&R's civil and rail expertise was invaluable to LCL, and LCL's preconstruction methodology was beneficial to R&R's development. R&R owner Jesse Rodriguez has since won projects as a prime contractor and used lessons learned from Lewis to successfully execute those projects.
 - **Apprenticeship at Elephant Lands**
In partnership with Construction Summer Camp, LCL employed **three high school carpenter apprentices** at Elephant Lands. A Portland Public Schools and Willamette Carpenters Training Center joint effort, the program connects high school students with diverse backgrounds interested in pursuing careers in construction, with general contractors for summer internship and training opportunities. The LCL foreman and superintendent mentored:
 - Skylar Williams, a senior at Madison High School who has since started his post-secondary career at Oregon State University where he is studying business.
 - Jose Contreras, an ACE Academy student who, after graduating high school, became a full-time carpenter apprentice at LCL. (ACE Academy – Academy for Architecture, Construction and Engineering – has been a public, tuition-free charter high school in Portland with a shared-time program for junior and senior students.)
 - Andres Cortez, a junior at Roosevelt High School, who contributed to the construction of the concrete amphitheater at Elephant Lands.
 - **Elephant Lands special contracting considerations**
The MWESB participation rate achieved for Elephant Lands was due to a highly concerted effort and outreach program. While it represents a lower overall percentage than LCL typically achieves on projects of similar magnitude in this market, it is considered a successful disadvantaged business outreach and bidding effort.

Some components of the project were highly specialized in nature and it was not possible to contract them to disadvantaged businesses. **These specialized scopes were not included in the COBID-eligible calculation.** For example, elephant doors, caging and exhibit rockwork constituted more than \$3.5 million dollars' worth of work, with no local subcontractors available to perform that work. In addition, trades like painting, drywall and doors/frames/hardware with higher concentrations of disadvantaged businesses in the local market represented a smaller percentage of the overall contract value than a typical building project of this size.

For example, while the drywall package was awarded to MBE-certified Art Cortez, and the doors/frames/hardware package to woman-owned firm Green Man Construction, the sum of the two packages was about \$400,000, representing only 1 percent of the total subcontracted value. These interior scopes typically represent 5 to 10 percent or more of the subcontracted value of similarly sized commercial building projects.

LCL conducted a variety of MWESB outreach activities specifically for the Elephant Lands project:

- **National Association of Minority Contractors, Oregon Chapter** June 11, 2013
Open to all NAMC members. Plans, project information and Lewis staff were available to talk about the project and present the project information to prospective bidders.
- **Oregon Association of Minority Entrepreneurs Meet and Greet** June 14, 2013
Open to all OAME members. Plans, project information and Lewis staff were available to talk about the project and present the project information to prospective bidders.
- **Lewis outreach and technical assistance workshop** July 24, 2013
Workshop held at the Lewis main office, with the invitation distributed to all state-certified MWESB subcontractors. The event was to provide prospective bidders an opportunity to review plans, project information and get assistance in bidding, bid forms, insurance requirements and other aspects of bidding.
- LCL representatives engaged in multiple meetings during bidding to provide **mentoring and bid assistance** with Miguel Durate of MSD Fencing and David Aldaz of Aldaz Structural Steel – both MWESB firms.
- **Bidding documents and project advertisements deposited on file at plan centers** that have a strong COBID partnership, including OAME Plan Center, Metropolitan Contractor Improvement Partnership, NAMC Newsletter (electronic bid docs), Latin American Times and The Scanner.
- **Invitation to bid distributed via fax/email to more than 1,000 state-certified COBID firms** with expertise in the scopes of work related to the project.
- **Hundreds of follow-up calls** to the same prospective bidders to verify bidding status, increase project awareness, answer bidding questions and direct bidders to documents.

- **Specific, targeted engagement with 10 subcontractor firms prior to Bid Package #2**, with ongoing contact and personal meetings during the bidding period to engage bidders, and answer their questions as they worked through the bidding process: Beaverton Plumbing, General Sheetmetal, Crossfire Sprinkler, Wood Mechanix, Gibson Door and Millwork, Green Man Construction (doors/frames), H&L Corp (steel), NWR Construction (wood framing), PDX Glass (glazing systems) and Star Construction (site concrete).
- Lease Crutcher Lewis also actively engages in local and statewide COBID outreach activities to broaden participation in all of their projects, including Elephant Lands:
 - **State of Oregon – Governors Marketplace Event:** LCL staffs a table at this annual event held in various locations from Portland to Eugene, specifically geared to partner general contractors with COBID firms.
 - **Oregon Association of Minority Entrepreneurs contractor meetings:** LCL provides regular updates at monthly meetings of this statewide organization based in Portland and geared to the design and construction industry. These updates keep OAME members informed about the projects available for bidding with LCL.
 - **National Association of Minority Contractors, Oregon Chapter contractor outreach:** In the fall of 2013, LCL completed a round of targeted outreach meetings with NAMC members in which a round robin format was used over the course of multiple months to meet various NAMC members in an informal setting to share ideas and learn about each other’s companies and opportunities to work together.
- **Workforce Development**
Throughout construction, LCL leveraged the project as an opportunity to **encourage disadvantaged students** to pursue careers in construction. One LCL project manager conducted an ACE Mentorship tour, and another LCL project manager led a tour and brownbag information session for ACE Academy, an alternative program in East Portland geared toward engaging students in careers in architecture, construction and engineering.

LCL also participates in the **Worksystems, SummerWorks youth employment program**.

Worksystems is an organization that pursues and invests resources to improve the quality of the workforce in the City of Portland and Multnomah and Washington counties. One student worked for LCL on another project in 2015 as part of the program’s Career Readiness Training Initiative.

Condors of the Columbia: 2KG, General Contractor

Condors of the Columbia general contractor 2KG Contractors achieved an **MWESB utilization rate of 25.8 percent** for the project completed in 2014, with 18.5 percent from emerging small businesses and 7.3 percent from minority-owned businesses. The specialty stainless steel aviary netting scope, available from only three suppliers in the nation, was deemed ineligible for MWESB firms, and the value was deducted from the calculation.

- **Six MWESB subcontractors participated** in the project, **representing \$363,502**:
 1. A2 Fabrication, ESB
 2. McBride Sheet Metal, ESB
 3. Agate Pacific. ESB
 4. Parkin Electric, ESB
 5. PLI Systems, MBE
 6. Alamo Paving, ESB
- Metro used a **two-step Request for Bids (RFB)** process to procure the general contractor. The first step involved a careful screening of qualified contractors based on their past performance, capabilities, project management techniques, and commitment to diversity. Contractors that passed the first step were invited to submit fixed-price bids for the construction, with the award going to the lowest bidder.
- The bid request for the project included an aspirational goal of 15 percent participation by MWESB subcontractors. While not a mandatory goal for prime contractors, the aspirational goal did make clear Metro’s commitment to diversity in its contracts.
- **Outreach and advertising focused on MWESB firms throughout the process**, including attending the Oregon Association of Minority Entrepreneurs (OAME) meeting on Jan. 11, 2013, four days before the Metro pre-bid meeting.
- Metro provided the Condors of the Columbia solicitation schedule in advance of its publication to Oregon Native American Chamber of Commerce, the Asian Pacific American, OAME, National Association of Minority Contractors, and National Association of Women in Construction.
- Metro’s condor construction RFB included a list of seven MWESB member organizations that bidders could contact for construction documents. Metro sent a letter to each organization encouraging them to support high participation in the project, along with RFB and construction documents describing the scope of the project.

Penguinarium Filtration Upgrade: Triad Mechanical, General Contractor

Completed in 2012, the Penguinarium water filtration upgrade project accomplished an **MWESB utilization rate of 6 percent** with Triad Mechanical as the general contractor.

- **Triad Mechanical self-performed 83 percent of the work** on this mechanical upgrade to the existing building to save water.
- **One MWESB subcontractor, Safety Electric (ESB), participated in the project**, with a contract value of \$83,110. This was the largest of the six subcontracts on the project and represented 36 percent of the subcontracted value of \$234,020.
- For this smaller, less complex project, Metro used a standard **low-bid Request for Bids** process to procure the general contractor. This process requires acceptance of the lowest, responsive bidder, and does not allow any evaluation for diversity in contracting.

- The RFB required all bidders to follow and document a specific good faith outreach effort to state-certified Minority, Emerging and Women-owned Businesses. Certification of good faith compliance and a declaration of any actual utilization pursuant to both programs was required at the time of bid opening.
- Metro held a pre-bid meeting on August 19, 2010, attended by 18 firms, four of which were MWESB firms.

Veterinary Medical Center: Skanska USA, General Contractor

The first zoo bond project, the Veterinary Medical Center, was also completed in 2012. With Skanska USA as the general contractor, it achieved a **10 percent¹ MWESB utilization rate**, with 4.8 percent from emerging small businesses, 4.4 percent from women-owned businesses, and 0.9 percent were minority-owned businesses.

- **Nineteen MWESB subcontractors participated** in the project, **representing \$733,095**:
 1. Minority Abatement, MBE
 2. Crown Landscaping, ESB
 3. Western Rebar, WBE
 4. Pagh Woodworking, ESB
 5. LCD Waterproofing, ESB
 6. Leewen, WBE
 7. Vaughns, ESB
 8. Portland Coatings, WBE
 9. Parker Fire Sprinkler, ESB
 10. Cascade Tower, ESB
 11. Onsite (Waste), MBE
 12. Superior Fence, ESB
 13. Quality Building Services, MBE
 14. Tom Nelson Survey, ESB
 15. Kodiak Bengé, WBE
 16. Renner Trucking, WBE
 17. Sterling Floors, ESB
 18. Valve Instrument and Pipe, MBE
 19. Pure Floors, ESB
- Based on a procurement method utilized by TriMet for light rail projects, Metro awarded this contract in June 2010 through a **two-step bid process**. The first step involved a careful screening of qualified contractors based on their past performance, capabilities, project management techniques, and commitment to diversity. Contractors that passed the first step were invited to submit fixed-price bids for the construction, with the award going to the lowest bidder.

¹Metro's calculation methodology at the time of this project was to exclude the cost of prime contractor self-performed work. Out of the \$4,214,163 available in subcontracts (*i.e.*, work not performed directly by the prime contractor), 17 percent of the dollars went to contractors certified as a MBE, WBE or ESB. This number was previously reported in Metro's annual MWESB report.

- The bid request for the project included an aspirational goal of 15 percent participation by MWESB subcontractors. While not a mandatory goal for prime contractors, the aspirational goal did make clear Metro's commitment to diversity in its contracts.
- Metro held a pre-bid meeting on May 27, 2010, that was attended by 21 firms, three of which were MSWESB firms.

**Zoo Bond Program Equity in Contracting Quarterly Report
Attachment A: Metro Construction Management/General Contractor
General Conditions, Article 13**

ARTICLE 13 Diversity in employment and contracting

Metro defines diversity as the variance or difference amongst people such as race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity and others. Metro's Equity in Contracting Program encourages the use of minority-owned businesses, woman-owned businesses, service disabled veteran-owned businesses, and emerging small businesses, as defined under State law in ORS Chapter 200 and as certified by the Certification Office of Business Inclusion and Diversity (referred to here as COBID Certified Businesses) to the maximum extent practical.

13.1 Contractor shall not replace a minority business, women-owned business, service disabled veteran-owned business or emerging small business enterprise Subcontractor with another Subcontractor, either before Contract Award or during Contract performance, without prior written approval of Metro. In replacing a COBID Certified Business, Contractor shall replace such COBID Certified Business with another COBID Certified Business or make good faith efforts to do so. Failure to do so shall constitute Contractor's default of this Contract, and Metro, at its option, may terminate this Contract under the procedures set out in Article 15.

13.2 Metro reserves the right, at all times during the period of this Contract, to monitor Contractor's compliance with the terms of the COBID Certified Business Program and enforce the program if Contractor should fail to so comply. Contractor shall be bound by any and all representations made concerning its compliance with the program prior to Contract Award and any and all representations made by Contractor concerning the replacement of a COBID Certified Business during the performance of this Contract.

13.3 COBID Certified Business Participation in the Contract.

13.3.1 It is Metro's policy that Contractor shall take reasonable steps to ensure that minority-owned businesses, women-owned businesses owned, service disabled veteran-owned businesses and emerging small businesses have the opportunity to participate in the Work.

13.3.2 Contractor shall submit a Diversity in Workforce and Contracting Plan for the Work as part of its response to Metro's Request for Proposals for the Project. The Plan shall include a narrative description of the following:

13.3.2.1 A proposed Aspirational Target, estimated in total dollars, for COBID firms, along with the divisions of Work Contractor intends to subcontract.

13.3.2.2 A proposal for outreach, bid document availability and mentoring to COBID Certified Businesses regarding subcontracting opportunities, including coordination of outreach with the Metro Procurement Office.

13.3.2.3 A description of how on-the-job training and apprenticeships are used within the Contractor's organization to encourage diversity.

13.3.2.4 A description of efforts the Contractor will take to enhance the diversity of the workforce on the entire project.

13.3.2.5 A description of how subcontracts will be packaged to make them attractive to small contractors.

13.3.2.6 A description of whether or when bonding or insurance coverage as otherwise required in this Contract should be reduced to remove barriers to participation, including a process for proposing and obtaining approval of such reductions from Metro.

13.3.2.7 A description of how partnerships, mentorships and/or other technical assistance will be provided to support COBID Certified Business.

13.3.2.8 The name and experience of the COBID Certified Business liaison officer who will administer the Contractor's COBID Certified Business program.

13.3.3 Contractor shall perform the Work according to the means and methods described in the Workforce Diversity Development Plan as proposed, which shall be part of the Contract, unless changes are requested or approved in writing in advance by Metro or are required by applicable laws, ordinances, codes, regulations, rules, standards, or Metro Specifications.

13.3.4 Prior to start of the Construction Phase, Contractor shall submit the following to Metro:

13.3.4.1 Contractor's project schedule showing the Work commencement date and estimated completion date for each COBID Certified Business that will perform Work on the project.

13.3.5 Termination and Substitution of COBID Certified Business. The Contractor shall notify Metro in writing and confer with Metro before terminating or replacing a COBID Certified Business that has a signed contract with the Contractor.

13.3.6 Changes in Work Committed to COBID Certified Businesses. Metro will consider the impact on COBID Certified Businesses participation in instances where Metro changes, reduces, or deletes Work contracted to COBID Certified Businesses at the time of Contract Award. In such instances, the Contractor shall not be required to replace the Work but is encouraged to do so. If the Contractor proposes any changes that involve a contracted COBID Certified Businesses, the Contractor shall notify the COBID Certified Businesses of the proposed change, reduction, or deletion of any Work committed at the time of Contract Award prior to executing the Change Order. The Contractor can choose to enable the affected COBID Certified Businesses to participate in the Change Order request and is requested to make every effort to maintain the contracted COBID Certified Business percentage.

13.3.7 Contractor Payments to Subcontractors. The Contractor shall maintain records of all subcontracts entered into with COBID Certified Businesses and records of materials purchased from COBID Certified Businesses. Such records shall show the name and business address of each COBID Certified Business and the total dollar amount actually paid to each MWESB subcontractor or vendor. The Contractor shall pay each subcontractor for satisfactory performance of its contract no later than ten (10) Calendar Days from receipt of each payment the Contractor receives from Metro. The Contractor shall also return Retainage payments to each subcontractor within ten (10) Calendar Days after the subcontractor's work is satisfactorily completed. Any delay or postponement of payment from the above-referenced time frame may occur only for good cause following written approval of the Metro Project Manager. The Contractor shall submit a completed, signed original "Metro Monthly Subcontractor Payment and Utilization Report," available from Metro. The Contractor shall submit the form when a progress or final payment has been made to each subcontractor or supplier or when any held retainage is returned to a subcontractor or supplier. Contractor shall submit the form no later than the fifth day of each month. At the completion of the Project, Contractors shall submit a final form indicating the total amounts paid to all subcontractors and suppliers. The participation of a COBID Certified Business will not be credited towards the prime Contractor's COBID Certified Business achievements or the overall Aspirational Target until the amount being counted toward the target and any Retainage held by the prime Contractor has been paid to the COBID Certified Business.



Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2017

Agenda item F

Oregon Zoo Bond Citizens' Oversight Committee meeting

Feb. 8, 2017

Agenda Item F. Monthly Project Status Reports

1. Education Center
2. Polar Passage
3. Interpretive Experience
4. Percent-for-Art



Oregon Zoo Bond Project Status Report Education Center

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2017

Agenda item F-1

Project Title: Zoo Education Center	Project Manager: Brent Shelby
Reporting Period #040/Status Date: January 30, 2017	Project Manager Phone: 503-525-4240
Architect/Engineering Design Consultant: Opsis Architecture	Construction Manager/General Contractor: Fortis Construction
Project Description: The zoo Education Center will be located at the site of the original zoo entrance. It will provide flexible and engaging education program activity spaces for camps, classes, and zoo visitor and program partner use. In addition to the education programming at the Center, the project includes visitor comfort amenities identified for the "West Hub" in the Comprehensive Capital Master Plan, including but not limited to: train ticket sales, restrooms, wayfinding/trip-planning material, seating and food. Finally, this project includes a portion of infrastructure improvement work, identified in the Master Plan, to address storm water and aging site utilities.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	X		
Schedule and signoffs	X		
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Design and Construction Schedule

START DATE		COMPLETION DATE	
ESTIMATED	CONTRACT	ESTIMATED	CONTRACT
4/21/14	6/25/14	3/1/17	1/30/17

Project Budget and Expenditures

ORIGINAL BASELINE	REVISED BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$12,899,510	\$17,504,125*	\$16,390,844	\$17,504,125	\$0

* The Education Center budget was updated in April 2016 with funding from unallocated bond contingency (authorized by Metro Council) for add-alternate list and net-zero solar energy, plus additional funding for south entry storm pipe construction (co-funded with City of Portland), Metro Resource Conservation and Recycling funds for the Wildlife Garden construction, and previous bond project savings reinvested to meet state solar requirements and security infrastructure.

Critical Issues

- The project schedule completion date was realigned to January 30, 2017 per contract change order. This added additional work days for lost time due to weather-caused closures and Owner-added scope (such as net-zero rooftop solar panels and bike parking shelter).

Summary Status

Milestones/deliverables/information for this reporting period:

- Staff are scheduled to move into the building the week of Jan. 30.
- Contractor work on site is focused on warranty and punch list work.
- The project continues to encourage the use of minority-owned businesses (MBE), woman-owned businesses (WBE), service-disabled veteran-owned businesses (SDV), and emerging small businesses

Education Center

(ESB), as certified by the Certification Office of Business Inclusion and Diversity (referred to here as COBID-certified businesses). The project COBID utilization is currently tracking at 29 percent of total construction cost, which exceeds the zoo bond program aspirational goal of 15 percent (by dollar value of COBID-eligible work) for each construction project.

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

- Building commissioning and punch list
- Project close-out



Oregon Zoo Bond Project Status Report Polar Passage

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
Feb. 8, 2017
Agenda item F-2

Project Title: Polar Passage	Project Manager: Jim Mitchell
Reporting Period #014/Status Date: January 27, 2017	Project Manager Phone: 503-914-6025
Architect/Engineering Design Consultant: CLR Design	Construction Manager/General Contractor: Lease Crutcher Lewis (LCL)
Project Description: The new polar bear habitat is needed to increase access to natural substrate; increase the efficiency of the water-filtration system; reduce temperatures; chill the pool water; and increase both land and pool space. Construct modern natural holding areas with better lighting and ventilation, allowing better care for the animals. Space requirements, water quality and housing conditions will meet or exceed the Manitoba Protocols established for zoo polar bears. New utilities will complete the system upgrade installed with previous bond-funded projects. Guest services will be enhanced at the new central plaza.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget		X	
Schedule and signoffs		X	
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Design and Construction Schedule

START DATE		COMPLETION DATE	
ESTIMATED	CONTRACT	ESTIMATED	CONTRACT
05/2016	6/2016	06/2019	TBD

Project Budget and Expenditures

ORIGINAL	REVISED	COSTS TO DATE	ESTIMATE AT	ESTIMATED BUDGET
BASELINE	BASELINE	OF STATUS	COMPLETION	VARIANCE
\$20,107,853	\$22,707,853*	\$551,151	\$22,707,853	\$0

*On Feb. 4, 2016, the Metro Council approved the bond team's recommendation to increase the project budget by \$2.6 million to cover escalation costs exceeding the original estimated escalation.

Critical Issues:

- Budget Caution: The project remains under caution as the team tests value engineering ideas and refines the estimate.
- Schedule Caution: The design schedule remains on hold while the budget and value engineering solutions are refined.

Summary Status

Milestones/deliverables/information items for this reporting period:

- LCL's estimate and CLR's third party estimate are complete; the amounts are \$24 million and \$23 million respectively against a construction budget of \$16.5 million. The estimates are based on Workshop #4, 90% Schematic Design Technical Set dated November 4, 2016.
- The team continues to review budget reductions and is assessing the impacts of a one-third reduction to the habitats.
- A grant application in the amount of \$2.2 million and presentation to the Oregon Zoo Foundation Board is complete. Review by OZF is in process.

Polar Passage

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

- Coordinate discussions with design consultants and zoo staff on budget reductions.

Construction progress:

- Construction is estimated to start in January 2018.



Oregon Zoo Bond Project Status Report Interpretive Experience

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2017

Agenda item F-3

Project Title: Interpretive Experience	Project Manager: Brent Shelby
Reporting Period #61/Status Date: January 30, 2017	Project Manager Phone: 503-525-4240
Project Description: Interpretive elements are the printed, graphical and electronic activities, experiences and signage in and around exhibits that provide mission-based communication to connect guests with the zoo's animals, mission and values. In addition to explaining information at exhibits, the interpretive experience will address campus orientation and navigation, branding, amenities, and the holistic guest experience.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	X		
Schedule and signoffs	X		
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Design and Construction Schedule

START DATE		COMPLETION DATE	
ESTIMATED	CONTRACT	ESTIMATED	CONTRACT
2/27/12	3/12/12	12/31/16	12/31/16

Project Budget and Expenditures

ORIGINAL BASELINE	REVISED BASELINE	COSTS TO DATE	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$3,876,412	\$2,489,647*	\$2,206,648**	\$2,489,647	\$0

*Interpretive budgets were historically allocated and included with each major project budget. The program originally determined it would be best to track and manage Interpretives as a stand-alone project. The budgets were modified for this change. As of January 2014, Interpretive budgets were reallocated back to the remaining projects (Education Center, Polar Bears and Primate/Rhino).

** Project costs to date include production of condor interpretive videos paid for by a \$25,000 grant from US Fish and Wildlife Service, and payments to date for an Elephant ID mobile app and Elephant Lands donation station, paid for by an Oregon Zoo Foundation grant of \$130,000.

Critical Issues

No critical issues to report for this period.

Summary Status

Milestones/deliverables/information for this reporting period:

- The final two projects funded under the Interpretive Experience bond budget allocation are Elephant Lands summative evaluation and campus wayfinding.
- Re: Elephant Lands summative evaluation, to test the impact of the project on the visitor
 - Five focus groups are completed. Consultants are now working on their draft evaluation report.
- Re: Campus Wayfinding
 - Installation of trip-planning kiosks in plazas continues with three of five installations complete.

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

- Campus wayfinding system installation



Oregon Zoo Bond Project Status Report Percent-for-Art

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

Feb. 8, 2017

Agenda item F-4

Project Title: Percent-for-Art	Project Manager: Brent Shelby
Reporting Period #60/Status Date: January 30, 2017	Project Manager Phone: 503-525-4240
Project Description: Metro Council Resolution 11-4282 approved the recommendation to use the Percent-for-Art funds for zoo bond program programmatically rather than on a project-by-project basis. This enables a more strategic approach to the selection and installation of public art at the zoo and leverages the monies to greater effect for the public and the campus.	

Status at a Glance

Status Item	On Track	Caution	Off-track
Budget	X		
Schedule and signoffs	X		
Deliverables	X		

LEGEND:

	Moving along nicely, no significant concerns at this time.
	Must be addressed or may be escalated to off-track mode.
	Causing significant impact to the project.

Project Schedule*

START DATE		COMPLETION DATE	
BASELINE	REVISED	BASELINE	REVISED
n/a	n/a	n/a	n/a

Project Budget and Expenditures

BUDGET BASELINE	COSTS TO DATE OF STATUS	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$843,154**	\$554,314	\$842,467	\$687

*This is an ongoing initiative, throughout the duration of the bond program, and does not have a definitive start and end date.

** Budget baseline includes \$20,000 from Oregon Cultural Trust grant and \$30,000 donated by Oregon Zoo Foundation to help fund Willard Martin Mosaic restoration and reinstallation efforts.

Critical Issues

None at this time.

Summary Status

Milestones/deliverables/information for this reporting period:

- Contracting is underway with the artist team of Edwin and Veronica Dam de Nogales of Ontario, Canada for the Polar Passage percent-for-art commission.

Planned milestones/deliverables for the next reporting period:

- Contracting and start of design phase of third percent-for-art commission (Polar Passage).



Oregon Zoo Bond Program
 Project Status and Financial Information at a Glance
 Expenditures through December 31, 2016

Oregon Zoo Bond
 Citizens' Oversight
 Committee Meeting
 Feb. 8, 2017
 Agenda item G

Program Budgets and Expenditures - note 1; note 2						Project Budgets	Project Expenditures	Project Forecast Total Expenditures
Construction Projects	Pre-Schematic Design	Design Development	Construction Docs	Contracting	Construction			
Veterinary Medical Center	Complete	Complete	Complete	Complete	Complete	\$ 9,464,299	\$ 8,840,329	\$ 8,840,329
Penguin Life Support System	Complete	Complete	Complete	Complete	Complete	\$ 1,800,000	\$ 1,762,250	\$ 1,762,250
Water Main Building	Complete	Complete	Complete	Complete	Complete	\$ 267,459	\$ 242,495	\$ 242,495
Elephant Lands	Complete	Complete	Complete	Complete	Complete	\$ 57,561,443	\$ 57,453,810	\$ 57,561,443
Condors of the Columbia	Complete	Complete	Complete	Complete	Complete	\$ 2,628,592	\$ 2,215,609	\$ 2,215,609
Education Center	% Complete	Complete	Complete	Complete	94%	\$ 17,504,125	\$ 16,390,844	\$ 17,504,125
						see note 8, 10		
Polar Passage	% Complete	Complete	90% Schematic Design	Complete		\$ 22,707,853	\$ 551,151	\$ 22,707,853
						see note 9		
Primate/Rhino Habitats	% Complete	Complete				\$ 14,240,221	\$ 1,909	\$ 14,240,221
Remote Elephant Center					Project Eliminated	\$ 117,864	\$ 117,864	\$ 117,864
						see note 3	see note 4	
Interpretives	Condors Interp.	Elephants Interp.	Wayfinding					
Program Interpretive Experience	Complete	Complete	90%			\$ 2,489,647	\$ 2,206,648	\$ 2,489,647
	% Complete							
Percent-for-Art	VMC Art	Art Program Planning	East Plaza Art	West Plaza Art	Central Plaza Art			
One-Percent-for-Art Requirement	Complete	Complete	Complete	Complete		\$ 843,154	\$ 554,314	\$ 842,467
	% Complete							
Planning Projects	Proposals Submitted	Contract Award	Interim Reports	Final Deliverables	Close-out			
Comprehensive Capital Master Plan	Complete	Complete	Complete	Complete	Complete	\$ 1,850,000	\$ 1,691,504	\$ 1,691,504
Stormwater/ Wastewater Analysis	Complete	Complete	Complete	Complete	Complete	\$ 160,000	\$ 159,979	\$ 159,979
Stormwater Minor Projects & Campus Surv	Complete	Complete	Complete	Complete	Complete	\$ 386,797	\$ 386,797	\$ 386,797
Land Use Processes	Project Scope and Baselines	Technical Studies and Application	Public meetings	Submit CU MS to City for Approval	Land Use Approval Process			
Land Use – New CUMS	Complete	Complete	Complete	Complete	Complete	\$ 796,785	\$ 816,777	\$ 816,777
Land Use – Amended CUMS	Complete	Complete	Complete	Complete	Complete	\$ 110,429	\$ 142,617	\$ 142,617
Program Administration								
Program Administration, Metro Central Support & Bond Issuance						\$ 3,912,881	\$ 4,631,886	\$ 7,200,000
								see note 11
Totals						\$ 136,841,549	\$ 98,166,783	\$ 138,921,976
Program Resources						Expected Amount	Issued or Received	Unallocated Amt. Held for Contingency
General Obligation Bonds						\$ 125,000,000	\$ 115,000,000	\$ 5,760,328
May 2012 Bond Issuance Premium						\$ 10,705,459	\$ 10,705,459	\$ 2,230,459
March 2016 Bond Issuance Premium						\$ 3,479,164	\$ 3,479,164	\$ 2,249,164
Oregon Zoo Foundation - Note 5						\$ 6,018,000	\$ 6,018,000	\$ 1,921,809
Interest Earnings - Note 6						\$ 1,500,000	\$ 1,222,663	\$ -
Grants, donations, rebates and partner investments - Note 7						\$ 1,469,440	\$ 419,553	\$ -
Resource Totals						\$ 148,172,062	\$ 136,844,839	\$ 12,161,759

Note 1 - Projects not loaded for program administration, Metro service charges or other allocated costs.
Note 2 - As of May 2014, budgets and expenditures include nonbond funds (Oregon Zoo Foundation, grants, donations, rebates, etc.)
Note 3 - The Metro Council-adopted Bond Implementation Plan allocated \$7.2 million for the offsite facilities capital improvements, which includes Oregon Zoo Foundation funds to support property due diligence. On Feb. 18, 2016, the Metro Council eliminated the Remote Elephant Center set-aside fund from the list of projects to be funded by Metro Ballot Measure 26-96.
Note 4 - Includes \$78,192 of zoo Capital Fund (nonbond) costs.
Note 5 - The OZF pledge includes \$3.2 million for Elephant Lands, \$130,000 for Elephant Lands ID application, \$488,000 for the Education Center capital improvements and interpretives, \$30,000 for the Willard Martin mosaic restoration, \$170,000 for the species conservation lab in the Education Center, and the remainder unrestricted for the zoo bond program.
Note 6 - Interest earnings adjusted Dec. 2014 based on actual expenditures to date and projections moving forward.
Note 7 - Includes Energy Trust of Oregon incentives, City of Portland eeroof grant, donation for Primates, USFWS grant for Condor interpretive video, Oregon Cultural Trust grant for Willard Martin mosaic, City of Portland South Entry Storm Pipe design and construction, and Metro Resource Conservation and Recycling funds for Ed. Ctr. Backyard Habitat.
Note 8 - In Dec. 2015, \$975,000 of unallocated bond contingency was added to the Ed. Ctr. budget as authorized by the Metro Council in light of construction bids exceeding available construction budget. Zoo operations funding for the Ed. Ctr. café expansion was also added.
Note 9 - On Feb. 4, 2016, the Metro Council approved adding \$2.6 million of unallocated bond contingency to the Polar Passage budget to cover construction escalation costs exceeding original estimated escalation.
Note 10 - On April 21, 2016, the Metro Council approved adding \$1.23 million of unallocated bond contingency to the Education Center budget to cover the add-alternates and net-zero energy operations rooftop solar array.
Note 11 - In Jan. 2017, \$2,249,640 was added to the Program Administration forecasted total expenditures, for a new total of \$7.2 million, based on updated data. Staff will seek a budget amendment in Spring 2017.



ACTIVE PROJECTS SCHEDULE
Oregon Zoo Bond Program
 As of Jan. 13, 2017

Oregon Zoo Bond Citizens'
 Oversight Committee Meeting
 Feb. 8, 2017
 Agenda item H-1

ID	Task Name	Start	Finish	2016				2017				2018					
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3			
0	Consolidated Bond Program Schedule	2/14/11	7/23/19														
1	Elephant Lands	2/14/11	2/19/16	Elephant Lands													
2	Land Use Amend. Elephant/Condor--Completed	2/14/11	3/2/12														
3	Elephant Habitat and Related Projects	12/16/11	2/19/16	Elephant Habitat and Related Projects													
4	Design	12/16/11	7/8/13														
5	Wildlife Live	4/4/13	6/21/13														
6	Access Road Construction	4/8/13	1/19/15														
7	Train Trestle/Re-grade	11/18/13	11/14/14														
8	Elephant Habitat Construction	9/13/13	12/7/15	Elephant Habitat Construction													
9	Post-Construction	10/19/15	2/19/16	Post-Construction													
10	Interpretive Experience	3/19/12	2/10/17	Interpretive Experience													
11	Interpretive Roadmap	3/19/12	9/30/12														
12	New Elephant Habitat Interpretive Design	6/25/12	9/18/14														
13	New Elephant Habitat Production and Installation	9/19/14	11/13/15	Elephant Habitat Production and Installation													
14	Condor Habitat Interpretive Design	6/14/12	6/28/13														
15	Condor Habitat Production and Installation	12/23/13	3/7/14														
16	Wayfinding Design	3/17/14	9/4/15														
17	Wayfinding Solicitation and Execution	9/7/15	2/10/17	Wayfinding Solicitation and Execution													
18	Education Center	3/21/13	4/28/17	Education Center													
19	Early Demolition	3/21/13	6/12/13														
20	RFP Design	1/21/14	4/18/14														
21	Design	4/21/14	9/11/15														
22	Construction	9/14/15	1/30/17	Construction													
23	Post Construction	1/31/17	4/28/17	Post Construction													
24	Polar Passage	2/9/16	7/23/19	Polar Passage													
25	RFP Design	2/9/16	5/23/16	RFP Design													
26	Design	5/24/16	1/4/18	Design													
27	Construction	1/5/18	6/5/19	Construction													
28	Post Construction	6/5/19	7/23/19	Post Construction													

The Comprehensive Capital Master Planning effort identified the schedule and sequencing for the remaining bond projects. This schedule only includes active projects.



ALL PROJECTS SCHEDULE
Oregon Zoo Bond Program
 As of Jan. 13, 2017

Oregon Zoo Bond Citizens'
 Oversight Committee Meeting
 Feb. 8, 2017
 Agneda item H-2

ID	Task Name	Start	Finish	2016		2017		2018		2019		2020	
				H2	H1	H2	H1	H2	H1	H2	H1	H2	
1	Zoo Bond Program Construction Projects Schedule	11/2/09	6/5/20										
2													
3	Elephant Lands	11/7/11	12/7/15										
4													
5	Procurement/Design/Bid	11/7/11	7/8/13										
6													
7	Construction - Train, Road and WLL	4/4/13	11/14/14										
8													
9	Construction - Elephant Habitat	9/12/13	12/7/15										
10													
11	Condors of the Columbia	7/25/12	3/4/14										
12													
13	Procurement/Design/Bid	7/25/12	4/9/13										
14													
15	Construction	6/3/13	3/4/14										
16													
17	Education Center	3/21/13	1/30/17										
18													
19	Early Demolition	3/21/13	6/12/13										
20													
21	Procurement/Design/Bid	1/2/14	9/11/15										
22													
23	Construction	9/14/15	1/30/17										
24													
25	Polar Passage	6/21/16	6/6/19										
26													
27	Procurement/Design/Bid	6/21/16	12/4/17										
28													
29	Construction	1/5/18	6/6/19										
30													
31	Primate and Rhino Habitats	2/21/17	8/18/20										
32													
33	Procurement/Design/Bid	2/21/17	3/6/19										
34													
35	Construction	3/20/19	8/18/20										