



**Oregon Zoo Bond
Citizens' Oversight Committee**
Conservation Hall, Education Center, Oregon Zoo
Wednesday, May 10, 2017
3 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting
May 10, 2017
Agenda

AGENDA

ITEM	ACTION	ANNUAL REPORT	LEAD	TIME
A. Welcome / Introductions • Agenda overview	Review		Ruth Shelly	3:00 – 3:05
B. Minutes of March 9, 2017 Committee meeting	Approve		Ruth Shelly	3:05 – 3:10
C. Zoo Update	Update		Don Moore	3:10 – 3:20
D. Oversight Committee Annual Report presentation to the Metro Council	Discuss		Ruth Shelly	3:20 – 3:30
E. Metro Council allocation of remaining zoo bond program resources and approval of amendment of the Polar Passage CM/GC contract to include the Primate/Rhino project	Discuss	Page 37, 38	Heidi Rahn	3:30 – 3:35
F. Zoo Bond Program Equity in Contracting Quarterly Report, April 2017	Review	Page 17, 22	Heidi Rahn	3:35 – 3:40
G. Elephant Lands interpretive displays summative evaluation • Zoo Education Curator	Discuss	Page 26, 31	Grant Spickelmier	3:40 – 4:00
H. Interpretive goals for Polar Passage and Primate/Rhino projects	Discuss	Page 25	Grant Spickelmier	4:00 – 4:10
I. Monthly Project Status Reports 1. Education Center 2. Polar Passage 3. Primate/Rhino 4. Interpretive Experience 5. Percent-for-Art	Discuss	Page 22 Page 38, 40 Page 38, 40 Page 27	Heidi Rahn, Jim Mitchell	4:10 – 4:30
J. Program Status and Financial Information at a Glance	Discuss	Page 40	Heidi Rahn	4:30 – 4:40
K. Program Schedules 1. Active Projects Schedule 2. All Projects Schedule	Discuss		Heidi Rahn	4:40 – 4:45
L. Open Discussion/Questions	Discuss		Ruth Shelly	4:45–4:55

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

Sept. 13, 2017 Skyline Room, Oregon Zoo
Nov. 8, 2017 Skyline Room, Oregon Zoo



Oregon Zoo Bond Citizens' Oversight Committee

Oregon Zoo – Skyline Room
Thursday, March 9, 2017
4 to 5 p.m.

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

May 10, 2017

Agenda item B

MINUTES

MEMBERS PRESENT

Ruth Shelly (Chair)
Daniel Aja
Heidi Goertzen
Susan Hartnett
Jill Mellen
Daniel Morris
Robyn K. Pierce
Christine L. Taylor
Karen Weylandt (via speakerphone)

AFFILIATION

Portland Children's Museum
Banfield Pet Hospital
Ferguson Wellman Capital Management
Spectator Facilities and Development, City of Portland
Research Biologist
Our Oregon
Pierce, Bonyhadi & Associates
Miller Nash Graham & Dunn
Providence Health & Services

MEMBERS ABSENT

Noah Bishop
Linda S. Craig
Deborah Herron
Mickey Lee
Bill Kabeiseman
Katherine A. Porras
Mike Schofield
Kevin Spellman
Dick Stenson
Tom Turnbull

AFFILIATION

Bishop Bankruptcy Law, LLC
Retired CPA; nonprofit treasurer
Walmart
MPower Oregon
Bateman Seidel
Meyer Memorial Trust
Gresham-Barlow School District
Spellman Consulting, Inc.
Retired healthcare executive; community volunteer
OpenSesame Inc.

GUESTS

None

AFFILIATION

ELECTED OFFICIALS AND STAFF

Scott Cruickshank
Caleb Ford
Kate Giraud
Sarah Keane
Jim Mitchell
Joel Morton
Heidi Rahn
Scott Robinson
Marcia Sinclair
Craig Stroud

Metro Visitor Venues General Manager
Metro Assistant Finance Director
Oregon Zoo Bond Assistant Project Manager
Oregon Zoo Finance Manager
Oregon Zoo Bond Construction Manager
Metro Senior Attorney
Oregon Zoo Bond Program Director
Metro Deputy Chief Operating Officer
Oregon Zoo Marketing
Oregon Zoo Deputy Director of Operations

A. Welcome / Introduction

Ruth Shelly, chair of the Oregon Zoo Bond Citizens' Oversight Committee Chair ("Oversight Committee" or "the Committee"), opened the meeting at 4:02 p.m. Chair Shelly welcomed Scott Cruickshank, Metro Visitor Venues General Manager. Heidi Rahn introduced Sarah Keane, Oregon Zoo Finance Manager, who was in attendance to answer any questions asked by the Budget Subcommittee. Ms. Rahn also introduced Caleb Ford, Metro Assistant Finance Director, who works closely with the zoo regarding unallocated funds, and Marcia Sinclair with Oregon Zoo Marketing, who assists with zoo communications.

B. Approval of Minutes of the Feb. 8, 2017, Oversight Committee meeting

Members approved the minutes of the Feb. 8, 2017, Oregon Zoo Bond Citizens' Oversight Committee meeting.

**C. Approval of proposed budget allocation for the remaining bond funds
Budget Subcommittee recommendation**

Robyn Pierce, who led the Budget Subcommittee, thanked members Ruth Shelly, Heidi Goertzen, Susan Hartnett, Dick Stenson, Karen Weylandt, Katherine Porras, and Kevin Spellman. The Subcommittee convened three times with the main purpose of providing a recommendation to the Oversight Committee regarding project modifications and remaining unallocated bond funds. Considerations were given to animal welfare, cost escalations, building code changes, legal requirements and impacts, operational impacts, and construction cost escalation.

Members of the Budget Subcommittee approved the minutes of the Sept. 8, 2016, Budget Subcommittee meeting #1, the minutes of the Feb. 16, 2017 Budget Subcommittee meeting #2, and the email vote record from the cancelled Zoo Budget Subcommittee meeting #3, which was originally scheduled for Feb. 28, 2017, but cancelled due to lack of attendance and the vote conducted instead via email and due on Friday, March 3.

Heidi Rahn and Jim Mitchell presented a budget allocation recommendation. Ms. Rahn explained that construction cost escalation has gone up significantly, and reviewed proposed scope modifications. The design for Polar Passage has been significantly value engineered to reduce costs, and an alternative preschematic design for primates is in development. Mr. Mitchell highlighted Turner Construction's escalation data, noting that several companies are in agreement with escalation percentage numbers, including Mortenson Construction and Polar Passage construction management general contractor (CM/GC) Lease Crutcher Lewis. Cost escalation and ballot measure commitments are driving the budget allocation recommendations.

Ms. Rahn highlighted the project scope and schedule modifications for the Polar Passage and primates projects. One primary project modification for Polar Passage was the addition of a saltwater filtration system, which supports the zoo's animal welfare priority. Craig Stroud noted that in order to provide conservation education research data, having the zoo's polar bears in saltwater is extremely beneficial. Part of the new primates project scope is to demolish the existing building to alleviate challenges for both animals and staff. To support the zoo's goal for sustainable infrastructure, the utility systems near each bond project will be upgraded. The budget allocation proposal includes additional upgrades for electrical utilities and replacing nonfunctioning generators that support animal welfare. Ms. Rahn noted that the program administration costs exceeded the original budget due to a revised Metro central service cost allocation methodology and zoo bond program schedule extension, and the budget will need to be increased.

The recommended option is to shift unallocated bond resources to modify the project scope and combine design and construction of the remaining projects to effectively manage construction on campus. If Polar Passage and primate/rhino projects are combined, efficiencies include savings in contractor mobilization, general contractor and subcontractor costs, and a decrease of eight months of construction time. In addition, the project completions could be phased to minimize lost zoo revenue and limit the visitor coordination needed to accommodate construction vehicles. Competitive bidding will be maintained under a single CM/GC since the subcontractors will still bid competitively for each project scope of work. The recommended option sets aside money to accommodate new standards and project modifications, evaluate effectiveness and ensure that the projects work for the zoo.

Ms. Rahn clarified that completion of the bond-funded phase one of the zoo Master Plan is still mid-2020. Scott Robinson noted that an updated master plan would need to be developed before seeking funding for any further enhancements associated with a future bond measure. Daniel Aja inquired about mitigating construction noise for the elephants due to proximity. Mr. Mitchell noted that elephants seem to be tolerant of noise, and the zoo keepers will continue to monitor all animals in the vicinity and make adjustments as needed. The crane used on the construction site will need to be approved by keeper staff. Chair Shelly explained that the design adjustments to the primates project will likely modify the zoo’s species collection, but will allow the zoo to better support fewer species. Ms. Pierce noted that the Budget Subcommittee unanimously approved the recommended scope modifications and reallocation of funds.

Susan Hartnett requested that the term “reduce” be changed to “modified” when referring to the project scopes. Members approved Ms. Hartnett’s request and the proposed funding allocations.

Vote:	<p>All members present voted to recommend approval of the project modifications and \$12.5 million funding allocations as presented by staff:</p> <ul style="list-style-type: none"> • Shift existing unallocated bond resources to the projects. • Modify project scopes and related costs. • Combine Polar Passage and primate/rhino design and construction contracts. <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Unallocated</td> <td style="text-align: right;">\$12.5 million</td> </tr> <tr> <td>Primate /rhino –cost escalation</td> <td style="text-align: right;">(\$2.6 million)</td> </tr> <tr> <td>Polar Passage –cost escalation*</td> <td style="text-align: right;">(\$1.0 million)</td> </tr> <tr> <td>Polar Passage - OZF enhancements</td> <td style="text-align: right;">(\$1.3 million)</td> </tr> <tr> <td>Electrical infrastructure</td> <td style="text-align: right;">(\$1.5 million)</td> </tr> <tr> <td>Contingency for bond close out</td> <td style="text-align: right;">(\$1.0 million)</td> </tr> <tr> <td>Program administration</td> <td style="text-align: right;"><u>(\$3.3 million)</u></td> </tr> <tr> <td>Remaining unallocated**</td> <td style="text-align: right;">\$1.8 million</td> </tr> </table> <p>*Metro Council approved \$2.6M for project cost escalation to date. Additional \$2M in cost escalation forecasted; consider \$1M from unallocated reserves and \$1M from contract savings.</p> <p>**Hold for infrastructure and/or master plan update.</p>	Unallocated	\$12.5 million	Primate /rhino –cost escalation	(\$2.6 million)	Polar Passage –cost escalation*	(\$1.0 million)	Polar Passage - OZF enhancements	(\$1.3 million)	Electrical infrastructure	(\$1.5 million)	Contingency for bond close out	(\$1.0 million)	Program administration	<u>(\$3.3 million)</u>	Remaining unallocated**	\$1.8 million
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The Oversight Committee recommendations will go to the Metro Council on March 16, 2017. Chair Shelly will be on hand to provide information relating to the Oversight Committee and Budget Subcommittee. Ms. Rahn will present a summary of where the additional funds will be allocated.

Ms. Rahn noted that the Metro Council was supportive overall, and the in-depth conversation at the Council's work session on March 7, 2017, was thoughtful and engaging. Councilors' questions were in line with the questions asked by the Budget Subcommittee.

D. Open Discussion/Questions

The Oversight Committee's annual report to the Metro Council and the community for the calendar year 2016 will be presented by Chair Shelly at the Metro Council meeting on April 13, 2017. She will highlight the Committee's recommendations and findings.

Chair Shelly congratulated Oregon Zoo staff and the Committee on the successful grand opening of the Education Center on March 2, 2017. The next Committee meeting will take place in Conservation Hall in the Education Center on May 10, 2017.

E. Adjournment

Chair Shelly adjourned the meeting at 4:52 p.m.

Upcoming 2017 meeting dates – Wednesdays

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

APRIL 2017



OREGON
ZOO



**Oregon Zoo Bond Program
Equity in Contracting Quarterly Report
March 31, 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 \$	\$ 74,794,588	
Total COBID-Eligible Contract \$	\$ 70,728,566	
Total COBID Contract \$	\$ 10,382,578	14.7%
MBE	\$ 3,573,586	5.1%
WBE	\$ 2,540,768	3.6%
ESB	\$ 4,268,224	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)	\$14,382,358	\$14,382,358	\$4,232,148	29.4%	\$24,826	0.2%	\$1,018,975	7.1%	\$3,188,347	22.2%		
Wayfinding (not complete)	\$522,135	\$522,135	\$522,135	100.0%	\$0	0.0%	\$522,135		\$0	0.0%		
Total	\$74,794,588	\$70,728,566	\$10,382,578	14.7%	\$3,573,586	5.1%	\$2,540,768	3.6%	\$4,268,224	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)
April 28, 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. As of March 31, 2017, the program has a total COBID utilization rate of 14.7 percent for construction contracts. 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.

2017 1st Quarter Update: January - March

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

Construction

Fortis Construction, the Construction Management/General Contractor for the Education Center, has a **COBID utilization rate of 29.4 percent** on the project as of March 31, 2017. Fortis has a record of active engagement and successful contracting with the COBID community, meeting or exceeding utilization goals. Fortis' utilization rate to date of **29.4 percent is nearly double the zoo bond program aspirational goal of 15 percent**, and exceeds Fortis' COBID utilization forecast of 26.7 percent for the project.

The Grand Opening of the Education Center was March 2, 2017. 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 \$4,232,148 as of March 31, 2017:**
 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 COBID activities for the Education Center project design and construction, please see the complete list in the next section of the report under “Existing and Prior COBID Activities.”

Interpretive Experience and Wayfinding, Ramsay Signs

Construction

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. Directional pylons and four wayfinding kiosks have been installed, and the final installation paving work is to be complete by June 2017. The Central Plaza wayfinding kiosk has been fabricated and will be installed in 2019 when the Central Plaza is completed as part of the Polar Passage project.

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

Design

CLR Design heads the architectural consultant team for the Polar Passage project, and **has a projected COBID utilization rate of 26.7 percent.** (This is separate from the bond program aspirational COBID utilization goal for construction contracts.)

Total CLR Design Contract \$:	\$2,300,774	
Total COBID-eligible Contract \$:	\$2,300,774	
Total COBID Contract \$:	\$ 614,556	26.7%
WBE	\$ 198,450	8.6%
ESB	\$ 416,106	18.1%

- 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

Metro COBID Activities (not comprehensive)

This is not a comprehensive listing of Metro COBID activities. For more updates, see [Metro's Equity in Contracting web page](#), which includes its Equity in Contracting annual report.

Regional Construction Workforce Market Study

PURPOSE

As part of the **Construction Career Pathways Project (C2P2)**, Metro is looking to assess the region's construction workforce supply and demand outlook to better understand its overall capacity to meet growing demand, 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 position itself to determine meaningful areas of partnership and cooperation between public sector agencies, community, the trades and industry that can be pursued to mitigate any workforce supply gaps.

SCOPE OF WORK

1. **Current labor pool** – Assess existing construction workforce in place today by trade, race and gender across Metro's jurisdictional boundary.
2. **Project demand for construction workforce** – Assess future demand for construction workforce in the Portland metro region over the next three to five years, including an inventory of the added workforce needed to construct major planned construction projects and planned public/private partnership projects.
3. **Trades' training pipeline and labor supply** – Determine the capacity of existing registered and nonregistered training programs to meet the projected Portland metro region construction workforce demands. Identify any existing barriers or obstacles to increasing the construction workforce pipeline's capacity to meet the overall projected demand.
4. **Gap analysis** – Quantify projected surplus / deficit between available and needed workforce to meet the projected diversity and inclusion targets by trade, race and gender by year for major public construction projects in the Portland metro area.
5. **Best practices** – Research national examples of best practices in rapidly increasing diversity in the enrollment and matriculation success of enrollees in construction trades apprenticeship training programs, and increasing utilization of these enrollees on major local government capital construction projects.
6. **Final recommendations** – Recommendations for what will be required to achieve success in construction workforce equity and diversity.

CONSULTANT TEAM

Worksystems, Inc. has been awarded the contract to conduct the market study and is partnering with the following organizations that bring specific expertise critical to successful completion of deliverables:

- Oregon Employment Department
- Portland State University
- Oregon Tradeswomen, Inc.
- Constructing Hope
- JM Woolley & Associates
- NAMCO – National Association for Minority Contractors, Oregon

Existing and Prior COBID Activities (previously reported)

Metro Equity in Contracting

This is not a comprehensive listing of Metro COBID activities. For more updates, see [Metro's Equity in Contracting web page](#), which includes its Equity in Contracting annual report.

Workforce Diversity Support

- As part of Metro's Construction Careers Pathway Project, Metro released in January 2017 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.

Contracting Procurement Procedures

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; CLR Design, Design Team

Construction

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.

Design

CLR Design heads the architectural consultant team for the Polar Passage project, and **to date has a COBID utilization rate of 26.7 percent.** (This is separate from the bond program aspirational COBID utilization goal for construction contracts.)

Total CLR Design Contract \$:	\$2,300,774	
Total COBID-eligible Contract \$:	\$2,300,774	
Total COBID Contract \$:	\$ 614,556	26.7%
WBE	\$ 198,450	8.6%
ESB	\$ 416,106	18.1%

- 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.
- 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.

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

Construction

Fortis Construction, the Construction Management/General Contractor for the Education Center, has a **COBID utilization rate of 29.4 percent** on the project as of March 31, 2017. Fortis has a record of active engagement and successful contracting with the COBID community, meeting or exceeding utilization goals. Fortis' utilization rate to date of **29.4 percent is nearly double the zoo bond program aspirational goal of 15 percent**, and exceeds Fortis' COBID utilization forecast of 26.7 percent for the project.

The Grand Opening of the Education Center was March 2, 2017. 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 \$4,232,148 as of March 31, 2017:**
 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 Subcontractor Trade Show February 19, 2015
- 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 – Growing as a commercial contractor presentation April 8, 2015
- 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 outreach strategy, including review of participation by trade May 2015
- Oregon Zoo Open House – Bid Package #1 MWESB pre-bid mtg. (early site work for stormwater infrastructure and civil scope) June 11, 2015
 - 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. (site finishes, landscape, structural concrete, wood structure, Roofing, sheet metal, interior finishes, mechanical/electrical/plumbing) July 16 2015
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

Design

Opis 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 Opis 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 Opis project proposal submitted in response to the Request for Proposals, and a factor in Opis being awarded the contract in 2014.
- Opis 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.

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

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.

12. Superior Fence, ESB
13. Quality Building Services, MBE
14. Tom Nelson Survey, ESB
15. Kodiak Bengel, 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.
- 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

May 10, 2017

Agenda item I

Oregon Zoo Bond Citizens' Oversight Committee meeting

May 10, 2017

Agenda Item I. Monthly Project Status Reports

1. Education Center
2. Polar Passage
3. Primate/Rhino
4. Interpretive Experience
5. Percent-for-Art



Oregon Zoo Bond Project Status Report Education Center

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

May 10, 2017

Agenda item I-1

Project Title: Zoo Education Center	Project Manager: Kate Giraud
Reporting Period #043/Status Date: April 28, 2017	Project Manager Phone: 503-548-2677
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*	\$17,034,467	\$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

None at this time.

Summary Status

Milestones/deliverables/information for this reporting period:

- Contractor is completing punch list work, building commissioning, and contract close-out tasks.
- 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 (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 29.4 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.

Education Center

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

- This report will be suspended for three to four months, with a final report issued once all costs are recorded and LEED certification is completed.



Oregon Zoo Bond Project Status Report Polar Passage

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

May 10, 2017

Agenda item I-2

Project Title: Polar Passage	Project Manager: Jim Mitchell
Reporting Period #017/Status Date: April 28, 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
BASELINE	BASELINE	OF STATUS	COMPLETION	BUDGET
			VARIANCE	
\$20,107,853	\$25,956,187 *	\$665,418	\$25,956,187	\$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. On March 16, 2017, the Metro Council allocated remaining resources and increased the project budget by \$3,248,334.**

Critical Issues:

- Budget Caution: The project remains under caution as the team tests value engineering ideas and refines the estimate. A revised cost estimate is expected in early May.
- 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:

- The Metro Council held a public hearing at its meeting on April 6 and approved an exemption to competitive procurement by combining Polar Passage and primate/rhino projects under the existing design and Construction Manager/General Contractor contracts with CLR Design and Lease Crutcher Lewis. This exemption will save the bond program an estimated \$1.3 million.

Polar Passage

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

- Coordinate discussions with design consultants and zoo staff on refining the design and keeping the project within budget.
- LCL will have a revised estimate on May 3, based on the refined concept drawing dated March 31,.
- The team is preparing a revised design and construction schedule.
- A pre-permit meeting will be scheduled with the City of Portland to discuss both the Polar Passage and Primate Rhino projects generally, potential phasing opportunities and permit timeline.

Construction progress:

- Construction is estimated to start in April 2018.



Oregon Zoo Bond Project Status Report Primate/Rhino

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

May 10, 2017

Agenda item I-3

Project Title: Primate/Rhino	Project Manager: Jim Mitchell
Reporting Period #001/Status Date: April 28, 2017	Project Manager Phone: 503-914-6025
Architect/Engineering Design Consultant: CLR Design	Construction Manager/General Contractor: Lease Crutcher Lewis
Project Description: The current schematic design demolishes the existing building and rebuilds on the current primate site for chimpanzees, orangutans and gibbons. The Metro Council approved the project scope modifications on March 16, 2017. Rhino habitat: Remove the hippo dump and fill pool, remove the barrier between the rhino/hippo habitat and regrade both habitats for rhino use only.	

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
11/2016	TBD	06/2020	TBD

Project Budget and Expenditures

ORIGINAL	REVISED	COSTS TO DATE	ESTIMATE AT	ESTIMATED BUDGET
BASELINE	BASELINE	OF STATUS	COMPLETION	VARIANCE
\$14,240,221	\$16,846,069*	\$35,459	\$16,846,069	\$0

*On March 16, 2017, the Metro Council allocated remaining resources and increased the project budget by \$2,605,848.

Critical Issues: None at this time.

Summary Status

Milestones/deliverables/information items for this reporting period:

- CLR Design was contracted to provide preschematic design for primate and surrounding area.
- Design workshop number 1 was held on November 11, 2016 and workshop number 2 was held on March 15, 2017.
- The team worked through design and budget options, and an estimate is being prepared based on the design concept and value engineering from the workshop.
- Bond staff presented the budget allocations and combining primate/rhino with Polar Passage project to the Metro Council at a work session on March 7 and received a favorable response.

The allocation breakdown is as follows:

Unallocated	\$12.5 million
Primate /rhino – cost escalation	(\$2.6 million)
Polar Passage – cost escalation*	(\$1.0 million)

Primate/Rhino

Polar Passage – OZF enhancements	(\$1.3 million)
Electrical infrastructure	(\$1.5 million)
Contingency for bond close out	(\$1.0 million)
Program administration	<u>(\$3.3 million)</u>
Remaining unallocated	\$1.8 million

- On March 9, the Oregon Zoo Bond Citizens' Oversight Committee approved the recommendation to combine the projects and the proposed budget allocation provided by bond staff.
- The Metro Council approved the budget allocation at its meeting and public hearing on March 16.
- The Metro Council held a public hearing at its April 6 meeting and approved an exemption to competitive procurement by combining the primate/rhino and Polar Passage projects under the existing design and Construction Manager/General Contractor contracts, CLR Design and Lease Crutcher Lewis. This exemption will save the bond program an estimated \$1.3 million.

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

- Coordinate discussions with design consultants and zoo staff on refining the design and keeping the project within budget.

Construction progress:

- Construction is estimated to start April 2018.



Oregon Zoo Bond Project Status Report Interpretive Experience

Oregon Zoo Bond
Citizens' Oversight
Committee Meeting

May 10, 2017

Agenda item I-4

Project Title: Interpretive Experience	Project Manager: Kate Giraud
Reporting Period #64/Status Date: April 28, 2017	Project Manager Phone: 503-548-2677
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 wayfinding, 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	4/26/19	12/31/19

Project Budget and Expenditures

ORIGINAL BASELINE	REVISED BASELINE	COSTS TO DATE	ESTIMATE AT COMPLETION	ESTIMATED BUDGET VARIANCE
\$3,876,412	\$2,766,640*	\$2,441,638**	\$2,766,640	\$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, and 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).

In April 2017, the Interpretives budget was updated to reflect all additional funding sources from USFWS, OZF and the zoo.

** Project costs to date include production of condor interpretive videos paid for by a \$25,000 US Fish and Wildlife Service grant, an Elephant ID mobile app and Elephant Lands donation station paid for by a \$130,000 Oregon Zoo Foundation grant, and additional wayfinding scope paid for by \$146,993 from the zoo renewal and replacement fund.

Critical Issues

No critical issues to report for this period.

Summary Status

Milestones/deliverables/information for this reporting period:

- The final project funded under the Interpretive Experience bond budget is campus wayfinding.
 - With trip-planning kiosk installation and the majority of punch list items complete, the final wayfinding project task is initializing digital signage.
 - The Central Plaza wayfinding kiosk has been fabricated and will be stored in the zoo's gated storage area until 2019 when the Central Plaza is completed as part of the Polar Passage project and the kiosk is installed. This is the final kiosk to be installed.

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

May 10, 2017

Agenda item I-5

Project Title: Percent-for-Art	Project Manager: Kate Giraud
Reporting Period #63/Status Date: April 28, 2017	Project Manager Phone: 503-548-2677
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**	\$599,541	\$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:

- The artist team of Edwin and Veronica Dam de Nogales of Ontario, Canada is re-engaging with the project design team to discuss the Polar Passage percent-for-art commission.
- One or two members of the Polar Passage interpretive team will be involved in the progression of the art concept to ensure the art coincides with the interpretive experience messaging.

Planned milestones/deliverables for the next reporting period:

- Design phase of third percent-for-art commission (Polar Passage).
- The next Oregon Zoo Public Art Advisory Committee meeting to review design progress and location coordination with the site is scheduled for June 7.



Oregon Zoo Bond Program
 Project Status and Financial Information at a Glance
 Expenditures and Revenue through March 31, 2017

Oregon Zoo Bond
 Citizens' Oversight
 Committee Meeting
 May 10, 2017
 Agenda item J

Program Budgets and Expenditures - Note 1						Project Budgets	Zoo Bond Fund Expenditures	Nonbond Fund Expenditures	Total Project Expenditures	Project Forecasted 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	\$ 8,840,329
Penguin Life Support System	Complete	Complete	Complete	Complete	Complete	\$ 1,800,000	\$ 1,762,250		\$ 1,762,250	\$ 1,762,250
Water Main Building	Complete	Complete	Complete	Complete	Complete	\$ 267,459	\$ 242,495		\$ 242,495	\$ 242,495
Elephant Lands	Complete	Complete	Complete	Complete	Complete	\$ 57,561,443	\$ 54,201,784	\$ 3,260,000	\$ 57,461,784	\$ 57,561,443
Condors of the Columbia	Complete	Complete	Complete	Complete	Complete	\$ 2,628,592	\$ 2,215,609		\$ 2,215,609	\$ 2,215,609
Remote Elephant Center					Project Eliminated	\$ 117,864	\$ 39,672	\$ 78,191	\$ 117,864	\$ 117,864
Education Center	% Complete	Complete	Complete	Complete	97%	\$ 17,504,125	\$ 15,563,913	\$ 1,470,554	\$ 17,034,467	\$ 17,504,125
Polar Passage	% Complete	Complete	90% Schematic Design		Complete	\$ 25,956,187	\$ 665,418		\$ 665,418	\$ 25,956,187
Primate/Rhino Habitats	% Complete	Complete				\$ 16,846,069	\$ 35,459		\$ 35,459	\$ 16,846,069
Electrical Infrastructure	% Complete					\$ 1,500,000				\$ 1,500,000
Closeout Contingency	% Complete					\$ 1,000,000				\$ 1,000,000
Interpretives	Condors Interp.	Elephants Interp.	Wayfinding							
Program Interpretive Experience	Complete	Complete				\$ 2,766,640	\$ 2,139,645	\$ 301,993	\$ 2,441,638	\$ 2,766,640
	% Complete		95%			Note 2				
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	\$ 549,541	\$ 50,000	\$ 599,541	\$ 843,154
	% Complete				20%					
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	\$ 1,691,504
Stormwater/Wastewater Analysis	Complete	Complete	Complete	Complete	Complete	\$ 160,000	\$ 159,979		\$ 159,979	\$ 159,979
Stormwater Minor Projects & Campus Surv	Complete	Complete	Complete	Complete	Complete	\$ 386,797	\$ 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	\$ 816,777
Land Use – Amended CUMS	Complete	Complete	Complete	Complete	Complete	\$ 110,429	\$ 142,617		\$ 142,617	\$ 142,617
Program Administration										
Program Administration, Metro Central Support and Bond Issuance						\$ 7,200,000	\$ 4,851,636		\$ 4,851,636	\$ 7,200,000
Unallocated Program Contingency										
Unallocated Program Contingency										\$ 1,675,694
Expenditure Totals							\$ 94,305,425	\$ 5,160,738	\$ 99,466,163	\$ 149,229,532

Program Resources	Expected Amount	Zoo Bond Fund Revenues Received	Nonbond Fund Revenues Received	Total Revenues Received/Issued	Funds Not Yet Received
General Obligation Bonds, premiums and interest	\$ 140,684,623	\$ 130,493,691		\$ 130,493,691	\$ 10,190,931
Oregon Zoo Foundation - Note 3	\$ 6,918,000		\$ 6,018,000	\$ 6,018,000	\$ 900,000
Grants, donations, rebates and partner investments - Note 4	\$ 1,626,909		\$ 569,551	\$ 569,551	\$ 1,057,358
Resource Totals		\$ 149,229,532	\$ 130,493,691	\$ 6,587,551	\$ 137,081,243
				\$ 12,148,289	

Newly added note information shown in blue; future reports will show only newly added items for two months' reports.

Note 1 - On March 16, 2017, the Metro Council allocated \$12.5 million of expected remaining resources, approved new program budgets for Polar Passage and Primate/Rhino projects, and added a new electrical infrastructure project and construction closeout contingency.

Note 2 - In April 2017, the Interpretive budget was updated to reflect all nonbond funding sources, including \$130,000 from OZF for Elephant Lands ID mobile app and donation station, \$146,993 from the zoo for additional wayfinding scope, and \$25,000 from USFWS for Condor videos.

Note 3 - The OZF pledge includes \$3.2 million for Elephant Lands, \$130,000 for Elephant Lands ID mobile app and donation station, \$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, \$900,000 for Polar Passage and the remainder unrestricted for the zoo bond program.

Note 4 - Includes Energy Trust of Oregon incentives, City of Portland ecoroof 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, Metro Resource Conservation and Recycling funds for Ed. Ctr. Backyard Habitat, Metro Solid Waste funds for Ed. Ctr. Wildlife Garden sculptures, and PGE grant for Ed. Ctr. solar panels.



ACTIVE PROJECTS SCHEDULE
Oregon Zoo Bond Program
 As of April 28, 2017

Oregon Zoo Bond Citizens'
 Oversight Committee meeting
 May 10, 2017
 Agenda item K-1

ID	Task Name	Start	Finish	2017				2018				2019			
				Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
0	Consolidated Bond Program Schedule	3/19/12	8/13/20												
1	Interpretive Experience	3/19/12	4/26/19	[Purple bar]											
2	Interpretive Roadmap	3/19/12	9/30/12												
3	Condors of the Columbia Interpretive Design	6/14/12	6/28/13												
4	Condors of the Columbia Production and Installation	12/23/13	3/7/14												
5	Elephant Lands Interpretive Design	6/25/12	9/18/14												
6	Elephant Lands Production and Installation	9/19/14	11/13/15												
7	Wayfinding Design/Solicitation	3/17/14	12/31/15												
8	Wayfinding Construction/Install Pylons/4 Kiosks	1/2/16	6/29/17												
9	Wayfinding Installation Central Plaza Kiosk	3/4/19	3/22/19												
10	Wayfinding Post-Construction	3/25/19	4/26/19												
11	Education Center	3/21/13	6/30/17												
12	Early Demolition	3/21/13	6/12/13												
13	RFP Design	1/21/14	4/18/14												
14	Design	4/21/14	9/11/15												
15	Construction	9/15/15	1/30/17												
16	Post Construction	1/31/17	6/30/17												
17	Polar Passage	2/9/16	8/13/20												
18	RFP Design	2/9/16	6/20/16												
19	Design	6/21/16	4/16/18												
20	Construction	4/17/18	6/26/20												
21	Post Construction	6/26/20	8/13/20												
22	Primate Forest and Rhino	11/17/16	8/13/20												
23	Design	11/17/16	4/16/18												
24	Construction	4/17/18	6/25/20												
25	Post Construction	6/26/20	8/13/20												

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



ALL CONSTRUCTION PROJECTS SCHEDULE
Oregon Zoo Bond Program
 As of April 28, 2017

Oregon Zoo Bond Citizens'
 Oversight Committee meeting
 May 10, 2017
 Agenda item K-2

