

BEFORE THE COUNCIL OF THE
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF SUBMITTING)	ORDINANCE NO. 84-169
METROPOLITAN SERVICE DISTRICT)	
ZOO SERIAL LEVY)	Introduced by the
)	Executive Officer

THE COUNCIL OF THE METROPOLITAN SERVICE DISTRICT HEREBY ORDAINS:

Section 1. Short Title

This ordinance shall be known as the "Zoo Serial Levy Ordinance" and may be so cited and pleaded and shall be cited herein as "this ordinance."

Section 2. Definitions

A. "Council" means the Council of the Metropolitan Service District.

B. "District" means the Metropolitan Service District and all of the land and territory included within the boundaries of the District.

C. "Zoo" means the Washington Park Zoo of Portland, Oregon, operated by the District under ORS 268.310(5).

Section 3. Findings

A. ORS 268.310(5) permits the District to "acquire, construct, alter, maintain, administer and operate metropolitan zoo facilities."

B. ORS 268.315 provides that "For the purpose of performing the functions set forth in subsection (5) of ORS 268.310, the District, when authorized at any properly called election held for such purpose, shall have the power to levy an ad valorem tax on all taxable property within its boundaries not to exceed in any one year

one-half of one percent (.005) of the true cash value of all taxable property within the boundaries of such district, computed in accordance with ORS 308.207."

C. The Zoo currently receives approximately 59 percent of its total revenues including those for capital improvements from serial levies that will expire at the end of FY 1984.

D. The Zoo, with unique educational and recreational offerings, is utilized by and benefits District residents.

E. A regional funding base is necessary to provide for continued adequate care, maintenance and development of the Zoo's animal collection, programs and physical facilities.

F. During fiscal years 1985 through 1987 property tax revenues of \$5,000,000 each year totalling \$15,000,000 for the three-year period will be needed to fund Zoo operating and capital expenses. Approximately \$3,000,000 each year or 60 percent are needed for operating expenses and \$2,000,000 each year or 40 percent are needed for capital expenses.

Section 4. Purpose

The purposes of this ordinance are:

A. To provide for the maintenance and operation of the Zoo, and for the construction and renovation of Zoo exhibits.

B. To approve submission of a mixed three-year operating and capital serial levy to be effective on July 1, 1984, to the voters on May 15, 1984, the revenues of which will be used for purposes permitted under ORS 268.310(5) and to pay the costs of holding the election.

Section 5. Submission of Tax Levy

The Council approves and hereby directs that a three-year mixed operating and capital serial levy of \$5,000,000 each year for three years, a total of \$15,000,000 for the three-year period, be submitted to the voters on May 15, 1984. If approved by the voters, this levy shall be effective July 1, 1984.

Section 6. Ballot Title

A. The Ballot Title for the levy described in Section 5 of this ordinance shall be as follows:

CAPTION: CONTINUES SERIAL LEVY DEDICATED TO THE ZOO

QUESTION: Shall the Metropolitan Service District continue to levy \$5,000,000 each year for three years for the Washington Park Zoo?

EXPLANATION: This property tax levy allows the District to levy \$5,000,000 each year for three years. The total levy is \$15,000,000. This is the same amount previously approved by the voters in 1980 and must be reapproved by the voters to continue beyond 1984. There is no increase proposed from the 1980 levies. The levy will provide \$3,000,000 each year for Zoo operations and \$2,000,000 each year for capital improvements. Operating funds will enable the Zoo to continue the same level of services and to operate new exhibits. Capital funds will be used to finance building of exhibits for African animals, polar bears and other animals and to improve and equip Zoo facilities. The levy is outside the six percent limitation specified in the Oregon Constitution.

B. The above Ballot Title shall be filed with the Director of Records and Elections of Multnomah County not later than February 14, 1984.

CONSIDERATION OF ORDINANCE NO. 84-169 FOR THE
PURPOSE OF SUBMITTING METROPOLITAN SERVICE
DISTRICT ZOO SERIAL LEVY

Date: January 23, 1984

Presented by: D. Carlson/K. Rich

FACTUAL BACKGROUND AND ANALYSIS

Policy Framework

Consideration and adoption of Ordinance No. 84-169 is a significant step towards financial stability for Metro in general and the Zoo in particular. The Executive Officer and Council have been discussing Metro's financial future during the past six months. Part of this discussion has led to the promulgation of Long-Range Financial Policies. Financial principles and policies recommended by the Council Coordinating Committee for Council adoption on January 26, 1984, relating to the Zoo are as follows:

"To assist in the achievement of the broad goal of providing financial stability for Metro, the following general principles are adopted:

1. Each functional area shall have identified sources of revenue;
2. Each functional area shall prepare a five-year financial plan; and
3. Any new functions assumed by Metro shall have a source of funding.

To aid decision-making in each of the functional areas, the following policies are adopted:

Zoo Operations

1. The Zoo shall rely on the property tax for a portion of its revenues.
2. Approximately 50 percent non-tax revenues shall be maintained for funding Zoo operations.
3. The Council shall annually review admission fees to assist in meeting Objective 2 above.

4. The Council shall develop a policy of maintaining a proper balance between funds used for animal and non-animal capital improvements and the use of private versus public funds.
5. As indicated in the adopted Master Plan, the priority for capital investments shall be the completion of the Zoo's development and the replacement of non-standard exhibits.
6. It shall be the policy of the Council to provide special benefits to residents of the region who pay taxes to help support the Zoo."

Ordinance Analysis

Ordinance No. 84-169 has two major purposes: 1) It submits to the voters the type and amount of the proposed tax levy, and 2) it defines the Ballot Title for the proposed levy.

In regard to the first purpose, the Ordinance, if adopted, submits a three-year serial levy to the voters at the May 15, 1984, primary election. The levy request is for \$5,000,000 per year for a total of \$15,000,000. The ordinance establishes the use of the revenue to defray both operating expenses and capital expenses at the Zoo. The levy will provide \$3,000,000 per year for operating purposes and \$2,000,000 per year for capital purposes. Justification for the amount of the proposed levy is found in the "Zoo Five-Year Financial Plan" dated January 16, 1984. Attached to this report are three key pieces of information from that Plan which show the revenue and expenditure needs for operating and expanding the Zoo during the next five years. Included are: Table I--Zoo Operating Fund Requirements; Table II--Zoo Operating Fund Resources; and a table titled "Capital Improvement Projections."

In regard to the second purpose, the Ordinance defines the Ballot Title for the measure which must meet certain statutory requirements as to form and content. ORS 310.390 requires the Ballot Title to consist of: a "caption" by which the measure is commonly referred (not more than 10 words); a "question" which states the purpose of the measure and is phrased so an affirmative response to the question corresponds to an affirmative vote on the measure (not more than 20 words); and, a concise and impartial "explanation" which gives the purpose and reasons for the measure. The "explanation" must be plainly worded and avoid as much as possible the use of technical terms and should not advocate a yes or no vote on the question (not more than 150 words).

Tax Levy Schedule

As indicated in the Ordinance, the date of the levy election is May 15, 1984. Prior to that date the Ordinance directs filing of the Ballot Title with the Director of the Multnomah County Records and Elections by no later than March 15, 1984, and filing of the Ordinance and "Zoo Five-Year Financial Plan" with the Multnomah County Tax Supervising and Conservation Commission (TSCC) by no later than March 9, 1984. These two filing dates are explained in the attached letter from Gil Gutjahr of the TSCC (his comments regarding the wording of the Ballot Title refer to an earlier draft of the ordinance). The suggested schedule for Council consideration and adoption of this Ordinance is as follows:

<u>Date</u>	<u>Purpose</u>
February 2, 1984	First reading and explanation of Zoo Financial Plan to Council.
February 13, 1984	Council Coordinating Committee mark-up session.
February 23, 1984	Second reading and Council adoption.

EXECUTIVE OFFICER'S RECOMMENDATION

The Executive Officer recommends adoption of Ordinance No. 84-169.

COMMITTEE CONSIDERATION AND RECOMMENDATION

DEC:ef
0617C/373
01/23/84

Attachments

TABLE I

ZOO OPERATING FUND REQUIREMENTS--SUMMARY

CATEGORY	1982-83 Actual	1983-84 Budgeted	1984-85 ^f Projected	1985-86 ^f Projected	1986-87 ^f Projected	1987-88 ^f Projected
Personal Services	2,585,223	2,748,821	3,000,697 ^h	3,233,974 ⁱ	3,436,302	3,646,804
Materials and Services	1,363,881	1,532,951 ^d	1,576,014	1,778,196 ^d	1,919,257 ^d	1,953,886
Capital Outlay	217,690	276,066	305,758	398,818	479,938	557,869
Transfer to General Fund	389,252	418,280	442,340 ^g	467,784	494,688	523,136
SUB-TOTAL (Operating and Maintenance Costs)	4,556,046	4,976,118	5,324,809	5,878,772	6,330,185	6,681,695
Contingency	0	136,735 ^b	146,474	162,330	175,065	184,757
Ending Unappropriated Balance--Unreserved	2,050,667 ^a	600,000 ^e	600,000 ^e	600,000 ^e	600,000 ^e	600,000 ^e
Ending Unappropriated Balance--Reserved	0	200,000	401,000	272,391	0	0
TOTAL REQUIREMENTS	6,606,713	5,912,853 ^c	6,472,283	6,913,493	7,105,250	7,466,452

^a Assumes that \$1,124,072 of this balance will be transferred to capital improvement fund during FY 1983-84.

^b Assumes the 1983-84 contingency will be reduced from \$359,148 to \$136,735 and that thereafter it amounts to 3% of division operating costs.

^c The figures for fiscal year 1983-84 have been revised downward in materials and services and the contingency to reduce previous underexpenditures and upward in personal services to provide for increased level of construction management.

^d Election costs included in materials and services.

^e Assumes a balance forward of approximately six weeks operating costs to assure cash flow from July 1 to tax collections in November.

^f Assumes an inflation rate of 5.5% annually from 1983-84 to 1987-88.

^g Assumes the transfer to the General Fund will continue as at present subject only to inflationary increases.

^h Includes additional maintenance staff.

ⁱ Includes additional animal keeper and gardener.

TABLE II

ZOO OPERATING FUND RESOURCES--SUMMARY

CATEGORY	1982-83 Actual	1983-84 Budgeted	1984-85 Projected	1985-86 Projected	1986-87 Projected	1987-88 Projected
Attendance Projections	715,707	720,000	734,000	745,000	765,000	780,000
Beginning Fund Balance--Unreserved	1,412,106	726,595 ^a	739,618 ^c	746,474 ^c	762,330 ^c	775,065 ^c
Beginning Fund Balance--Reserved	0	200,000 ^e	200,000 ^e	401,000 ^e	272,391 ^e	0
Enterprise Revenue	2,064,724	2,157,614	2,413,158 ^d	2,688,869 ^d	2,993,909 ^d	3,318,464 ^d
Property Taxes	2,703,346	2,619,000	2,946,000	2,889,600	2,892,840	3,192,733
All Other	426,537	209,644	173,507	187,550	183,780	180,190
TOTAL RESOURCES	6,606,713	5,912,853 ^b	6,472,283	6,913,493	7,105,250	7,466,452

^a Assumes \$1,124,072 from 1983-84 revenues being transferred to capital improvements to provide funds for Africa Bush Phase I.

^b Revenue figures have been adjusted in conformance with mid-year budget.

^c Assumes fund balance equals previous year's unappropriated balance plus the contingency.

^d Assumes enterprise revenues, excluding admissions, will increase at a per capita rate of about 8% per year and that admission fees will change as follows:

January 1985: Adults = \$2.50
Youth = \$1.25

January 1987: Adults = \$3.00
Youth = \$1.50

^e Funds reserved to balance the budget in 1986-87.

CAPITAL IMPROVEMENT PROJECTIONS

<u>RESOURCES</u>	<u>FY 1983-84 Budgeted</u>	<u>FY 1984-85 Projected</u>	<u>FY 1985-86 Projected</u>	<u>FY 1976-87 Projected</u>
Fund Balance	\$3,186,781	\$4,440,483	\$3,227,700	\$1,458,165
Interest	307,995	319,000	203,000	74,000
Current Taxes	2,093,000	1,800,000	1,800,000	1,800,000
Prior Year Taxes	138,000	164,000	126,400	128,560
Donations	100,000	---	---	---
Bond Reimbursement	785,459	---	---	---
Federal Grant	76,000	---	---	---
Transfer from Zoo Operating	<u>1,124,072</u>	<u>---</u>	<u>---</u>	<u>---</u>
TOTAL RESOURCES	<u>\$7,811,307</u>	<u>\$6,723,483</u>	<u>\$5,357,100</u>	<u>\$3,460,725</u>
 <u>REQUIREMENTS^a</u>				
Alaska Tundra	\$2,039,757	\$ 263,483	\$ ---	\$ ---
West Bear Grotto	489,000	2,077,300	---	---
Africa Bush I	---	1,055,000	2,716,435	617,000
Africa Bush II	---	---	1,082,500	2,743,725
Miscellaneous Improvements	<u>842,067^b</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
TOTAL REQUIREMENTS	<u>\$3,370,824</u>	<u>\$3,495,783</u>	<u>\$3,898,935</u>	<u>\$3,460,725</u>
 ENDING FUND BALANCE	 \$4,440,483	 \$3,227,700	 \$1,458,165	 \$ -0-

^a Project costs are those found in the Master Plan inflated at the rate of 5.5% per year.

^b Includes concluding expenditures for the Penguinarium, Elephant Museum, Lemur Island, Sculpture Fountain, Sculpture Garden, Visitor Service Improvements, Dinosaur Park, Stream and Pond, and Master Plan.

TAX SUPERVISING & CONSERVATION COMMISSION

Multnomah County, Oregon

1510 Portland Building
Portland, Oregon 97204

1120 S.W. Fifth Avenue
503/248-3054

January 13, 1984

Mr. Donald E. Carlson
Deputy Executive Officer
Metropolitan Service District
527 S.W. Hall Street
Portland, Oregon 97201

Dear Don:

With reference to the serial levy ballot title you sent over for review and comment, please note the following:

1. Notice of the election and the complete proposal must be filed with the Commission not less than 55 days before the election (March 22, 1984). Thereafter, the Commission will set a date for public hearing and discussion of the proposal with the District. ORS 294.655.

The intent of this statute is to permit a review of the ballot measure before it is filed with the election officer. The filing time with the election officer is 40 days before the election (April 6), however, as Mr. Robertson explains, it would greatly enhance election procedures if the filing could be made 61 days before the election. If you take the 61 day route, give the ballot measure to us a few days before filing with elections.

The Five-Year Operating Financial Plan Report, dated January 9, 1984, should be adequate to meet "proposal" filing requirements, assuming that the Report is adopted by the Metro Board.

2. I would suggest that there be included in the findings part of the ordinance, perhaps Section 4, a statement of policy which identifies the amount of the levy, in dollars and in percentage, to be allocated to operations and to capital.
3. It would be preferable to change all "woulds" to "wills" in the ballot measure.

Mr. Donald E. Carlson
Metropolitan Service District

January 13, 1984
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4. The allowable content of a ballot measure now consists of a caption, the question and a 150 word explanation. Formerly, the law allowed a separate Purpose and Explanation section. The Purpose and Explanation will have to be combined into one. ORS 310.390.
5. The last sentence of the ballot measure should be adjusted to allow use of capital funds for more than just the African-Bush and Polar animals. Consider changing the sentence to read "The capital funds will be used to finance building of new exhibits for African-Bush animals, polar bears and other animals and to improve and equip existing zoo facilities."
6. I don't like use of the word "basic" in the caption. Is there anything at the Zoo that is not basic? We certainly would not want to fund "unbasic Zoo operations". How about saying, "Serial Levy for Washington Park Zoo Operations and Exhibits".

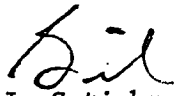
I also question use of the phrase "by offsetting cost increases due to inflation" shown in the next to last sentence of the Explanation. What inflation? There is no inflation. In other words, it is best to stay away from statements that could be suggestively argumentative.

Could you say, "The Operating funds will enable the Zoo to continue the same level of services currently being provided and to maintain and operate new exhibits."

That is all I see for now.

Sincerely,

TAX SUPERVISING & CONSERVATION COMMISSION


G. J. Gutjahr
Administrative Officer

GJG:pj

CHAPTER 2.04

METRO CONTRACT PROCEDURES

(As revised by Ordinance No. 84-175 on July 5, 1984, and Ordinance No. 84-176 on August 9, 1984)

<u>SECTIONS</u>	<u>SUBJECT</u>	<u>PAGE</u>
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2.04.001 Public Contract Review Board: Creation: ORS 279.055 the Council is designated and created as the Metropolitan Service District Contract Review Board.

2.04.002 Powers of Board: The Contract Review Board shall have all the powers in the award of District contracts allowed under ORS 279.011 to 279.061 including such revisions and additions to those statutes as may later be adopted.

2.04.003 Rules: The Contract Review Board may adopt rules relating to the award of District contracts. Such rules of the Contract Review Board shall be adopted by ordinance.

2.04.005 Contract Review Board Meetings:

(a) The meetings of the Contract Review Board shall normally, but need not, be conducted at the same time as, and as a part of, the regular meetings of the Metropolitan Service District Council.

(b) The rules of procedure adopted by the Council for its proceedings shall also govern proceedings of the Contract Review Board unless they conflict with rules adopted by the Board.

2.04.011 Requirement of Competitive Bidding, Exemptions

(a) For purposes of this chapter, "public contract" shall mean any purchase, lease or sale by Metro of personal property, public



Memo

METROPOLITAN SERVICE DISTRICT 527 S.W. HALL ST., PORTLAND, OREGON 97201 503 221-1646
Providing Zoo, Transportation, Solid Waste and other Regional Services

Date: January 16, 1984

To: Metro Council

From: Rick Gustafson
Executive Officer

Regarding: ZOO FIVE-YEAR FINANCIAL PLAN AND RECOMMENDATION FOR
ZOO SERIAL LEVY

Please find attached a copy of the Five-Year Financial Plan for operating the Zoo. The memo provides background information on Zoo financial matters, assumptions for projecting future operating costs and revenue and projections on funding requirements for the Phase I projects in the recently adopted Zoo Master Plan.

As a result of the information and analysis in the attached memo, it is my recommendation that the Council request approval for the continuation of the current three-year serial levy of five million dollars per year, with two million dollars per year for capital improvements. The three million dollars per year should enable the Zoo to continue to be operated effectively as capital expansion takes place. The additional funds, along with capital funds carried over from this fiscal year, should make it possible to remodel the West Bear Grotto and complete Phases I and II of the Africa Bush Exhibit by the end of fiscal year 1986-87. In 1986, further consideration will need to be given to options for funding Zoo operations and capital improvements beyond 1986-87.

I also recommend that the Council recognize the financial policies outlined in the Five-Year Plan. Those policies, if applied, will be helpful when making financial decisions affecting the Zoo during the period of time covered by the Plan.

RG:ef

Attachment



Memo

METROPOLITAN SERVICE DISTRICT 527 S.W. HALL ST., PORTLAND, OREGON 97201 503 221-1646
Providing Zoo, Transportation, Solid Waste and other Regional Services

Date: January 16, 1984

To: Metro Council

From: A. McKay Rich, Assistant Zoo Director, and
Donald E. Carlson, Deputy Executive Officer

Regarding: ZOO FIVE-YEAR FINANCIAL PLAN

This is the sixth in a series of memos relating to long-range financial planning for Metro. This memo provides background information, assumptions and five-year financial projections for operating the Zoo and discusses the relationship of the recently adopted Master Plan to the question of seeking additional operating and capital revenue.

BACKGROUND

The Washington Park Zoo (then known as the Portland Zoological Gardens) was owned and operated by the City of Portland until July 1, 1976. From 1971 to 1976, the Portland Zoological Society contracted to manage the Zoo for the City although the City continued to provide financial support. During the period from 1969-70 to 1974-75, attendance dropped from 739,082 to 451,435 annually. With shrinking earned revenues, construction and maintenance were deferred. With most of its patrons coming from outside the City, a determination was made that the Zoo should be a regional facility and the State Legislature passed legislation enabling the City Council to transfer the Zoo to the Metropolitan Service District upon approval of a Zoo tax levy by the voters of the District. A favorable vote on a \$2 million per year five-year serial levy was approved in May 1976 and ownership and operation of the Zoo was transferred to the Service District on July 1, 1976.

With the passage of the serial levy, the Service District began to upgrade Zoo operations and physical facilities. A short-range development program was adopted to assist in this process. In January 1979, the District became a directly elected regional government with the Zoo as one of its operating departments. The development program was reaffirmed by the Council of the reorganized Metro in 1979. By the end of the first levy period--June 30, 1981--the District had expended \$4,888,247 for new improvements including remodelled:

1. Nursery
2. Entry plaza
3. Elephant barn
4. Primate house
5. Night country exhibit, and
6. New quarantine facilities

Design work was also initiated on a new Cascades Stream and Pond exhibit, construction of which was to be funded primarily by a bequest from Mr. William Schamoni.

To partially offset increasing inflation rates and to assist with funding the improved operations, the old MSD Board increased admission fees by one-third effective July 1, 1978.

As the five-year levy neared its expiration date, the new Metro Council submitted a \$5 million per year levy to the voters in May 1980. Conditions of the levy provided for \$2.7 million to be used for operational needs with \$2.3 million per year reserved for capital improvements. That levy began July 1, 1981 and expires June 30, 1984. By the end of this period, the District will have expended from the tax fund approximately \$4.4 million on projects, including:

1. Lemur and marmoset exhibits
2. Retrofitting of the railroad's steam engine
3. New maintenance facilities
4. Remodelled penguinarium
5. The Alaska Tundra exhibit

In addition, the Cascades Stream and Pond Building and the Swigert Fountain were built from private donations from the Schamoni estate and Mrs. Christine Swigert, respectively. Capital funds carried over from the five-year levy are reserved for Phase I of the Africa Bush exhibit.

Again, to help keep partially abreast with inflation, the Metro Council adjusted admission fees effective June 1, 1981. Fees are now \$2.00 for adults, 12 years through 64 years, and \$1.00 for youth, 5 through 11 years. Children under five are admitted free and senior citizens pay the same as youth. All people are admitted free after 3:00 p.m. on Tuesday afternoons. Improved operations, new special events such as the summer concerts, and new exhibits helped bring attendance to 715,707 by 1982-83.

To summarize, significant capital and operational improvements made at the Zoo from 1976-77 to 1982-83 have helped achieve the goals of:

1. Providing a unique, educational and recreational opportunity through which the public can see and experience wildlife in a naturalistic setting.
2. Contributing to the perpetuation of animals in the wild by: a) learning more about captive and wild animals; and b) educating the public regarding conservation.
3. Serving as a metropolitan cultural institution to enhance the quality of life in the metropolitan community.

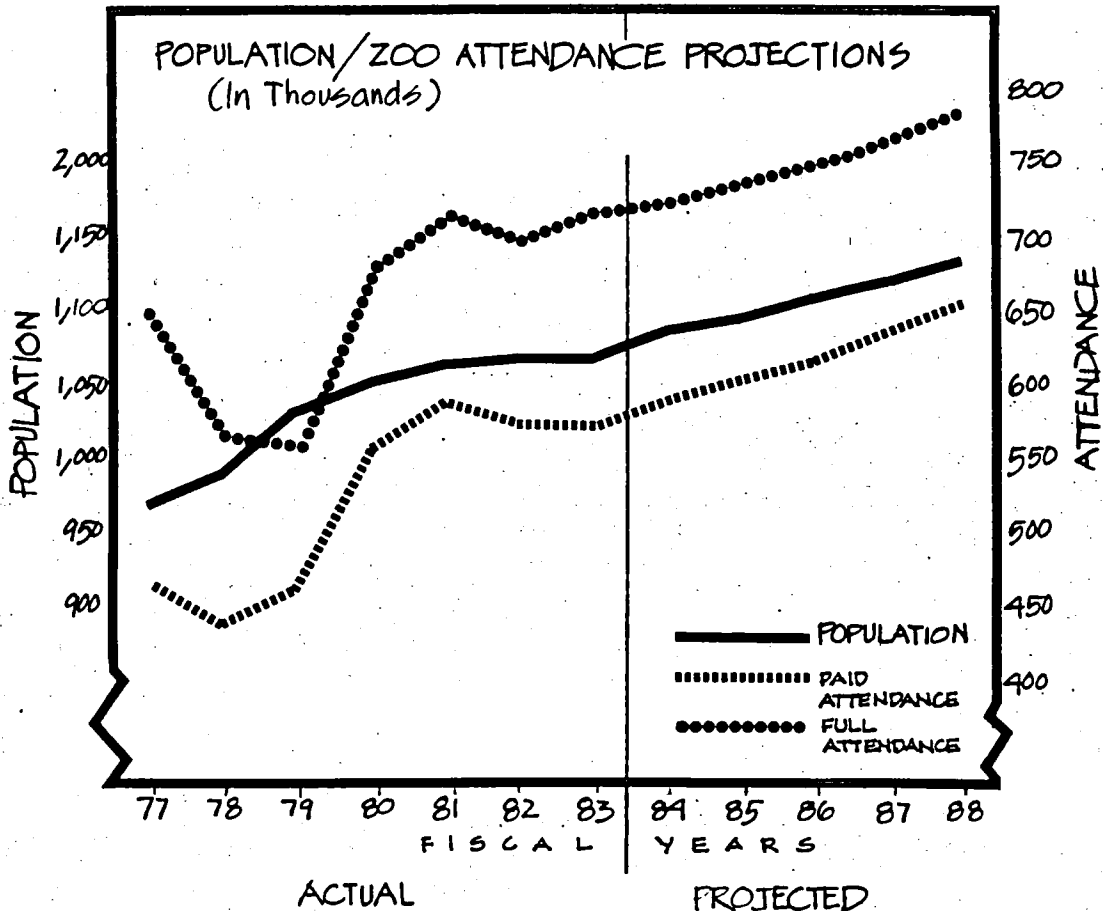
While much has been accomplished to enhance the Zoo and increase its benefit to the public, much remains to be done.

MAJOR ASSUMPTIONS

Renewal of a tax levy beginning July 1, 1984 requires a budget forecast to determine future revenues and expenditures. In order to achieve a reasonable forecast, a number of assumptions must be made concerning external factors as well as Metro's budgetary and fiscal policies. Discussed below are major assumptions which are used in developing expenditure projections and the mix of projected non-tax and property tax revenues.

A. Attendance

Attendance records were studied for the past seven years in order to develop a forecasting methodology for the next four years. Because a high correlation was found between historical population trends in Multnomah, Washington, and Clackamas Counties and Zoo paid attendance, population projections for these jurisdictions were used to forecast Zoo paid attendance. Actual paid and full attendance may be a function of many factors: weather, regional and local tourism promotions, new exhibits, animal births, special events, such as Zoo concerts, and the cost of other forms of recreation--just to mention a few. Predicting future changes in these factors, however, is very difficult. So the forecasting approach selected was a necessarily simplistic one which focuses on the single factor of regional population that has shown high correlation to Zoo attendance. The historical trends, population/attendance trends and projections are shown in the figure below:



Full attendance figures are derived from paid attendance projections assuming a constant 80 percent/20 percent split between paid and non-paid attendance. The figure shows full attendance increasing from 720,000 in 1983-84 to 780,000 in 1987-88. It should be noted that variables such as those listed earlier could significantly affect these forecasts plus or minus. It is our judgment, however, that the forecasts are prudent for projection purposes.

B. Admission Fees

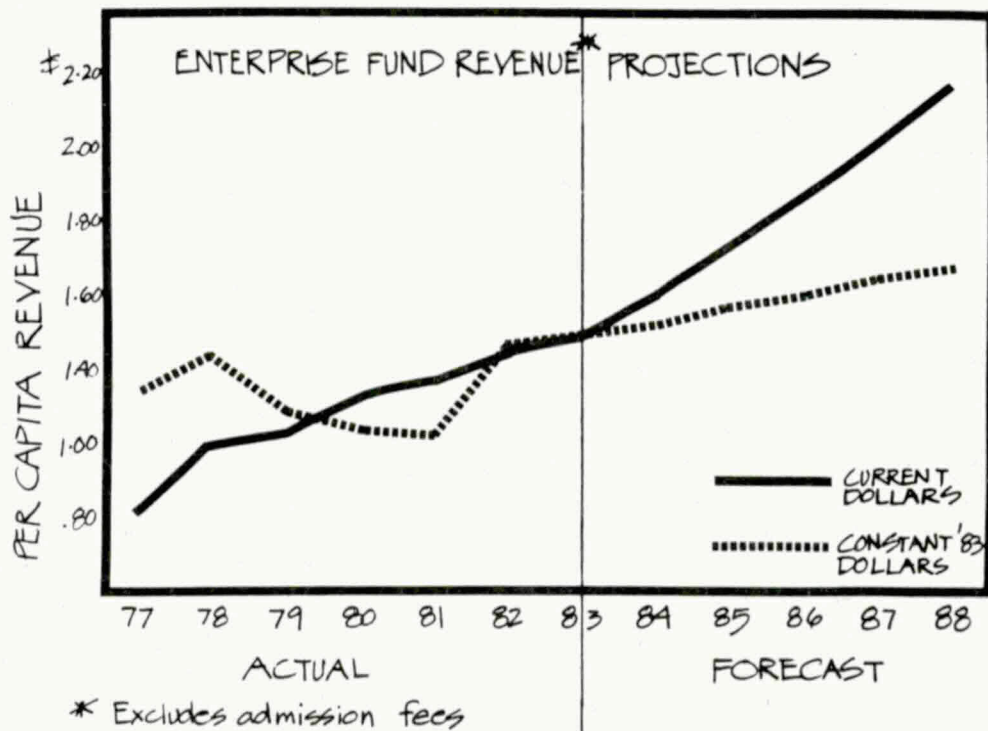
Admission fee revenue forecasts are based on the following preliminary schedule of fee increases:

<u>Effective Date</u>	<u>Adults</u>	<u>Youth</u>
Current Fee	\$2.00	\$1.00
January 1, 1985	\$2.50	\$1.25
January 1, 1987	\$3.00	\$1.50

It is assumed that full and half price admissions will remain at the historical 2:1 ratio.

C. Per Capita Enterprise Revenues Excluding Admissions

Per capita revenues for food, gifts, railroad and other services were analyzed on a constant dollar basis to establish what real growth has been in the past several years. Based on that analysis real growth of 2.5 percent per year was added to a projected average inflation rate of 5.5 percent to project actual per capita enterprise revenues for the period 1983-84 to 1987-88:



Total enterprise revenues include admissions revenue plus the per capita revenues multiplied by projected total attendance.

D. Inflation

Based on a review of local and national economic trends, an inflation factor of 5.5 percent has been built into expenditure projections.

E. Personal Services

Expenditure forecasts for personnel were based on the current level of staffing plus new positions that will be

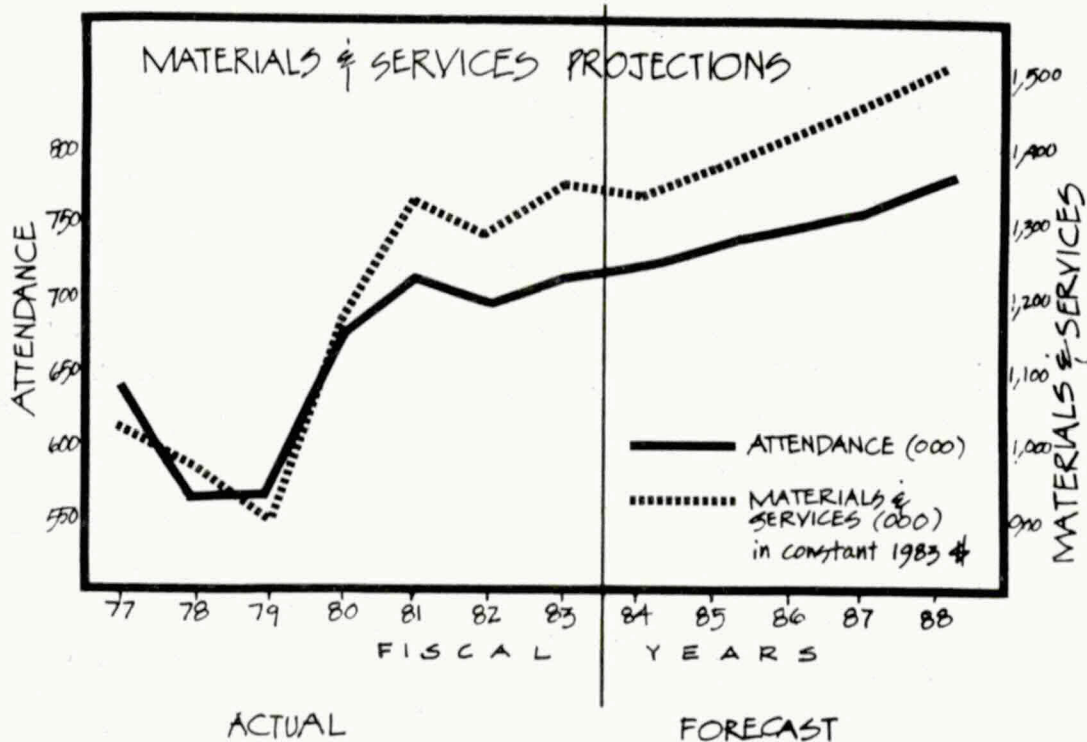
required for increasing workloads. An important new position proposed for this year is that of Maintenance Foreman. The addition of this person will allow the Buildings and Grounds Manager to assume responsibility for construction management, including developing specifications and bid documents, contracts and schedules for capital projects. A significant part of the cost for this change will be offset by the deletion of funds previously used to purchase this service from a consultant.

Zoo developments will affect staffing needs in other divisions as well. More naturalistic exhibits and an increase in the species of animals in the collection will necessitate additional animal keepers. An additional position is planned for 1985-86 in connection with the Africa Bush project. With increasing attendance and new public facilities, there will also be a need for additional maintenance and visitor services personnel. Two maintenance positions are planned for 1984-85 and a new gardening position is added during 1985-86. Visitor services staffing requirements are linked directly to attendance and special event levels. Projected costs are based on the attendance forecasts. No new full-time positions are projected for fiscal years 1987 and 1988. In summary, it is projected that five full-time employees will be added to the staff during the ensuing four and one-half years plus 3.4 full-time equivalents in visitor services or a total FTE of 8.4.

It is anticipated that new facilities, coupled with more varied services and events, will keep patrons in the Zoo longer and aid in achieving the enterprise revenues necessary to meet these costs.

F. Materials and Services

For the past several years, actual expenditure for materials and services have run an average of six percent under budget, helping to create an accumulating surplus. To remedy this historical under-expenditure, the 1983-84 materials and services budget has been reduced seven percent. This reduction was further supported by an analysis of operating expenditures which revealed a close correlation between historical attendance and expenditures for materials and supplies, thereby allowing a baseline forecast of these expenditures through attendance projections, as shown below:



This basic materials and services budget was modified assuming a 5.5 percent annual rate of inflation and an anticipated increase in costs over the next four years as new exhibits are completed and programs added. Major increases will occur in landscaping, utilities, and animal foods as the collection expands due to new exhibits. Election costs will also boost the projected budgets for 1983-84, 1985-86, and 1986-87. If for some reason attendance were to decline, enterprise revenues would also decrease as would costs associated directly with visitor services such as merchandise for resale.

G. Capital Outlay

The Zoo's capital outlay budget increased significantly after 1978-79 to remedy deferred facility maintenance. To date actual expenditures have not kept pace with the budget. With the proposed increase in contract management capability, the Zoo plans to carry out the proposed facility maintenance improvements contained in Exhibit C.

H. Policy Assumptions

The following policy assumptions are incorporated in the Zoo Budget forecast for the next four fiscal years:

1. In accordance with the Master Plan, the Council will approve the design and construction of Phase I of the Africa Bush exhibit, and request voter approval of funds sufficient to remodel the West Bear Grotto, and complete Phase II of Africa Bush;
2. That property taxes collected will fund approximately fifty percent of operation and maintenance costs (personal services, materials and services, capital outlay, and the transfer to the General Fund). Conversely, that non-property tax revenues--principally enterprise revenues--will fund the other approximately fifty percent of these same costs and that the Council will annually review admission fees to meet this objective. The table below shows the non-tax revenues as a percent of operations and maintenance as found in the projections. Estimated tax collections are not shown because projected over-collections in the early years of a three-year levy distort the percentages over 100%.

<u>Projections</u>	<u>FY 1983-84</u>	<u>FY 1984-85</u>	<u>FY 1985-86</u>	<u>FY 1986-87</u>	<u>FY 1987-88</u>
Operation & Maintenance Costs	4,976,118 100.0%	5,324,809 100.0%	5,878,772 100.0%	6,330,185 100.0%	6,681,695 100.0%
Non-Tax Revenue*	2,367,258 47.4%	2,586,665 48.6%	2,876,419 48.9%	3,177,689 50.2%	3,498,654 52.4%

*Excludes Fund Balance

3. That the Zoo's budget will provide for an unappropriated balance of \$600,000 each year to assure cash flow from July 1 to tax collection time in November and that the budget will also provide a contingency line item equal to 3% of projected operating costs excluding the General Fund transfer. While the contingency is listed, it is assumed not to be spent and is included in the following year's fund balance;

4. That revenue in excess of operating needs will be transferred to the Capital Improvement Fund to assist with the implementation of the Zoo Master Plan.

FIVE-YEAR OPERATING NEEDS

The five year needs for operating the Zoo are shown in Tables I and II. Table I provides a summary of the expenditure requirements for the Zoo's six operating divisions--Administration, Animal Management, Buildings and Grounds, Visitor Services, Education Services, and Public Relations, while Table II summarizes the actual and projected resources for operating the Zoo. Detailed information on requirements and resources is provided in Exhibits A and B, respectively.

Expenditures

Personal Services. As indicated in Table I, Personal Services is the largest item of expenditure for operating the Zoo, constituting approximately 55% of the four principal expenditure categories. It is projected that personal service expenditures will increase at an annual rate of 7.3 percent in the four years from the FY 1983-84 (current year budget) to FY 1987-88. The projected increase is attributable to the projected inflation rate of 5.5 percent and new positions necessary to staff new exhibits and provide services to the increased number of visitors who are staying at the Zoo longer, as identified in the discussion on assumptions.

As a measure of comparison, the annual rate for personal expenditure increases in the four years prior to 1983-84 was 12.7 percent, reflecting a higher period of inflation.

Materials and Services. Materials and Services expenditures are the second largest item in operating the Zoo. This category constitutes approximately 33% of the operating budget. Materials and Services costs are projected to increase from \$1,532,951 as budgeted in FY 1983-84 to 1,953,886 in FY 1987-88. The increase in Materials and Services from FY 1983-84 to FY 1987-88 is projected to be 6.25 percent per year, reflecting for the most part projected inflation, plus incremental increases for new exhibits and merchandise for resale.

Capital Outlay. The largest percentage increase of any expenditure category is for the purchase of capital items

including routine facility maintenance. It is projected that expenditures for Capital Outlay will increase from \$276,066 in FY 1983-84 to \$557,869 in FY 1987-88. This substantial increase primarily reflects the necessary facility maintenance schedule listed in Exhibit C. However, even in FY 1987-88 capital outlay is less than 10 percent of the operating budget, so the actual dollar increases in planned maintenance projects do not have a large budgeting impact.

Transfer to the General Fund. This category of expenditure is for the purchase of services from the District's support service departments and the Zoo's proportionate share of the costs of the Council and Executive Officer which are budgeted in the General Fund. Included in support services are budget, accounting, personnel, data and word processing, and printing. The General Fund transfer is based on the annual preparation of a Cost Allocation Plan which distributes central service costs to the direct service departments. These costs are based on the present allocation policy and projected to increase according to anticipated inflation at a rate of 5.5% annually. Actual future costs could vary plus or minus if the policy is modified. For example, if general government functions were given their own source of funding, the transfer would decrease.

Revenue

Table II shows actual and projected operating revenue for the Zoo from FY 1982-83 to FY 1987-88. To support the expenditures projected in Table II, it is anticipated the Zoo's enterprise revenues (admissions, food sales and concessions and railroad fees) will increase from \$2,157,614 in 1983-84 to \$3,318,464 for 1987-88. Although part of this increase will come as a result of the number of Zoo visitors increasing from 720,000 to 780,000 during this same period, it will be necessary for the Zoo to adjust the prices charged for its services, including admission fees. The Council should review admission fees annually but it should be noted that admission revenue projections are based on an increase in fees on January 1, 1985 and on January 1, 1987.

The tax figures shown in Table II are the amounts required to balance the projected budgets. To achieve these amounts will require about a 3 million dollar levy per year with savings from the first years' overcollection being used to compensate for the undercollection the third year. Also,

as indicated in Table II, \$200,000 of the projected 1983-84 ending fund balance will be carried forward to 1986-87 to make up the difference between the amount of funds actually needed and the amount projected to be collected from a \$3,000,000 dollar per year levy.

ZOO MASTER PLAN AND SHORT RANGE CAPITAL NEEDS

To serve as a guide in making decisions for the Zoo's future operations and capital improvements, the Metro Council in February 1983, approved the preparation of a Zoo Master Plan. That plan was adopted on December 20, 1983 and contains schedules and schematics for construction projects over the next 13 years. While the Metro Council will develop an overall strategy for implementing the Master Plan, several projects are suggested below to facilitate the possibility of resubmitting a three-year serial levy combining operation and capital needs. The major projects projected to be built during the next three years include:

1. Phase I of the Africa Bush exhibit which will include, in addition to the animal exhibits, a new main food facility, improvements to the concert lawn area, and a train station at the train loop near the food facility. This project will be financed with funds carried forward from the current year capital budget;
2. Remodel of the West Bear Grotto including a new underwater viewing enclosure for the polar bears to be financed primarily from new tax revenues; and
3. Phase II of the Africa Bush exhibit to be financed entirely from new tax revenues.

As indicated above, a significant portion of the projected three-year capital expenditure will be financed with funds carried forward in the Capital Improvement Fund. The projected Capital Fund balance at the end of the current fiscal year is \$4,440,483 as indicated below. Also shown below are the projected revenues and expenditures for the Capital Fund for the years 1984-85, 1985-86 and 1986-87.

The capital improvement projects suggested for the next three years will require a total of approximately \$10,860,000. Tax collections over the three years totalling approximately \$5,800,000 will enable the projects to be completed and provide sufficient funds for additional minor capital improvements during the three year period.

CAPITAL IMPROVEMENT PROJECTIONS

<u>RESOURCES</u>	<u>FY 1983-84 Budgeted</u>	<u>FY 1984-85 Projected</u>	<u>FY 1985-86 Projected</u>	<u>FY 1976-87 Projected</u>
Fund Balance	\$3,186,781	\$4,440,483	\$3,227,700	\$1,458,165
Interest	307,995	319,000	203,000	74,000
Current Taxes	2,093,000	1,800,000	1,800,000	1,800,000
Prior Year Taxes	138,000	164,000	126,400	128,560
Donations	100,000	---	---	---
Bond Reimbursement	785,459	---	---	---
Federal Grant	76,000	---	---	---
Transfer from Zoo Operating	<u>1,124,072</u>	<u>---</u>	<u>---</u>	<u>---</u>
TOTAL RESOURCES	<u>\$7,811,307</u>	<u>\$6,723,483</u>	<u>\$5,357,100</u>	<u>\$3,460,725</u>
 <u>REQUIREMENTS^a</u>				
Alaska Tundra	\$2,039,757	\$ 263,483	\$ ---	\$ ---
West Bear Grotto	489,000	2,077,300	---	---
Africa Bush I	---	1,055,000	2,716,435	617,000
Africa Bush II	---	---	1,082,500	2,743,725
Miscellaneous Improvements	<u>842,067^b</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
TOTAL REQUIREMENTS	<u>\$3,370,824</u>	<u>\$3,495,783</u>	<u>\$3,898,935</u>	<u>\$3,460,725</u>
 ENDING FUND BALANCE	 \$4,440,483	 \$3,227,700	 \$1,458,165	 \$ -0-

^a Project costs are those found in the Master Plan inflated at the rate of 5.5% per year.

^b Includes concluding expenditures for the Penguinarium, Elephant Museum, Lemur Island, Sculpture Fountain, Sculpture Garden, Visitor Service Improvements, Dinosaur Park, Stream and Pond, and Master Plan.

TAX OPTIONS

The District has several ad valorem taxing options to continue Zoo operations and implement the Master Plan. All options require Council action and submission of a measure or measures to the voters for their approval. For operations, the principal options are either submittal of a tax base levy or a serial levy.

The tax base option can either be submitted by the Council for voter approval as a general Metro tax base or the Council can create a special Zoo Service District and submit a tax base request as the governing body of the Zoo District. The latter approach is more restrictive in that proceeds from the tax base levy could be spent only on activities of the Zoo District. Exhibit D attached discusses the legal authority and procedure for forming a Metro Zoo Service District.

The serial levy option can be used to fund both operating activities and capital construction needs. For operating purposes, the serial levy cannot exceed three years, and for capital purposes, a levy is limited to ten years duration. Another funding option for capital improvements could be a general obligation bond measure with debt service to be paid wholly or in part by a tax levy.

There are two options for an operating serial levy. One option is to submit to the voters a specific dollar amount for each of the years requested. The other option is to submit a tax rate in dollars per thousand of assessed valuation for each of the years requested. The rate levy option requires a certainty of knowledge concerning future projections of the assessed valuation in the District since the rate (dollars/thousand of assessed value) is multiplied by the total assessed value in the District in any given year to determine the amount collected. As indicated below, the District's tax rate for the Zoo has been declining in the past three years because the levy was constant and assessed values have increased.

	<u>FY 1981-82</u>	<u>FY 1982-83</u>	<u>FY 1983-84</u>
Tax Levy	\$5,000,000	\$5,000,000	\$5,000,000
Assessed Valuation	25.8 Billion	27.5 Billion	29.7 Billion
Tax Rate (\$/1,000 AV)	.20	.19	.17

Two factors make it difficult to project with certainty future growth in assessed valuation for determining a rate based levy. One factor is the requirement for growth in assessed valuation to be averaged on a statewide basis. At present, assessed valuation of real property cannot exceed 5% statewide. Appraisals

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made locally (on a county basis) are sent to the Department of Revenue to be averaged prior to determining local assessed valuation. This system means that growth in assessed valuation in other parts of the state can impact the growth of valuation locally (within the District's boundary). Officials of the Tax Supervising and Conservation Commission have estimated a rate for the next three years (assuming a \$5,000,000 levy per year) ranging between \$.14 and \$.17 per \$1,000 assessed valuation.

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TABLE I

ZOO OPERATING FUND REQUIREMENTS--SUMMARY

CATEGORY	1982-83 Actual	1983-84 Budgeted	1984-85 ^f Projected	1985-86 ^f Projected	1986-87 ^f Projected	1987-88 ^f Projected
Personal Services	2,585,223	2,748,821	3,000,697 ^h	3,233,974 ⁱ	3,436,302	3,646,804
Materials and Services	1,363,881	1,532,951 ^d	1,576,014	1,778,196 ^d	1,919,257 ^d	1,953,886
Capital Outlay	217,690	276,066	305,758	398,818	479,938	557,869
Transfer to General Fund	389,252	418,280	442,340 ^g	467,784	494,688	523,136
SUB-TOTAL (Operating and Maintenance Costs)	4,556,046	4,976,118	5,324,809	5,878,772	6,330,185	6,681,695
Contingency	0	136,735 ^b	146,474	162,330	175,065	184,757
Ending Unappropriated Balance--Unreserved	2,050,667 ^a	600,000 ^e	600,000 ^e	600,000 ^e	600,000 ^e	600,000 ^e
Ending Unappropriated Balance--Reserved	0	200,000	401,000	272,391	0	0
TOTAL REQUIREMENTS	6,606,713	5,912,853 ^c	6,472,283	6,913,493	7,105,250	7,466,452

^a Assumes that \$1,124,072 of this balance will be transferred to capital improvement fund during FY 1983-84.

^b Assumes the 1983-84 contingency will be reduced from \$359,148 to \$136,735 and that thereafter it amounts to 3% of division operating costs.

^c The figures for fiscal year 1983-84 have been revised downward in materials and services and the contingency to reduce previous underexpenditures and upward in personal services to provide for increased level of construction management.

^d Election costs included in materials and services.

^e Assumes a balance forward of approximately six weeks operating costs to assure cash flow from July 1 to tax collections in November.

^f Assumes an inflation rate of 5.5% annually from 1983-84 to 1987-88.

^g Assumes the transfer to the General Fund will continue as at present subject only to inflationary increases.

^h Includes additional maintenance staff.

ⁱ Includes additional animal keeper and gardener.

TABLE II

ZOO OPERATING FUND RESOURCES--SUMMARY

CATEGORY	1982-83 Actual	1983-84 Budgeted	1984-85 Projected	1985-86 Projected	1986-87 Projected	1987-88 Projected
Attendance Projections	715,707	720,000	734,000	745,000	765,000	780,000
Beginning Fund Balance--Unreserved	1,412,106	726,595 ^a	739,618 ^c	746,474 ^c	762,330 ^c	775,065 ^c
Beginning Fund Balance--Reserved	0	200,000 ^e	200,000 ^e	401,000 ^e	272,391 ^e	0
Enterprise Revenue	2,064,724	2,157,614	2,413,158 ^d	2,688,869 ^d	2,993,909 ^d	3,318,464 ^d
Property Taxes	2,703,346	2,619,000	2,946,000	2,889,600	2,892,840	3,192,733
All Other	426,537	209,644	173,507	187,550	183,780	180,190
TOTAL RESOURCES	6,606,713	5,912,853^b	6,472,283	6,913,493	7,105,250	7,466,452

^a Assumes \$1,124,072 from 1983-84 revenues being transferred to capital improvements to provide funds for Africa Bush Phase I.

^b Revenue figures have been adjusted in conformance with mid-year budget.

^c Assumes fund balance equals previous year's unappropriated balance plus the contingency.

^d Assumes enterprise revenues, excluding admissions, will increase at a per capita rate of about 8% per year and that admission fees will change as follows:

January 1985: Adults = \$2.50
Youth = \$1.25

January 1987: Adults = \$3.00
Youth = \$1.50

^e Funds reserved to balance the budget in 1986-87.

EXHIBIT A

ZOO OPERATING FUND--DETAILED EXPENDITURE PROJECTIONS

	FY 82-83 Actual	FY 83-84 ^a Budgeted	FY 84-85 ^b Projected	FY 85-86 ^b Projected	FY 86-87 ^b Projected	FY 87-88 ^b Projected
ADMINISTRATION						
Personal Services	205,797	218,722	230,752	243,443	256,832	270,958
Materials and Services	164,779	264,300 ^c	194,065	271,522 ^c	303,881 ^c	230,358
Capital Outlay	4,005	4,617	4,871	5,139	5,422	5,721
Division Sub-Total	374,581	487,639	429,688	520,104	566,135	507,037
ANIMAL MANAGEMENT						
Personal Services	949,440	1,004,296 ^d	1,062,576	1,150,005 ^f	1,216,781	1,287,417
Materials and Services	216,691	191,300	219,860	249,207	262,915	283,568
Capital Outlay	9,601	19,400	21,100	22,261	23,485	24,777
Division Sub-Total	1,175,732	1,214,996	1,303,536	1,421,473	1,503,181	1,595,762
BUILDINGS AND GROUNDS						
Personal Services	631,090	645,909 ^e	759,961 ^g	828,581 ^j	876,504	927,186
Materials and Services	492,021	516,199	549,865	586,010	621,061	658,810
Capital Outlay	184,344	224,600	251,829	341,923	419,912	494,541
Division Sub-Total	1,307,455	1,386,708	1,561,655	1,756,514	1,917,477	2,080,537
EDUCATIONAL SERVICES						
Personal Services	268,954	303,563 ^f	321,314	340,101	359,982	381,018
Materials and Services	60,702	65,000	64,461	69,008	72,803	78,046
Capital Outlay	1,791	2,000	2,110	2,226	2,349	2,478
Division Sub-Total	331,447	370,563	387,885	411,335	435,134	461,542
PUBLIC RELATIONS						
Personal Services	71,499	73,001	84,756 ^h	92,170 ^h	98,228	104,723
Materials and Services	61,485	88,167	93,016	98,133	112,258 ^k	115,418
Capital Outlay	228	2,949	2,110	2,226	2,349	2,478
Division Sub-Total	133,212	164,117	179,882	192,529	212,835	222,619
VISITOR SERVICES						
Personal Services	458,444	503,330	541,338	579,674	627,975	675,502
Materials and Services	368,203	407,985	454,747	504,316	546,339	587,686
Capital Outlay	17,720	22,500	23,738	25,043	26,421	27,874
Division Sub-Total	844,367	933,815	1,019,823	1,109,033	1,200,735	1,291,062
SUB-TOTAL--ALL DIVISIONS	4,166,794	4,557,838	4,882,469	5,410,988	5,835,497	6,158,559
CONTINGENCY	0	136,735	146,474	162,330	175,065	184,757
SUB-TOTAL	4,166,794	4,694,573	5,028,943	5,573,318	6,010,562	6,343,316
TRANSFER TO GENERAL FUND	389,252	418,280	442,340	467,784	494,688	523,136
SUB-TOTAL	4,556,046	5,112,853	5,471,283	6,041,102	6,505,250	6,866,452
UNAPPROPRIATED BALANCE--UNRESERVED	2,050,667	600,000	600,000	600,000	600,000	600,000
UNAPPROPRIATED BALANCE--RESERVED	0	200,000 ^l	401,000 ^l	272,391 ^l	0	0
TOTAL EXPENDITURE	6,606,713	5,912,853	6,472,283	6,913,493	7,105,250	7,466,452

^a Figures have been adjusted down for M&S in 1983-84 base period.

^b Assume inflation at 5.5% per year for projections.

^c Includes cost for tax elections.

^d Keeper added for additional work at Penguin and Alaska Tundra Exhibit

^e Buildings & Grounds Manager assumes responsibility for construction management; adds Maintenance Foreman.

^f Volunteer Coordinator becomes full-time.

^g Adds two maintenance workers.

^h Information Assistant made full-time.

ⁱ Adds Keeper for additional work in Africa Bush.

^j Adds Gardener.

^k Costs associated with AAZPA Conference.

^l Reserve to balance budget in 1986-87.

EXHIBIT B
ZOO OPERATING FUND--DETAILED REVENUE PROJECTIONS

	FY 82-83 Actual	FY 83-84 Budgeted	FY 84-85 Projected	FY 85-86 Projected	FY 86-87 Projected	FY 87-88 Projected
ATTENDANCE PROJECTIONS	715,707	720,000	734,000	745,000	765,000	780,000
REVENUE CATEGORIES						
FUND BALANCE--UNRESERVED	1,412,106	726,595 ^a	739,618 ^b	746,474 ^b	762,330 ^b	775,065 ^b
FUND BALANCE--RESERVED	0	200,000 ^f	200,000 ^f	401,000 ^f	272,391 ^f	0
ENTERPRISE REVENUE						
Admissions	944,341	961,900	1,103,202 ^d	1,244,150	1,405,305 ^e	1,563,120
Food Concessions/Vending	665,428	694,440	766,850	845,625	945,055	1,041,768
Gift Shop	207,930	230,400	264,200	305,400	351,900	397,800
Railroad	218,517	223,200	234,900	238,400	244,800	257,400
Stroller Rentals	13,636	14,400	14,700	14,900	15,300	15,600
Sale of Animals	581	15,000	10,000	20,000	10,000	20,000
Education Fees	13,756	16,054	16,936	17,868	18,851	19,888
Miscellaneous Enterprise	535	2,220	2,370	2,526	2,698	2,888
PROPERTY TAX	2,703,346	2,619,000	2,946,000 ^c	2,889,600 ^c	2,892,840 ^c	3,192,733
INTEREST INCOME	147,489	113,644	90,024	100,221	93,022	85,776
DONATIONS	60,213	52,000	54,263	57,877	61,061	64,419
GOVERNMENT GRANTS	53,628	40,000	25,000	25,000	25,000	25,000
MISCELLANEOUS INCOME	165,207	4,000	4,220	4,452	4,697	4,995
TOTAL REVENUE	6,606,713	5,912,853	6,472,283	6,913,493	7,105,250	7,466,452

^a Reduced \$1,124,072 being transferred to Capital Fund.

^b Includes previous year unappropriated balance plus Contingency.

^c Property tax collected from \$3 million levy plus prior year's collections.

^d Assumes 25% fee increase effective 1/1/85.

^e Assumes 20% fee increase effective 1/1/87.

^f Fund balance reserved to balance budget in 1986-87.

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MAINTENANCE BUDGET

ZOO CAPITAL REPLACEMENT PROGRAM
BUILDINGS AND GROUNDS

YEAR/COST \$ X 1000

ITEM	1983-84	1984-85	1985-86	1986-87	1987-88	TOTAL
VEHICLE IMPROVEMENT/REPLACEMENT	10.0	25.1	30.0	35.0	40.0	140.1
OFFICE FURNITURE/ EQUIPMENT	4.0	4.5	5.0	5.5	10.0	29.0
OUTDOOR FURNITUE/EQUIPMENT	5.0	5.0	5.0	10.0	10.0	35.0
TOOLS AND EQUIPMENT	5.0	5.5	6.0	6.5	7.0	30.0
TRAIN IMPROVEMENT/REPLACEMENT	28.4	30.0	32.0	34.0	36.0	160.4
TRACK IMPROVEMENT/REPLACEMENT	10.0	10.0	10.0	15.0	15.0	60.0
ADMINISTRATION BUILDING						
EXTERIOR UPGRADE				25.0		25.0
REROOF			10.0			10.0
INTERIOR FINISHES	15.0	5.0	2.0		5.0	27.0
HVAC UPGRADE				10.0		10.0
LIGHTING UPGRADE		5.0				5.0
TICKETING/CONCESSION KIOSKS						
REFINISHING	1.7			5.0		6.7
AIR CONDITIONING		3.0				3.0
TIGER TERRACE/GIFT SHOP						
INTERIOR FINISHES/PAINTING	3.0			15.6	25.0	43.6
ROOF REPAIR		2.0				2.0
HANDICAP ACCESS		2.0				2.0
NEW FLOOR COVERING			5.0			5.0
REPAIR FLOOR DRAINS	2.0					2.0
UPGRADE ELECTRICAL			5.0			5.0
EDUCATION OFFICES						
INTERIOR REMODEL	15.0					15.0
INSULATION	8.0					8.0
ROOF REPLACEMENT	10.0			2.0		12.0
HVAC UPGRADE	25.0					25.0
RAILROAD ROUNDHOUSE						
OFFICE INSTALLATION		5.0				5.0
RESTROOM INSTALLATION			10.0			10.0
LIGHTING UPGRADE		5.0				5.0
FLOOR LEVELING				15.0		15.0
HVAC UPGRADE		5.0				5.0
CHILDREN'S ZOO & NURSERY						
PAINTING				5.0		5.0
REROOF		5.0				5.0
HVAC UPGRADE				10.0		10.0
UPGRADE ELECTRICAL		2.0				2.0
MEETING CENTER						
ACCESS FROM OUTSIDE ZOO	10.0					10.0
ROOF REPAIRS	1.0			3.0		4.0
INTERIOR REMODEL				15.0		15.0

MAINTENANCE BUDGET

ZOO CAPITAL REPLACEMENT PROGRAM
BUILDINGS AND GROUNDS

ITEM	YEAR/COST X 1000					TOTAL
	1983-84	1984-85	1985-86	1986-87	1987-88	
QUARANTINE BUILDING REPLACE LOADING DOCK					25.0	25.0
RESEARCH CENTER						
EXTERIOR REFINISH			30.0			30.0
INTERIOR REFINISH	2.0	2.0	10.0			14.0
STORM WINDOWS				20.0		20.0
SOUTH SIDE AWNINGS			8.0			8.0
WEATHERIZE			2.0			2.0
UPGRADE FLOOR DRAINAGE			3.0			3.0
REPAIR WATER DAMAGE		10.0				10.0
UPGRADE HVAC				10.0		10.0
FELINE HOUSE						
KEEPER AREA REMODEL		2.0		3.0		5.0
REFINISH EXTERIOR					20.0	20.0
REMOVE N.C. HOLDING WINDOWS				20.0		20.0
REROOF NIGHT COUNTRY			3.0			3.0
REROOF REMAINING BUILDING				5.0		5.0
MOVE DARKROOM				5.0		5.0
EAST BEAR GOTTOS						
PAINT BARS IN MOAT		1.0				1.0
EXTERIOR REFINISH					15.0	15.0
ROOF REPAIRS			5.0			5.0
ELEPHANT BUILDING						
REPAINT					10.0	10.0
INSULATION/WEATHERIZATION			2.0		10.0	12.0
ROOF REPAIR	2.5			5.0	5.0	12.5
FASCIA REPAIR	1.0					1.0
REPLACE BROKEN WINDOWS	2.0					2.0
RESURFACE FLOORS			15.0			15.0
IMPROVE FLOOR DRAINAGE			10.0			10.0
REMODEL RESTROOMS					10.0	10.0
UPGRADE LIGHTING	2.0					2.0
BANDSHELL						
REPAINT					5.0	5.0
AUTOMATIC SPRINKLER SYSTEM				10.0		10.0
ADD HEATING	1.0					1.0
ADD RAILING AT STAGE	2.0					2.0
ADD FRONT STAGE AREA	2.0					2.0
PRIMATE HOUSE						
REPAINT					20.0	20.0
INSULATION				10.0		10.0
REROOF		10.0			15.0	25.0
UPGRADE FLOOR DRAINAGE			10.0			10.0
FINISH CHIMP INTER. ROOMS	3.0	5.0				8.0

MAINTENANCE BUDGET

ZOO CAPITAL REPLACEMENT PROGRAM
BUILDINGS AND GROUNDS

ITEM	YEAR/COST X 1000					TOTAL
	1983-84	1984-85	1985-86	1986-87	1987-88	
HOOF STOCK SHELTERS						
ELAND BARN RENOVATIONS	2.0					2.0
ROOF REPAIRS	1.0					1.0
GIRAFFE BARN						
ROOF REPAIRS			2.0			2.0
MAINTENANCE COMPLEX						
REPAINT					5.0	5.0
REROOF ELECTRICAL SHOP			2.0			2.0
PLANT STORAGE			10.0			10.0
MANURE STORAGE			5.0			5.0
COMMISSARY						
REPAINT INTERIOR/EXTERIOR					10.0	10.0
WEATHERIZE			1.2		5.0	6.2
REROOF			3.0		15.0	18.0
REPAIR CONCRETE FLOOR					10.0	10.0
REDUCE SIZE OF FREEZER			25.0			25.0
UPGRADE GRAPHICS AREA			10.0		4.0	14.0
EMPLOYEE PARKING LOT						
ADD LIGHTING					2.0	2.0
PAVE		10.0			20.0	30.0
FENCE		3.7				3.7
PERIMETER FENCE UPGRADE	5.0	5.0	5.0	7.0	20.0	42.0
WATER SYSTEM						
REPAIR LEAKS	2.0	2.0	12.0	5.0	10.0	31.0
RESTORE LOOP SYSTEM		10.0	6.7			16.7
MOVE WATER METER	10.0			27.3		37.3
GAS SYSTEM						
REPAIR AND REPLACE	2.0	2.0	10.0	5.0	15.0	34.0
ELECTRICAL SYSTEM						
REPLACE FEEDERS	10.0	10.0	10.0	15.0	25.0	70.0
RESTORE LOOP SYSTEM		10.0				10.0
UPGRADE PANELS	2.0	5.0	5.0	10.0	15.0	37.0
NEW SUBSTATION				25.0	25.0	50.0
EXTERIOR LIGHTING						
REWIRE FOR 480 VOLTS	5.0					5.0
INSTALL ENERGY EFFICIENT FIXTURES	5.0	5.0	5.0	7.0	8.0	30.0
ADD LIGHTS FOR SECURITY	5.0	5.0	5.0	7.0	8.3	30.3
ROADS						
RESURFACE AS NEEDED	5.0	5.0	5.0	10.0	10.0	35.0
WASHINGTON PARK STATION						
EXTERIOR/INTERIOR			2.0	2.0	4.2	8.2
BUILD RESTROOMS		30.0				30.0
=====						
YEARLY TOTAL \$ X 1000	224.6	251.8	341.9	419.9	494.5	1717.7

MCEWEN, HANNA, GISVOLD, RANKIN & VANKOTEN

(FOUNDED AS CAKE & CAKE-1886)

ATTORNEYS AT LAW

SUITE 1408

STANDARD PLAZA

1100 S W SIXTH

PORTLAND, OREGON 97204

DONALD W MCEWEN
 JOSEPH J HANNA, JR.
 DEAN P. GISVOLD
 ROBERT D RANKIN
 VICTOR W VANKOTEN
 JANICE M STEWART
 DIANE M HICKEY
 DON G CARTER
 WARREN R SPENCER
 JAMES RAY STREINZ
 MICHAEL A HOLSTUN
 TIMOTHY R. STRADER

AREA CODE 503
 TELEPHONE 226-7321

RALPH H CAKE
 (1891-1973)
 NICHOLAS JAUREGUY
 (1896-1974)

HERBERT C. HARDY
 OF COUNSEL

October 6, 1983

Mr. E. Andrew Jordan
 General Counsel
 Metropolitan Service District
 527 S.W. Hall Street
 Portland, OR 97201

Dear Andy:

This is to confirm our recent telephone conversations regarding your letter to Dean Gisvold of August 16, 1983, in which you requested that we provide a legal opinion as to whether Metro may establish a zoo service district pursuant to ORS 268.335. We will address each of the questions set forth in your letter in the order you raised them.

I. Authorized Functions of Metro Service Districts.

Your first question was whether ORS 268.335 permits the creation of service districts for any function authorized by ORS Ch. 268, or whether the function must be authorized both by ORS Ch. 268 and ORS Ch. 451. The statute does not provide a clear answer. It provides:

(1) A metropolitan service district may establish service districts as provided by ORS chapter 451 and this chapter

(2) Notwithstanding those districts authorized under ORS 451.010, a metropolitan service district may create service districts only for purposes authorized by this chapter.

There have as yet been no court cases or Attorney General's decisions interpreting this statute so as to answer the question you have posed. Further, the minutes of the committee hearings during the 1977 Legislature do not reflect that matter was even considered by the Legislature.

Mr. E. Andrew Jordan
October 6, 1983
Page Two

We have discussed the legislative intent with a number of people responsible in some degree for the legislation, including Fred Neal, who was legislative counsel and the principal drafter of the legislation. It is Fred's recollection that it was his intent that Metro could create a special service district for any of the purposes authorized in ORS Ch. 268, but that the procedures outlined in ORS Ch. 451 were to be followed. He believes that his testimony before the Senate Committee on Local Government and Elections may have addressed this issue. We have not yet traveled to the State Archives in Salem to listen to the tapes of the legislative hearings, but will do so if you would like us to confirm his recollection.

Dean Gisvold and I both agree that ORS 268.335 should be read to permit Metro to create a service district for any of the purposes authorized in ORS 268. ORS 268.335(1) simply refers to ORS Ch. 451 with respect to the procedure for the creation of such a service district, and ORS 268.335(2) simply limits the permissible functions of the service district to those stated in ORS 268.

Even if a court were to determine that the service district must be authorized both by ORS Ch. 268 and ORS Ch. 451, however, ORS 451.010(1)(d) permits the creation of service districts to provide public parks and recreation facilities. In our opinion, this language is broad enough to include a zoo service district.

II. Boundary Commission and Voter Approval.

You also asked whether creation of a zoo service district would require the approval of a local government boundary commission or approval by the voters.

District formation and change of organization proceedings must be initiated, conducted and completed as provided by ORS 198.705 to 198.955. ORS 451.435(1). ORS 198.705 to 198.955 is the District Procedure Boundary Act. That statute provides: "Except as otherwise provided by ORS 199.410 to 199.519 [the local government boundary commission statute], all district formation or change of organization proceedings shall be initiated, conducted and completed as provided by ORS 198.705 to 198.955." (Emphasis added.) ORS 198.715(2). Thus, this statute recognizes the application of the local government boundary commission statute.

Mr. E. Andrew Jordan
October 6, 1983
Page Three

Other indications that the local government boundary commission statute applies are found in ORS 198.775(1) and (2), where costs which may be incurred by local government boundary commission are mentioned. Further, ORS 198.795 provides that the county board where the petition is filed has original and exclusive jurisdiction over a formation proceeding, "except as provided by ORS 199.410 to 199.519." Finally, ORS 199.476 provides that, "notwithstanding the principal Act," the filing agency must submit a petition for a major boundary change to the boundary commission if the proposed district is within the jurisdiction of that commission. A "major boundary change" clearly includes the formation of a district, ORS 199.415(12), and "district" includes both a metropolitan service district organized under ORS Ch. 268 and a county service district organized under ORS Ch. 451. ORS 199.420(3) and (7).

We conclude that boundary commission approval must be obtained for the creation of a zoo service district.

As the attached outline of the sequential steps involved in creation of a zoo service district indicates, voter approval is not required for the formation of a zoo service district. However, the statutes authorize referendum elections at several steps in the formation process. See ORS 198.810(2); ORS 451.487.

III. Revenue Sources.

ORS 451.490 explicitly provides seven sources of funds to finance the construction, operation or maintenance of service facilities for a district. These include service or user charges in the district, connection charges, district ad valorem taxes and sale of bonds. Further, ORS 451.547 specifically authorizes a district to establish a tax base in accordance with Art. XI, § 11 of the Constitution of the State of Oregon. Pursuant to that constitutional provision, voter approval would be required for ad valorem taxation in the district.

IV. Approval of Other Cities and Counties.

ORS 451.435(1) provides that no county or portion thereof may be included within a district which provides services in more than one county without the consent of the governing body of the affected county. Standing alone, this section would appear to require county approval of the creation of a Metro zoo service district. However, ORS 268.335 provides that for the purposes of ORS Ch. 451, metropolitan service districts shall be

Mr. E. Andrew Jordan
October 6, 1983
Page Four

considered a county. Since the zoo service district would not provide more than one county with services because the metropolitan service district is the only "county," in our opinion no approval of county governing bodies would be required for the creation of the zoo service district.

The same is not true for cities, however. ORS 199.462(2) provides:

Subject to any provision to the contrary in the principal Act of the affected district or city and subject to the process transfer of territory:

a. Territory within a city may not be included within or annexed to a district without the consent of the city council.

Further, ORS 198.720 provides that a petition seeking to incorporate territory within a city in a proposed district must contain a certified copy of a resolution of the governing body of the city approving the petition.

V. Metro Support Services.

You advised that currently the Zoo pays for Metro's support services, including legal, accounting, counsel expenses and administration, by means of interfund transfers. We have found no legal impediment to Metro's continued provision of such services to the zoo service district. The most probable means of providing such services would be pursuant to a contract entered into between the zoo service district and Metro.

VI. Metro Executive Officer's Role.

ORS 451.485 provides that the county court shall be the governing body of any service district established under ORS 451.410 to 451.600. Pursuant to ORS 268.335, the district council created by ORS 268.150 is considered the county court for purposes of ORS Ch. 451. Consequently, the Metro Board would be responsible for management of the Zoo. Its use of the executive officer to accomplish that end would be subject to the Board's discretion.

Finally, you have asked for an outline of the sequential process involved in the formation of a zoo service district. We have prepared such an outline, together with a best-case timeline, which is attached hereto.

MCEWEN, HANNA, GISVOLD, RANKIN & VANKOTEN

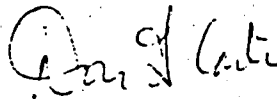
Mr. E. Andrew Jordan
October 6, 1983
Page Five

If you would like to discuss any of the matters contained herein in further detail, or after your review of this letter you have further questions, please do not hesitate to call.

Best wishes.

Very truly yours,

MCEWEN, HANNA, GISVOLD, RANKIN & VankOTEN


Don G. Carter

DGC:tn
Enclosure
cc: Dean Gisvold

OUTLINE OF FORMATION OF ZOO SERVICE DISTRICT

Time Line - Day

I) Petition

A. Engineering Plans

1. Prior to initiation of formation of district, county court may cause engineering plans to be prepared. ORS 451.440(1).
2. If the district is formed, the district may be required to reimburse county for cost. ORS 451.440(2), ORS 198.845.

1

B. Alternative Means of Initiating Formation

1. Petition

- a. Necessary elements set out in ORS 198.750.
- b. Petition must be signed by fifteen percent of registered voters or 100 registered voters, whichever is greater, resident in the territory subject to the petition, ORS 198.755(1)(a), or fifteen owners of the land or the owners of ten percent of the acreage in the proposed district, ORS 198.755(1)(b).
- c. Must be accompanied by bond. ORS 198.775

2. Order of County Board

- a. Applies if district is to be located entirely within one county. ORS 198.835.
- b. Since Metro is the county under ORS 268.335, this approach appears possible.

C. Petition Must Include Resolution of City Governing Bodies Approving It. ORS 198.720(1).

D. Petition is Filed With County Board. ORS 198.800.

II. Local Government Boundary Commission

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A. County Board Must File Petition With Boundary Commission Within Ten Days. ORS 199.476(1).

1. Filing with the Boundary Commission suspends the proceeding under the principal Act. ORS 199.476(2).

OUTLINE OF FORMATION OF ZOO SERVICE DISTRICT (Cont.)

Time Line - Day

2. Petition must be accompanied by an economic feasibility analysis and estimate of tax rate required. ORS 199.476(1).
- B. If the Boundary Commission Does Not Act Within 120 Days After Receiving the Petition, It is Considered Approved. ORS 199.476(2),(3).
- C. Boundary Commission Action
 1. Upon receipt of the petition, the commission must
 - a. Cause a study to be made of the proposal. ORS 199.461(1)(a).
 - b. Conduct one or more public hearings on the proposal. ORS 199.461(1)(b).
 2. Hearing
 - a. Notice of hearing must be published not more than 25 days nor less than 15 days before the hearing.
 - b. Hearing.
 3. Standards for review of commission as set out in ORS 199.462.
 - a. Commission must consider economic, demographic and other factors.
 - b. Territory within a city may not be included within a district without the consent of the city council.
 4. Commission may approve proposed boundary or modify it. ORS 199.461(3).
 5. Commission must file final order with Secretary of State, assessor and county clerk of each affected county, city and district. ORS 199.461(4).

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III. County Board (MSD Board) Action

A. Hearing

1. When a legally sufficient petition has been filed, a hearing must be set not less than 30 or more than 50 days after the filing of the petition. ORS 198.800(1). (Recall that filing with boundary commission suspended this period.)

OUTLINE OF FORMATION OF ZOO SERVICE DISTRICT (Cont.)

Time Line - Day

2. Notice of the hearing must be posted and published. ORS 198.800(2).
3. At hearing, the board must apply standards set forth in ORS 199.462. ORS 198.805(1).

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B. Order for Formation

1. After hearing, board shall enter order approving the petition as presented or modified and setting a final hearing on the petition not less than 30 nor more than 50 days after the date of the order. ORS 198.810.
2. No election is necessary unless written requests for an election are filed at or before the final hearing by not less than fifteen percent of the registered voters or 100 registered voters, whichever is less. ORS 198.810(2).
3. At the final hearing, if the required number of voters has requested an election, the board must set an election at the next available election date not less than 35 days after the date of the order. ORS 198.815(2).
4. Before commencing construction, the board must make an order setting forth what service facilities will be constructed, maintained and operated, how they will be financed, etc. ORS 451.485.
5. The order required by ORS 451.485 is subject to referendum by resolution of the board or by petition submitted within 60 days after the date of the order and signed by ten percent of the voters of the district. ORS 451.487.

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206
(if election required)

He also noted that the Special Task Force on Regional Government would be taking testimony on Metro, Tri-Met and the Boundary Commission at a hearing to be held February 3.

4. Written Communications to Council on Non-Agenda Items.

There were no written communications to Council on non-agenda items.

5. Citizen Communications to Council on Non-Agenda Items.

There were no citizen communications to Council on non-agenda items.

6. Presentation of Zoo Five-Year Financial Plan.

Donald Carlson, Deputy Executive Officer, stated the Five-Year Financial Plan was the basis for the amount and split of the operating and capital funds in the Zoo Levy Ordinance (a copy of the Plan is attached to the agenda of the meeting). He then reviewed the assumptions, requirements and projected resources contained in the Plan.

Councilor Waker commented that the last few studies he had seen from the staff quoted different inflation rates which ranged from four to eight percent. He suggested the agency should be consistent in its projected inflation rates.

Councilor Hansen asked if attendance would drop off if there were fee increases, as anticipated in the plan. Kay Rich, Assistant Zoo Director, indicated that fee increases could affect attendance either way and to a great deal depended upon new programs offered and the marketing strategy followed.

7. Consideration of Ordinance No. 84-169, for the purpose of submitting Metropolitan Service District Zoo Serial Levy. (First Reading)

Motion: Councilor Etlinger moved adoption of Ordinance No. 84-169. Councilor Deines seconded the motion.

The ordinance was then read a first time, by title only.

Council Minutes
 February 2, 1984
 Page 3

Mr. Carlson stated that the ordinance set the date for the election on the levy, set the amount of the levy, and proposed a Ballot Title.

Presiding Officer Kirkpatrick stated that the Council Coordinating Committee would hold a mark-up session on the Ordinance on February 13 and that a special Council meeting would follow the Coordinating Committee meeting to adopt the ordinance. She said the special meeting was necessary in order to meet the Voters' Pamphlet submission deadline.

There was no public testimony on the ordinance.

The ordinance was then passed to second reading on February 13, 1984.

8. Consideration of Ordinance No. 84-168, related to the FY 1983-84 Budget and Appropriations Schedule, and amending Ordinance No. 83-153. (Second Reading).

Presiding Officer Kirkpatrick said a new staff report regarding further budget amendments to the ordinance had been distributed (a copy of the staff report is attached to the agenda of the meeting). She said the amendments had not been reviewed by the Council Coordinating Committee and indicated that the Council needed to decide whether to postpone action on the ordinance until they had had sufficient time to review the changes, or to take a break, review the new material, and then consider the ordinance with the changes.

Motion: Councilor Williamson moved to postpone action on Ordinance No. 84-168 until the February 23, 1984 Council meeting. Councilor Kafoury seconded the motion.

Vote: The vote on the motion resulted in:

Ayes: Councilors Banzer, Deines, Hansen, Kafoury, Kelley, Kirkpatrick, Oleson, Van Bergen, Waker, and Williamson.

Nays: None.

Absent: Councilors Bonner and Etlinger.

Motion carried.



METROPOLITAN SERVICE DISTRICT

Providing Zoo, Transportation, Solid Waste and
other Regional Services

February 16, 1984

Rick Gustafson
Executive Officer

Metro Council

Cindy Banzer
Presiding Officer
District 9

Bob Oleson
Deputy Presiding
Officer
District 1

Richard Waker
District 2

Charlie Williamson
District 3

Corky Kirkpatrick
District 4

Jack Deines
District 5

George Van Bergen
District 6

Sharron Kelley
District 7

Ernie Bonner
District 8

Bruce Etlinger
District 10

Marge Kafoury
District 11

Gary Hansen
District 12

Ms. Juanita Orr
County Clerk
Clackamas County Courthouse
8th & Main
Oregon City, OR 97045

Dear Ms. Orr:

Enclosed is a true copy of the following ordinance adopted
by the Council of the Metropolitan Service District on
February 13, 1984:

Ordinance No. 84-169, an Ordinance for
the purpose of submitting Metropolitan
Service District Serial Levy.

Please file this ordinance in the Metro ordinance files
maintained by your county.

Sincerely,

Everlee Flanigan
Clerk of the Council

EF/srb
0759C/D3

Enclosures

527 SW Hall St.
Portland, OR
97201
503/221-1646



METROPOLITAN SERVICE DISTRICT

Providing Zoo, Transportation, Solid Waste and
other Regional Services

February 16, 1984

Rick Gustafson
Executive Officer

Metro Council

Cindy Banzer
Presiding Officer
District 9

Bob Oleson
Deputy Presiding
Officer
District 1

Richard Waker
District 2

Charlie Williamson
District 3

Corky Kirkpatrick
District 4

Jack Deines
District 5

George Van Bergen
District 6

Sharron Kelley
District 7

Ernie Bonner
District 8

Bruce Etlinger
District 10

Marge Kafoury
District 11

Gary Hansen
District 12

Ms. Jane McGarvin
Clerk of the Board
Multnomah County
1021 S.W. 4th Avenue
Portland, OR 97204

Dear Ms. McGarvin:

Enclosed is a true copy of the following ordinance adopted
by the Council of the Metropolitan Service District on
February 13, 1984:

Ordinance No. 84-169, an Ordinance for
the purpose of submitting Metropolitan
Service District Serial Levy.

Please file this ordinance in the Metro ordinance files
maintained by your county.

Sincerely,

Everlee Flanigan
Clerk of the Council

EF/srb
0759C/D3

Enclosures

527 SW Hall St.
Portland, OR
97201
503/221-1646



METROPOLITAN SERVICE DISTRICT

Providing Zoo, Transportation, Solid Waste and
other Regional Services

February 17, 1984

Rick Gustafson
Executive Officer

Metro Council

Cindy Banzer
*Presiding Officer
District 9*

Bob Oleson
*Deputy Presiding
Officer
District 1*

Richard Waker
District 2

Charlie Williamson
District 3

Corky Kirkpatrick
District 4

Jack Deines
District 5

George Van Bergen
District 6

Sharron Kelley
District 7

Ernie Bonner
District 8

Bruce Etlinger
District 10

Marge Kafoury
District 11

Gary Hansen
District 12

Mr. Don Stilwell
Washington County
150 N. First Avenue
Hillsboro, OR 97123

Dear Mr. Stilwell:

Enclosed is a true copy of the following ordinance adopted
by the Council of the Metropolitan Service District on
February 13, 1984:

Ordinance No. 84-169, an Ordinance for
the purpose of submitting Metropolitan
Service District Serial Levy.

Please file this ordinance in the Metro ordinance files
maintained by your county.

Sincerely,

Everlee Flanigan
Clerk of the Council

EF/srb
0759C/D3

Enclosures

527 SW Hall St.
Portland, OR
97201
503/221-1646