

OVERVIEW OF METROPOLITAN SERVICE DISTRICT OPERATIONS

Prepared for the Metro Charter Committee
June 1991

Solid Waste Department

Metro's current solid waste department has its roots in the old MSD dating back to 1970. The first regional "Metro Solid Waste Management Plan" was adopted by MSD in 1974. This plan, also known as "COR-MET" was premised on a solid waste system of milling and transfer stations. Today, the "Metropolitan Service District Regional Solid Waste Management Plan" (1988) is focused on waste reduction priorities and covers the following:

1. Regulation policies for the management of solid waste;
2. Defining a system of solid waste facilities and programs to effectively manage solid waste;
3. Providing a means to establish equitable rates for disposal;
4. Identifying a means to finance facilities in the programs;
5. Identifying appropriate land use provisions for siting solid waste facilities and implementing waste reduction, hazardous waste and low-grade waste programs.

Because Metro is responsible for the region's solid waste management and related policy development, the State has granted Metro a number of authorities and responsibilities in this area in addition to ORS 268. These include ORS 459 and Executive Orders No. 77-25 and 78-16 in which the Governor designated Metro as the local government responsible for solid waste management in the region.

The department is focused in three major areas:

1. Waste Reduction. To reduce the amount of solid waste generated and increase recycling and waste reduction activities.
2. Responsible System Management. To develop a regional solid waste management system that is efficient, economical and environmentally responsible.
3. Facility Operations. To operate Metro solid waste facilities in an environmentally sound, safe and financially prudent manner.

Key points of program areas:

1. Budget and Finance
 - Administers budget, fiscal policies, contracts, franchises, databases and information management;
 - Staffs Rate Review Committee, a citizen committee that annually reviews rates.
2. Engineering and Analysis
 - Develops major waste disposal projects from planning to operations;
 - Provides technical support for proposals, contracts, engineering studies and cost analysis for operation of Metro facilities
 - System development---including new Metro Central transfer station, the Metro-Reidel Compostor Facility, Metro South expansion, and the proposed new facilities for Washington County.

Transportation Department

The Transportation Department is one of Metro's oldest functions established under CRAG in 1971 when the Federal Highway Act required "metropolitan planning organizations (MPOs)" for urban transportation planning.

It is responsible for transportation planning throughout the region and for developing estimates of regional population and employment growth patterns and resulting travel plans.

The Joint Policy Advisory Committee on Transportation (JPACT) recommends and advises on all transportation-related matters considered by the Metro Council. Comprised of policy representatives from Metro, Tri-Met, ODOT, Port of Portland, DEQ, cities, counties and Washington state, it was established in 1979 with the formation of Metro. It is a longstanding and tested model of regional cooperation.

The Transportation Department developed the Regional Transportation Plan; local comprehensive plans must be consistent with it for "regionally significant transportation improvements." Federal transportation funding expenditures must be approved in the Transportation Improvement Plan as a prerequisite for federal grant approval.

The Transportation Department has five major program responsibilities:

1. Regional Transportation Planning
 - Maintains and updates the RTP;
 - Reviews local comprehensive plans, Tri-Met plans and ODOT plans for consistency with the RTP;
 - Provides input on project development and implementation by other jurisdictions for consistency with RTP;
 - Ensures consistency of RTP with Federal Clean Air Act requirements;
2. Light Rail Planning
 - Responds to UMTA requirements completing "Alternative Analysis" and EIS requirements on question of where and whether to implement LRT;
 - Current studies:
 - Hillsboro extension to the Westside corridor;
 - Milwaukie Corridor
 - I-205 Corridor
 - I-5 North Corridor
 - Regional LRT Study
3. Transportation Improvement
 - Approves all federal funding actions for transportation projects;
 - Prioritize allocation of regional funds; set priorities for state funds;

- Prepare arterial program for voter approval for adoption of a local option vehicle registration fee;
- 4. Travel Forecasting
 - Monitor changes in travel patterns and behavior;
 - Maintain state-of-the art model for predicting changes in regional traffic and transit ridership pattern;
 - Maintain transit and traffic forecasts consistent with the RTP for a 20 year horizon;
 - Provide technical support to ODOT, Tri-Met, the Port of Portland, local governments for traffic/transit forecasts;
- 5. Data Resource Center
 - Monitors changes in land use, population, employment and other growth factors for the Portland region and subareas within the region;
 - Maintains 5 and 20-year forecasts of population, housing and employment;
 - Implements the Regional Land Information System (RLIS) for current land-related data;
 - Maintains the Regional Map Center;
 - Provides assistance to ODOT, Tri-Met, local governments, the Port and public in accessing data and maps;
 - Coordinates with the Center for Population Research at PSU and the U.S. Census Bureau in disseminating 1990 Census products to users within the region (i.e., map products).

The Transportation Department operates under two external mandates:

1. The Federal Government requires adoption of a long range transportation plan (RTP) and a short range transportation improvement plan (TIP) in order to be certified to receive highway or transit construction grants.
2. The Oregon State LCDC Transportation Rule establishes standards and procedures for adoption of the RTP.

Current Issues:

1. Federal requirements: New "Surface Transportation Act" will likely "even the playing field" between transit and highways. Clean Air Act of 1990 will require aggressive new transportation controls to meet standards. Completion of Interstate Transfer Program necessitates greater emphasis on state and local funding mechanisms.
2. Competition for next LRT corridor is high.
3. Metro should follow up on plans to seek voter approval for local option vehicle registration fee for an Arterial Fund.
4. The Regional Urban Growth Goals and Objectives have a very strong tie to transportation, especially transit.
5. Region must develop a funding strategy to meet transit expectations.

6. The Regional Land Information System (RLIS) is a significant regional planning tool, an opportunity to improve and coordinate data needs and improve service for the public and business.

Funding and Budget:

1991-92 Fiscal Year \$4,966,362 (\$5 million)

Revenue Sources: Metro excise tax
Local government dues
UMTA/FHWA grants
Tri-Met funds
ODOT funds
DEQ funds
Solid Waste funds for data resource center
Sales (documents and publications)

Employees: 39



METRO

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Regional transportation: The decision-making process

The Metropolitan Service District, your regional government, handles regionwide concerns in the urban areas of Clackamas, Multnomah and Washington counties. Metro is responsible for solid waste management, operation of the Washington Park Zoo, transportation planning, technical services to local governments, and the Oregon Convention Center.

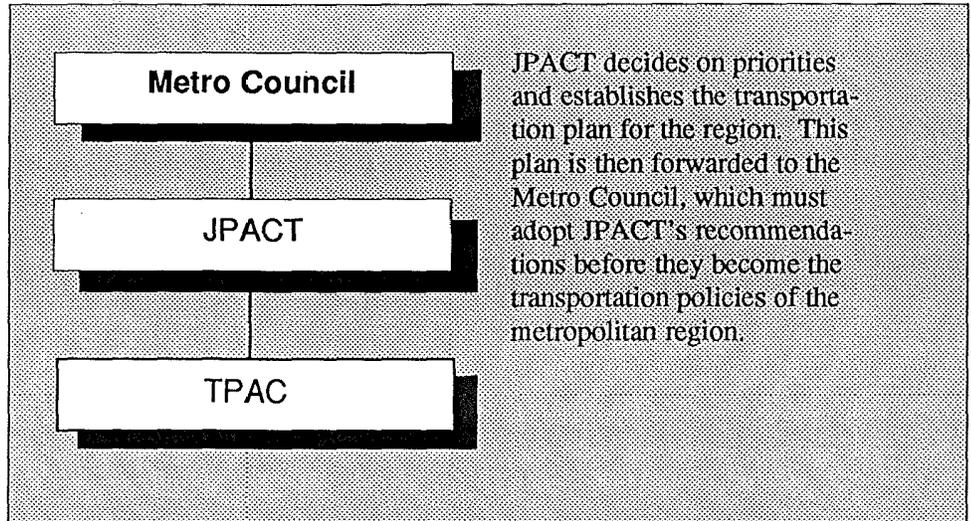
Every metropolitan area must have a metropolitan planning organization designated by the governor to receive and disburse federal funds for transportation. The Metro Council is assigned the responsibility of approving the expenditure of all federal transportation funds in this region. To assure a well-balanced regional transportation system, a decision-making process has been established to assist the Metro Council in making these important funding allocations.

The Metro Council

The Metro Council is composed of 12 members elected from districts throughout the metropolitan region (urban areas of Multnomah, Washington and Clackamas counties). The council approves transportation projects and programs recommended by the Joint Policy Advisory Committee on Transportation.

Joint Policy Advisory Committee on Transportation (JPACT)

JPACT provides a forum for elected officials and representatives of agencies involved in transportation projects to evaluate all of the transportation needs in this region and to make recommendations for funding to the Metro Council.



JPACT decides on priorities and establishes the transportation plan for the region. This plan is then forwarded to the Metro Council, which must adopt JPACT's recommendations before they become the transportation policies of the metropolitan region.

The 17-member committee is composed of:

- Members of the Metro Council
- A commissioner from the city of Portland
- A county commissioner from Multnomah, Clackamas and Washington counties
- An elected official from each county representing cities
- A representative of the Oregon Department of Transportation
- A Tri-Met representative
- A representative of the Port of Portland
- A representative of the Oregon Department of Environmental Quality
- An elected representative from Vancouver and one from Clark County, Wash.
- A representative of the Washington Department of Transportation

Transportation Policy Alternatives Committee (TPAC)

While JPACT provides a forum for recommendations on transportation issues at the policy level, TPAC provides input from the technical level.

TPAC's membership includes technical staff from the same governments and agencies as JPACT, plus representatives of the Federal Highway Administration, Federal Aviation Administration, the Urban Mass Transportation Administration and the Intergovernmental Resource Center of Clark County. There are also six citizen representatives appointed by the Metro Council.

For more information on upcoming forums, special events and regular meetings of JPACT, contact the Transportation Department at Metro, 221-1646.

The Metro Washington Park Zoo

The Metro Washington Park Zoo, in its centennial year is the oldest zoo West of the Mississippi. Its colorful history began in the mid 1880s when a seaman turned druggist used his own collection to create "Portland's First Zoo" at Fourth and Morrison in downtown Portland. Donated to the City of Portland in 1887 the expanding collection was moved to what then was called City Park --- the site of the present water reservoir in Washington Park.

In May of 1976 the residents of the M.S.D. voted to approve a 5 year \$10 million levy for operations of the Zoo, recognizing its regional significance. The Zoo became an operating department of the M.S.D. By 1979 the Portland Zoological Society (1952-1979) was restructured to reflect its advisory role and changed its name to the "Friends of the Zoo".

Today, the Washington Park Zoo is the State's number one paid tourist attraction, contributing over \$30 million annually in economic impacts. Its mission, "Caring now for the Future of Life," characterizes its commitment to saving endangered species.

The Zoo carries out its mission through 1) education, 2) research and improvement of husbandry techniques, exhibit environments, animal management and captive propagation and 3) cooperation with AAZAP Species Survival plans and other conservation efforts.

More than any other Metro operating department, the Zoo has been impacted by Ballot Measure 5 since it receives 40% of its funding off the property tax.

It is organized around six divisions:

1. Animal Management

What we think of when we think "zoo". Responsible for animal acquisition, animal care, veterinary services and research. Highlights of planned fy 91-92 are: the beginning of operations for the Center for Species Survival and a cooperative agreement will be formed with the governments of Thailand and India for Asian Elephant propagation.

Budget: 1991-1992 \$2,291,667 15.7%

2. Education Services

Provides services, programs, materials and staff resources for Zoo visitors, schools, community organizations. Develops exhibit, displays and interpretive materials; on site education. Majority of activities are on-going and some are revenue producing.

Budget: 1991-1992 \$927,853 6.2%

3. Marketing Division
Responsible for encouraging Zoo attendance and support through media campaigns, group sales, events, outreach programs and general promotional efforts.
Budget: 1991-1992 \$544,443 3.7%
4. Visitor Services
Provides services to zoo visitors through programs of Admissions, Zoo Railway, Food Service/Catering, Retail Sales/Rentals
Budget: 1991-1992 \$2,351,788 16.1%
5. Facilities Management
Support services to all zoo divisions, Friends of the Zoo, visitors, donors. Maintenance and repair, special projects, special event support, Railroad Engineers.
Budget: 1991-1992 \$3,248,447 22.2%
6. Administration
Overall leadership and coordination of zoo programs, liaison with Metro, Friends, development program, etc.
Budget: 1991-1992 \$914,581 6.2%

Funding for zoo operations comes from these sources:

1. Property tax - 40%
2. Enterprise activities - 53%
3. Donations - 4%
4. Other - 3%

The Metro Council has mandated that at least 50% of zoo operating funds come from non property tax sources.

The Zoo also has its own capital fund (\$3,220,865 for fy 1991-92). Major capital improvement projects, in compliance with the zoo's Master Plan, for next fiscal year include:

- Construction of a Center for Species Survival, funded from donations and grants. (\$425,000)
- Zoo Mini-Trolley, to transport people from the entrance to the concert lawn, funded by a bequest. (\$250,000)
- Elephant Barn Improvements. (\$190,500)
- Alaska Tundra Exhibit Improvements, to improve viewing. (\$15,310)

Regional Facilities

Metro is responsible for the planning, funding, construction, management and operations of all the region's public facilities with the exception of the Multnomah County Expo Center.

In January of 1990 the Metro Council and the Portland City Council agreed to consolidate the operation of convention, trade and spectator facilities under the Metro ERC.

Facilities previously governed by the City's Exposition-Recreation Commission were transferred to Metro ERC, including the Memorial Coliseum, Civic Stadium and the Portland Center for the Performing Arts (Civic Auditorium, Arlene Schnitzer Concert Hall, Winningstad Theater and Intermediate Theater).

The Metropolitan Exposition-Recreation Commission was created by the Metro Council in December 1987 following the adoption of the Regional Convention Trade and Spectator Facilities Master Plan (May 1986). It consists of seven members appointed to four year terms representing all three counties and the City of Portland. Members are appointed by the Metro Executive Officer, confirmed by the Council. The Commission is responsible for the operation of the OCC, Memorial Coliseum, Civic Stadium and PCPA. Their budget and operations are overseen by the Metro Council.

Oregon Convention Center

- 1990-91 was the Convention Center's start-up year;
- Revenues were \$750,000 in the first quarter against a \$1 million projection for the entire year;
- Occupancy has been between 55-60% against projections of 45%;
- Convention bookings are 22 for 1991 against projections of 11; 21 are scheduled for 1992;
- The Convention Center had a total of 117 events in the first quarter of 1991 with a total attendance of 410,000, not including the Grand Opening. This represents an occupancy rating of 87.7% for days booked.
- The Skyview Terrace is scheduled to open in August, 1991, anticipated to increase revenue from national and regional business.

Budget:	1991-1992 Operating	\$8,745,497	
	Revenue Highlights:	3,000,000	hotel/motel tax
		1,800,000	fund balance
		972,625	admissions
		1,500,000	food service
		433,689	parking
Employees:	83 total		
	43 full time		
	40 part time		

Memorial Coliseum - Portland Civic Stadium

The mission of these facilities is to offer the region well managed, fiscally sound, service oriented public assembly facilities by providing a wide variety of quality activities which instills community pride and public support.

Memorial Coliseum. Officially opened on November 3, 1960, the Memorial Coliseum is located on the east bank of the Willamette River in downtown Portland on approximately 22 acres of land. It has 9,000 permanent seats, capable of expanding to 13,000 with temporary seats, 2,000 parking places, home to Portland Trail Blazer basketball and Portland Winter Hawks hockey. Also hosts variety of special events, circuses, concerts, etc.

The strengths of the Coliseum are that it is well known, flexible, has quick change-over capabilities, centrally located, experience staff, high quality food service; safe, clean, affordable. Its weaknesses are that it is 30 years old, too expensive/Union House, too small for NHL ice requirements, lack of sky boxes, no concourse restaurant.

It also has meeting rooms and exhibit space which have been used extensively over the years. The uses of these halls range from large trade shows to smaller meetings and seminars. The strengths of the halls is that they are well-known, centrally located with easy access, trained staff and good food service. Weaknesses are that they are cold, old, limited storage space, low ceilings and no loading docks.

FY 1991-92 Budget: \$10.7 million gross revenue
\$10.5 million expenditures

115 staff of which 56 are full time and 59 are part time.

Project hosting 468 events with more than 2 million in attendance.

Civic Stadium. Built in 1926, completely renovated in 1983, the Portland Civic Stadium hosts various high school, collegiate sports events, concerts, Rose Festival entertainment, Western Soccer and is home to the Portland Beavers baseball, Portland State University football, Portland Timbers soccer. Contains 23,150 seats (with the capacity to expand to 27,000), new playing surface, concessions. Strengths are that it is well known with easy access, great visibility, safe and secure, family attractions, ticket access. Weaknesses are limited parking, no parking revenue, lack of sky suites, no restaurant, no elevators, no center field seating, neighborhood restrictions, limited public transportation access.

FY 1991-92 Budget: \$1.7 million gross revenue
\$2.1 million expenditures

22 staff positions of which 8 are full time and 14 are part time.

The Civic Stadium currently operates at a loss. The operating deficit is paid for by a reserve generated by the Memorial Coliseum which will be depleted within two years.

Portland Center for the Performing Arts. The Center includes the Arlene Schnitzer Concert Hall, Intermediate Theater, Winningstad Theater and Civic Auditorium. It hosts a range of cultural events from Shakespeare, ballet, opera to local theater, dance, meetings and receptions.

The PCPA has direct economic impact on the downtown. Its annual attendance brings a total estimated impact of \$55.8 million of which \$17 million is spent directly on businesses outside the PCPA facilities.

Its existence is at least partially responsible for the redevelopment of the South Park Blocks, renovation of the Heathman Hotel and has aided the Oregon Historical Society and Oregon Art Center in their development.

For fy 1991-92 operating revenues are expected to be \$3,991,000 based on 800 performances with a total attendance of about 800,000 at all four theaters. This is 10% above fy 1990-91 revenues (\$365,615). Expenditures are projected at \$4.9 million including \$136,150 for capital. There are 26 full time and 90 part time staff positions budgeted.

Performing art facilities have traditionally been built and operated by the public; no like facility in the country makes a profit and all receive some sort of subsidy. The PCPA deficit is covered by excess revenue from the Memorial Coliseum. These funds are being exhausted at a rate which will necessitate a new source by 1993.

The total budget for all spectator facilities is \$18,452,453 for fiscal year 1991-92. Roughly 50% is Memorial Coliseum, 23% is the PCPA and 10% is the Civic Stadium.

Metropolitan Exposition-Recreation Commission. The MERC is charged with the responsibility of professionally and cost effectively overseeing the management of the facilities, providing a variety of quality community events which instill community pride and support, resulting in increased economic impact for the region and

"significantly contributing to the quality of life in the Portland metropolitan area and the State of Oregon." (MERC mission statement)

The MERC is a seven member commission representing the tri-county area and is appointed by the Metro Executive Officer. Centralization of certain operations aspects, eg. marketing, staffing, ticketing, and pooling funds is considered a competitive advantage.

The budget for the 1991-92 fiscal year is \$862,999, funding 13 full time positions, focused on central management activities --- administration, finance, security, admissions, box office, data processing. Transfers from the Spectator Facilities Operating Fund and the Oregon Convention Center Operating Fund support this operation.

Regional Facilities Committee Summary

The Metro Council has appointed a citizen committee to look at all the issues related to funding and managing the regional facilities. Chaired by Cliff Carlson, this committee is organized around five subcommittees:

- Finance Subcommittee;
- Arena Subcommittee;
- Dome Subcommittee;
- Convention Center/Expo Center Subcommittee;
- PCPA Subcommittee.

Their report is due the end of June, 1991. Major recommendations regarding financing the facilities, acquisition of Multnomah County's Expo Center are expected as well as recommendations regarding the future of the arena.

Planning and Development Department

Metro's regional planning functions are centralized in the Planning and Development Department. The Department is organized into three divisions---land use planning, environmental planning and urban services planning and covers urban growth management, solid waste planning, parks and natural areas, water resources management, housing and economic development coordination and regional emergency planning. The department provides maximum citizen and local government participation. It manages four policy committees whose members are drawn from local government elected officials, community leaders, citizen groups and special interests. They include:

- Urban Growth Management Policy and Technical Advisory Committees
- Solid Waste Policy and Technical Committees
- Water Resources Policy Advisory Committee
- Natural Areas Policy and Technical Advisory Committees

In addition to the committees, the department holds periodic forums and workshops on specific topics and an annual Regional Growth Conference to update people on the urban growth management program. This year 725 attended the Regional Growth Conference at the Oregon Convention Center.

Land Use Planning Division Highlights:

- Urban Growth Management. Periodic review of the U.G.B. development of RUGGOs. This is an assessment of the adequacy of the urban land supply to the year 2010 and new UGB amendment procedures.
- Urban Growth Boundary Maintenance
- Land Use / Transportation Futures Study
- Growth Management Conference
- Economic Activity Centers
- Urban Reserves
- Public Involvement Program
- Expansion of Housing Program
- Regional Economic Development

Environmental Planning Division Highlights:

- Metropolitan Greenspaces
- Natural Areas Analysis
- Natural Areas Functional Plan
- Financing and Management Strategies
- Public Awareness Program
- Water Resources Database
- Regional Stormwater Management Plan
- Regional Wastewater Management Plan
- Water Supply
- Smith and Bybee Lake

Urban Services Planning Division Highlights:

- Policy and Plan Development
- Address Major Solid Waste Issues
- Develop Long Term Solid Waste Issues
- Complete RSWMP
- Emergency Planning Function
- Address Issues of Fiscal Disparity

Budget: #3,636,371
 26 full time positions
 Funded by grants (18%), dues (3%),
 interfund transfers (68%), other (8%)

Support Services

Public Affairs Department. The Public Affairs Department is an outgrowth of CRAG and fulfills the public information function of the agency. The Department conducts a comprehensive communications program to inform the public about Metro's activities and services. It provides news releases, legal notices, advertising, speeches, brochures, fact sheets, newsletters, posters, trade show displays, audio/visual presentations, graphic design and presentation services, classroom presentations; interfaces with the media, attends community and neighborhood meetings and manages the Recycling Information Center.

The Recycling Information Center is a clearinghouse of recycling information to the public, offering a computer database of information. The Center provides information and materials to the public, business, government and schools. Began in 1985 with one part-time operator who answered 11,000 calls, today there are four full-time operators answering more than 70,000 calls a year. The RIC is funded by the Solid Waste Department.

Public Affairs also provides "waste reduction education" to schools and community groups, offering a series of curriculum materials, activities for students, puppet shows, classroom presentations and resource material for teachers. In 1990 this program went to over 300 schools and reached over 18,000 students. This function is also funded by the Solid Waste Department.

Budget: FY 1991-1992 \$801,311
Employees: 14.5
Funded by iterfund transfers from other departments, reflecting the amount of time spent by P.A. staff on specific department work.

Finance and Management Information Department. Metro's financial management and administrative services functions are provided by this department. Functions include accounting, financial planning, investments, credit management, data processing, budget support services, office services and risk management organized, within five divisions.

The MERC consolidation effort has added substantially to the responsibilities of this department. Outstanding related issues are installation of MERC time clocks, automation of MERC accounting system and completion of the first MERC audit under Metro auspices. Additional issues for the upcoming fiscal year are the financing of the Washington County Transfer Station and the financing of a new headquarter facility for Metro.

Budget: FY 1991-92 \$2,591,485
Employees: 38

Personnel Department. The Personnel Department handles all recruitment and selection, benefits administration, labor negotiations and entry for personnel related payroll data for Metro including the MERC. Metro, which includes the Zoo, has 464 employees; the MERC and its facilities has 786 employees for a total of 1,250.

Local 483 and AFSCME represent Metro and Zoo union employees. Local #28/Stagehands, Local #28/Utility Workers, Local #49, Engineers I.U.O.E. #87 and IATSE local #B-20 represent MERC union employees.

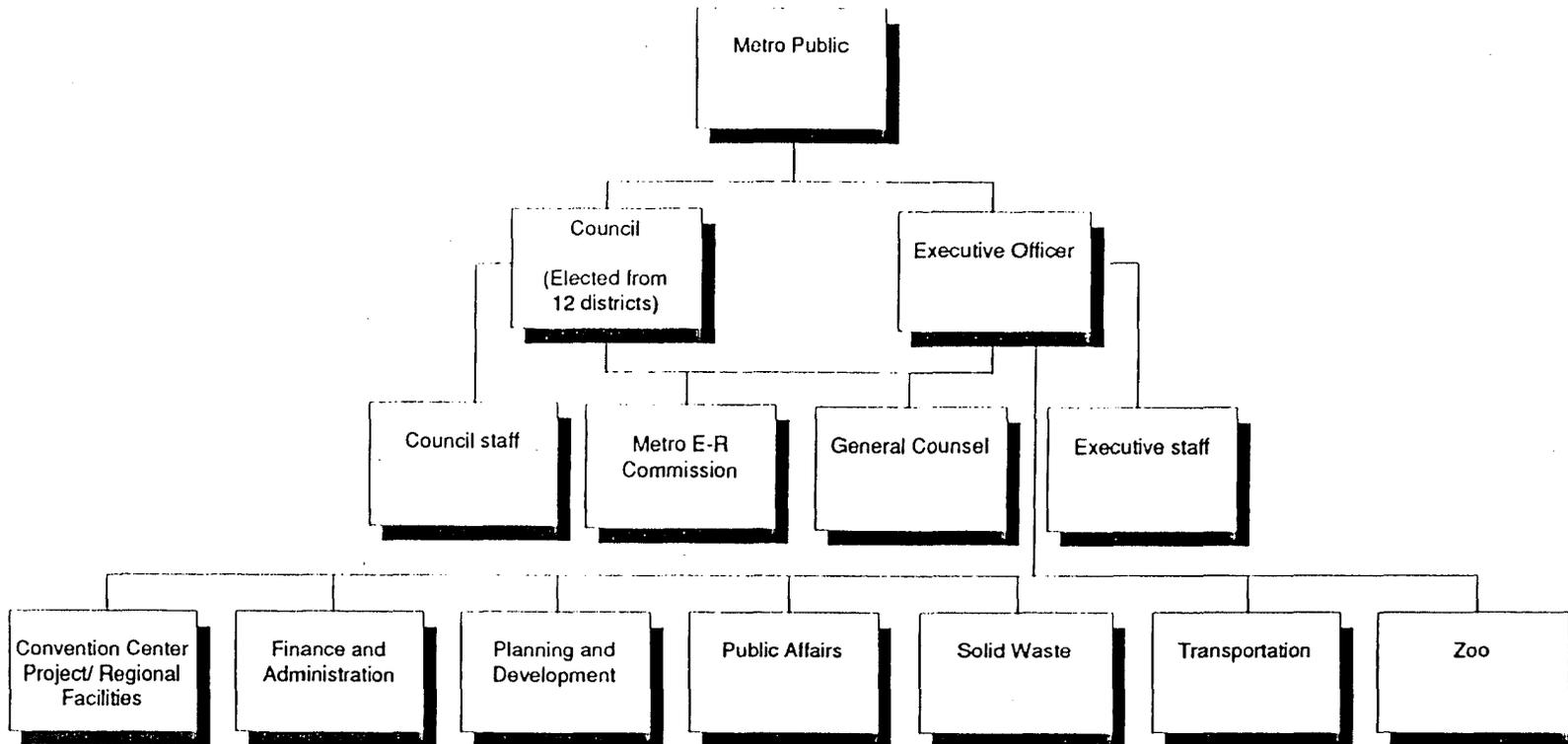
Budget:	FY 1991-92	\$487,520
	Employees:	10.25

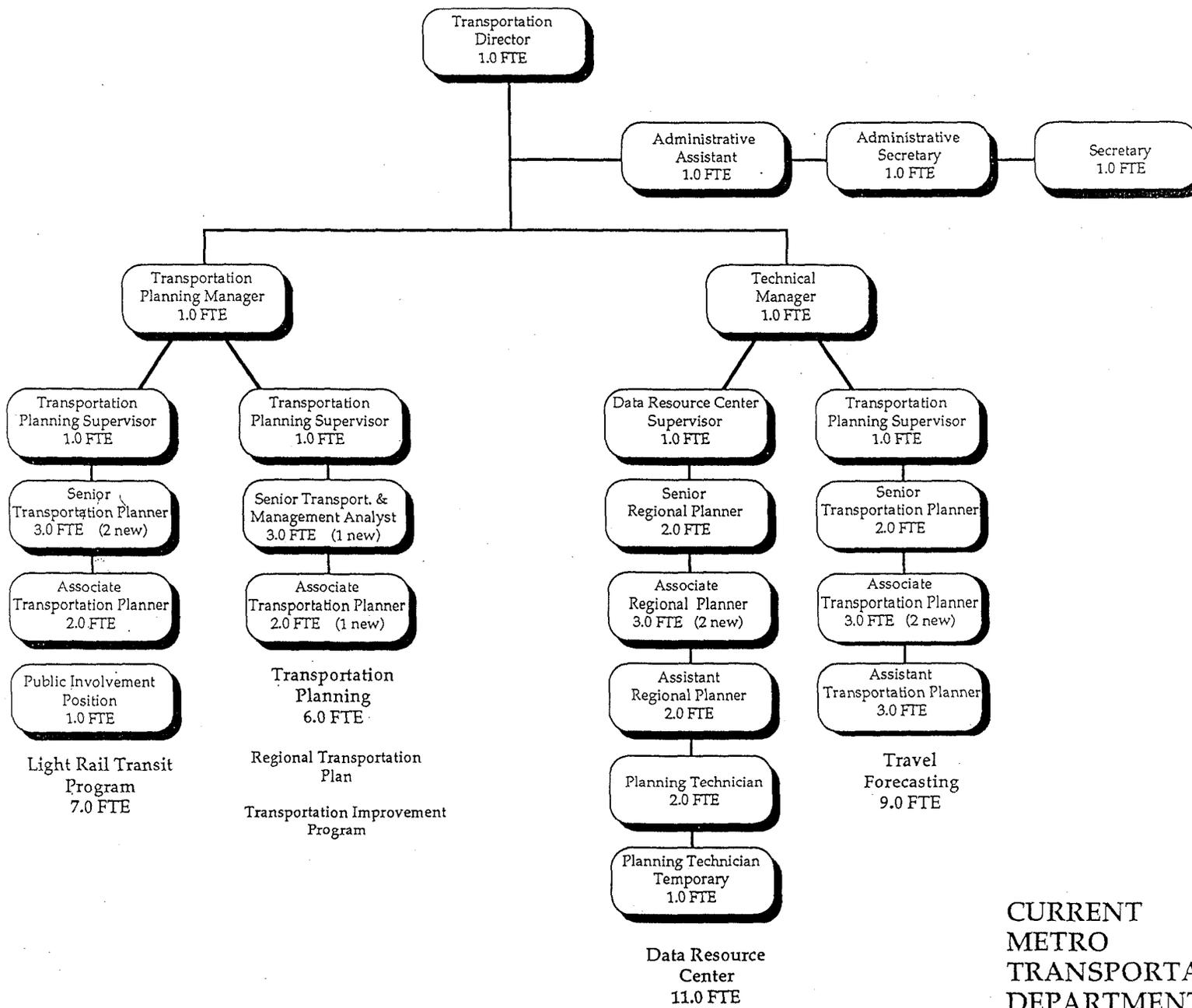
Office of General Counsel. Responsible for the provision of legal services for the District. Legal staff organized around areas of concentration (1)solid waste; (2)personnel, planning, transportation; (3)Merc and the Zoo.

Budget:	FY 1991-92	\$381.845
	Employees:	6

ORGANIZATIONAL CHARTS

Organizational Structure





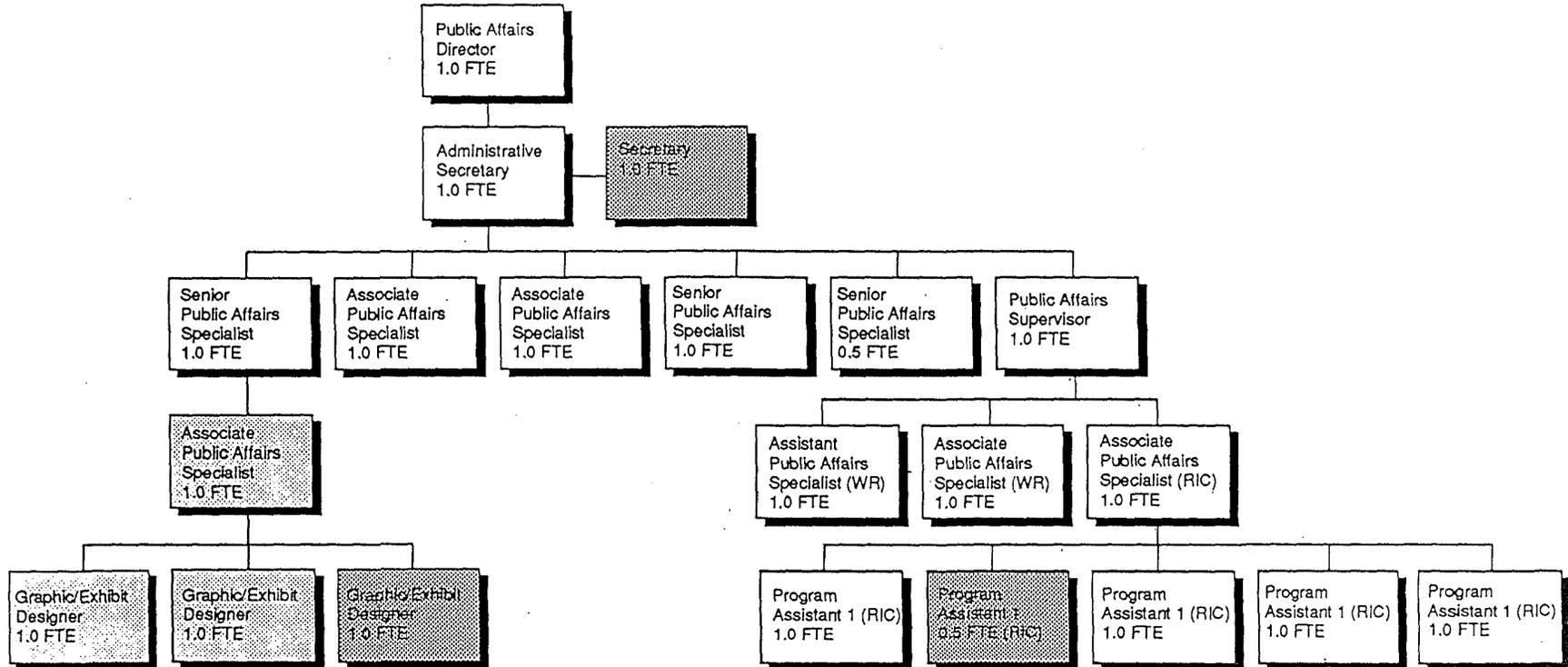
**CURRENT
METRO
TRANSPORTATION
DEPARTMENT**

39 FTE = FY 1991 - 92 Budget

8 new

1/11/91

Public Affairs Department
 organization chart
 FY 1991-92

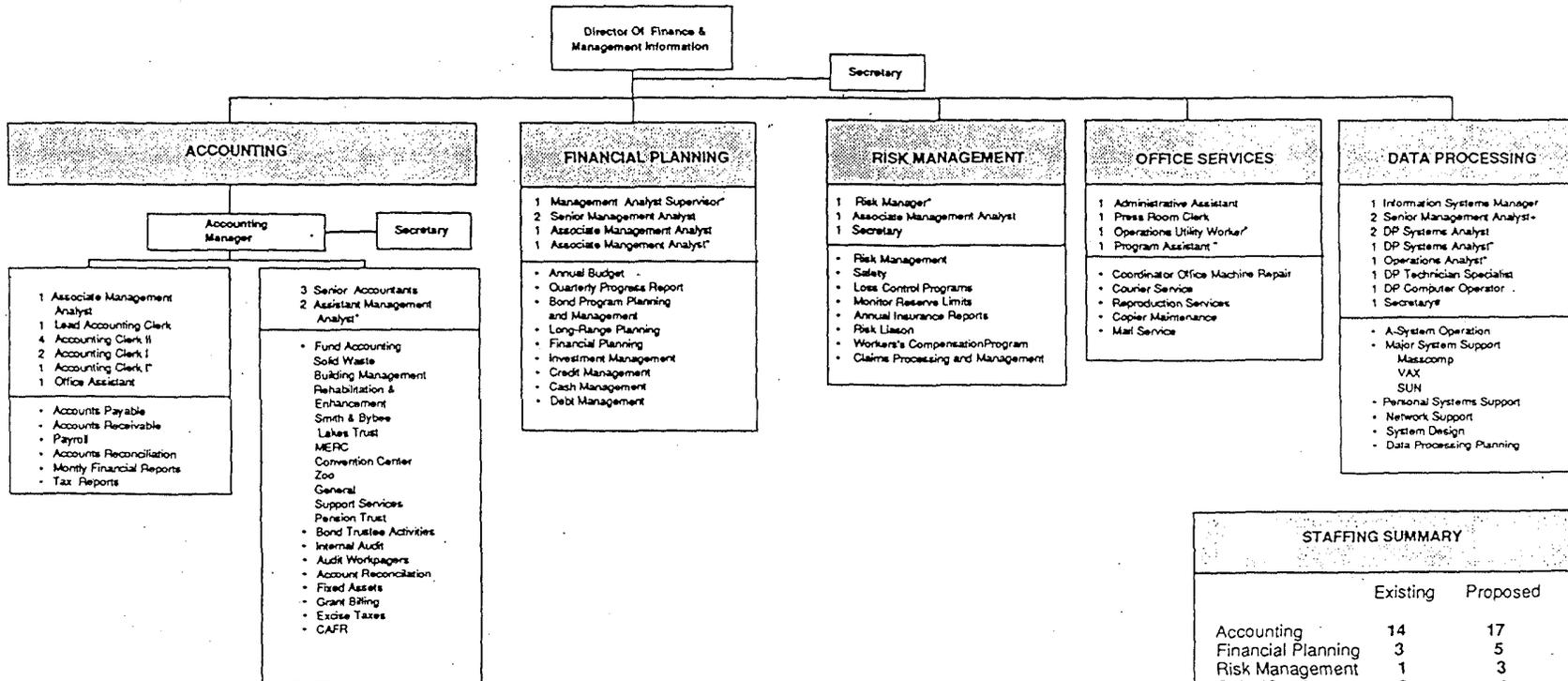


2

 New positions
 Proposed reclassified positions

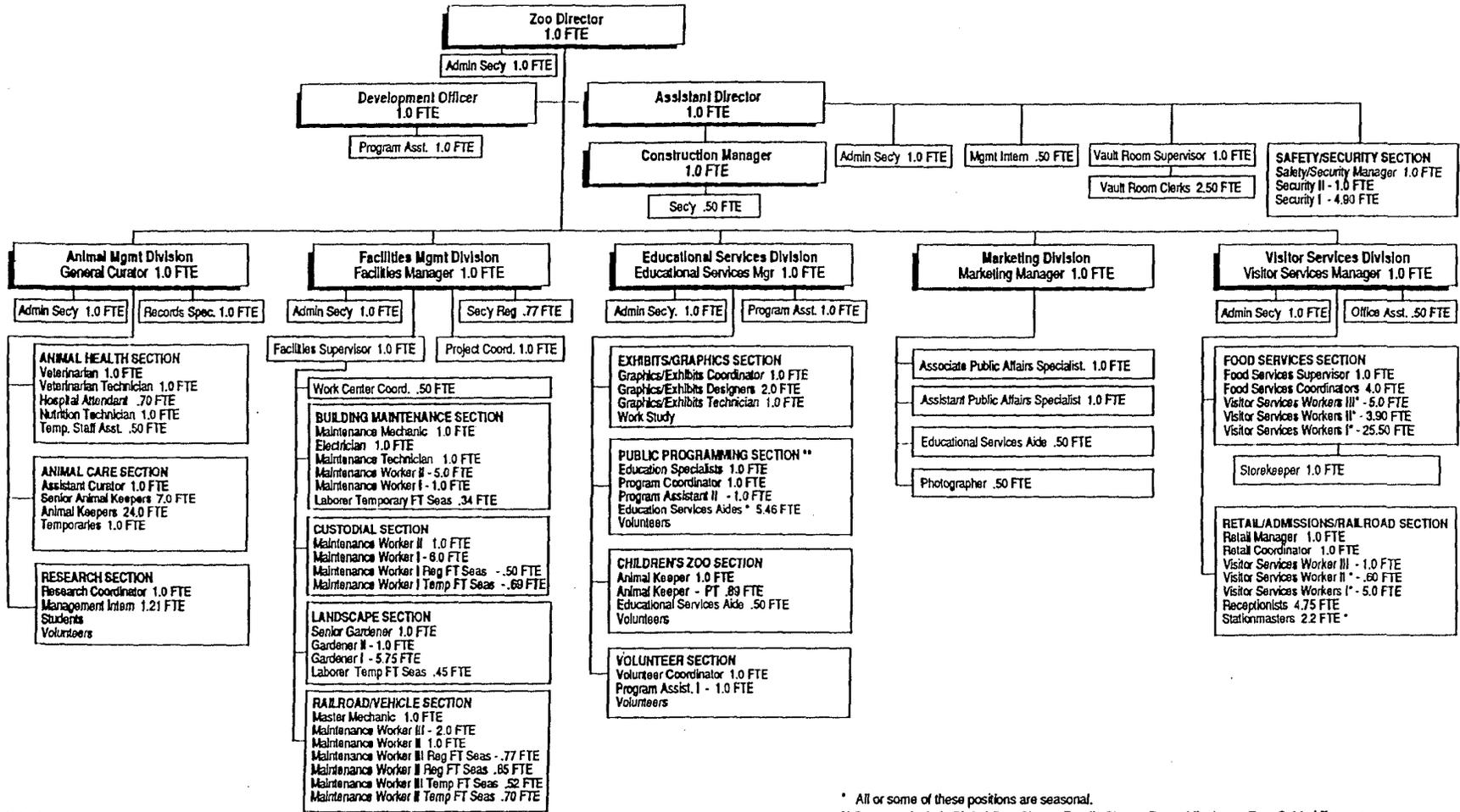
FINANCE AND MANAGEMENT INFORMATION DEPARTMENT

PROPOSED FY 1991 - 92



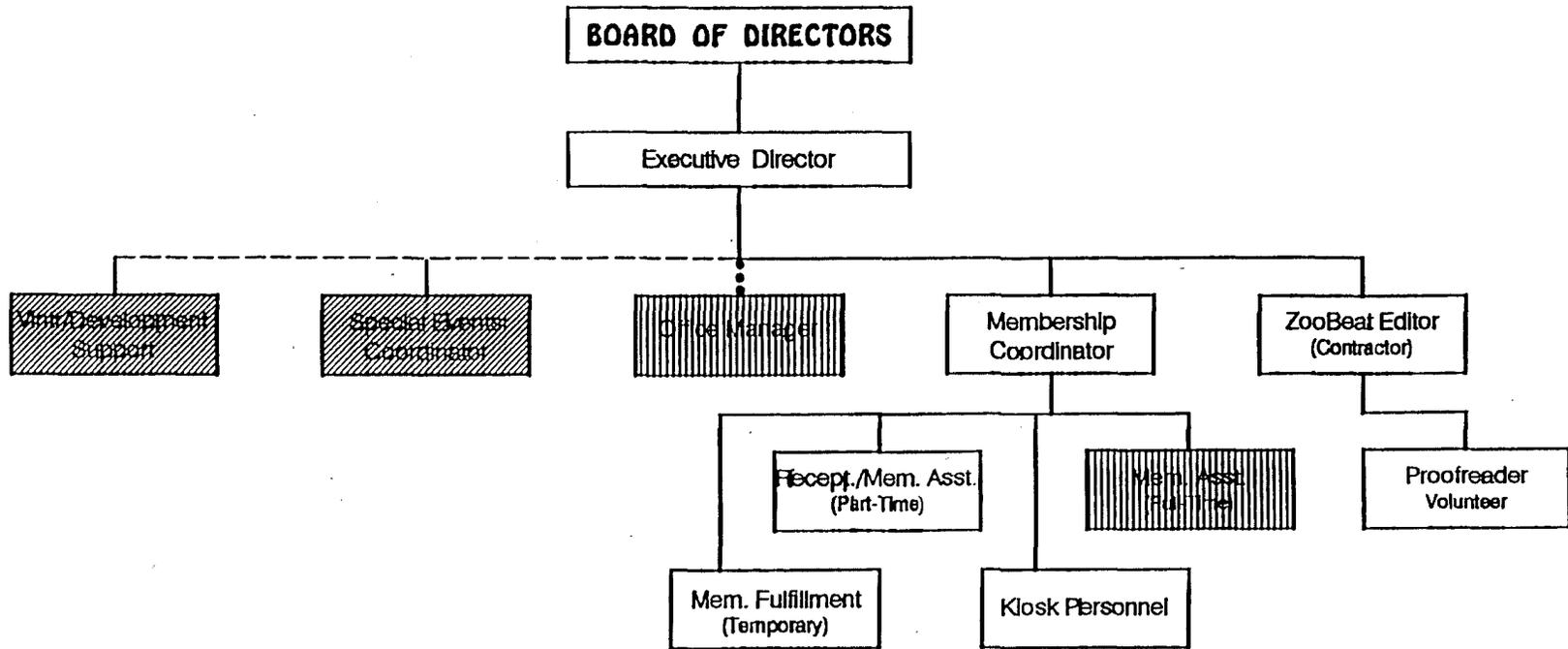
STAFFING SUMMARY		
	Existing	Proposed
Accounting	14	17
Financial Planning	3	5
Risk Management	1	3
Office Services	2	4
Data Processing	7.5	10
Director/Secretary	2	2
Total	29.5	41.0

* Proposed Staff Addition
 - Position Reclassification
 # Increase to Full-Time



* All or some of these positions are seasonal.
 ** Programs include Bird of Prey Shows, Reptile Shows, Zoomobile, Insect Zoo, Guided Tours, etc.

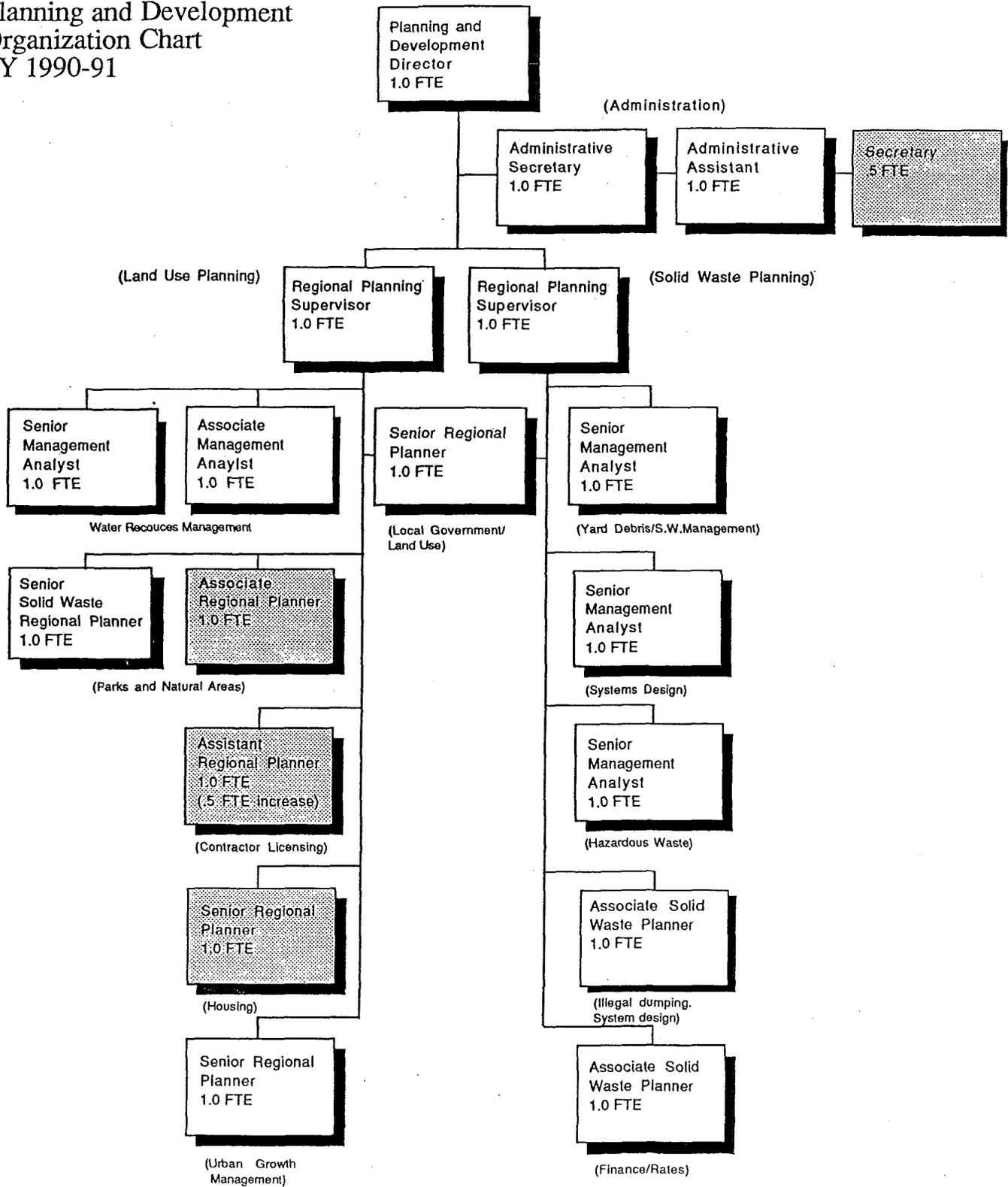
ORGANIZATIONAL CHART & PROJECTIONS FOR FOZ



LEGEND

- Proposed for 1 January 1991.
- ||||| Proposed for 1 January 1991.
- Proposed for FY91-92.
- ////// Proposed for FY91-92.

Planning and Development
 Organization Chart
 FY 1990-91



ZOO HISTORY

HISTORICAL BACKGROUND

The Washington Park Zoo, in its centennial year, is the oldest Zoo west of the Mississippi. Its roots formed in the mid-1880's when Portland was a busy frontier city. "Portland's First Zoo" was started at 4th and Morrison in downtown Portland by a seaman turned druggist who-loved animals and collected them from his seafaring friends. By 1887 the collection had outgrown its quarters on a vacant lot next to his store; Richard Knight donated the collection to the City of Portland and it was moved to City Park. (The present water reservoir site in Washington Park.)

The first Park Keeper (who also had charge of the Zoo) was Charles Meyers, who for 16 years gave the animals his special attention. He constructed what is believed to be the first sunken, barless cage anywhere in the world - a bear grotto which housed the grizzly and Alaskan bears which were part of the new Zoo. The present bear grottos are adaptations of the original ones, which were praised at the time as a "model for all zoos for the humane confinement of wild animals." There was a rapid growth of animal exhibits, and by 1894 there were 300 specimens, mostly North American species, plus a few monkeys, foreign birds and a kangaroo. Alligators, the Zoo's first reptiles, were acquired in 1895. In 1904 the City paid \$1,000 for a leopard, an African lion and a polar bear which had been exhibited at the Lewis & Clark Exposition in Portland.

The Zoo began a period of decline in 1905 which was intensified by a move to a higher and more remote part of the park in 1925. Within that period, there was a new Mayor who was opposed to zoos, a new Park Keeper, who was a gardener by trade, and World War I was in progress. The Zoo received a small boost when the first fulltime Zoo Director was hired in 1938. During the following years, some improvements and additions were made to the Zoo's collection, but by the end of World War II, the Zoo had deteriorated seriously.

When Jack Marks took over as Zoo

Director in 1947, expansion was impossible at the inadequate site, cages and enclosures were in poor repair, and there were numerous escapes. There were also many premature animal deaths until three veterinarians began spending more time with the animals and gained experience in recognizing symptoms before a disease took hold. They spent a great deal of their own money on the care of Zoo specimens, signaling the beginning of renewed interest in the Zoo. One of these vets, Dr. Theodore Reed, subsequently became the Director of the National Zoo in Washington, D.C., strengthening the good relationship between the two institutions.

A major turning point came in 1951 when the Portland City Club adopted a study committee report recommending that a new Zoo be constructed on a new site, that an advisory group be established to further the Zoo's interests, and that a commission be formed to aid the City Council on Zoo matters. The Zoo Commission was promptly appointed by the City Council, and in 1952 the Council accepted the Commission's recommendation to place a \$3,850,000 bond issue on the November ballot to finance a new Zoo on the 60-acre site of the West Hills Golf Course in Washington Park.

The Portland Zoological Society was chartered in 1952. Publicity was generated by the arrival in September, 1952, of Rosy, Portland's first Asian elephant. She was donated by Portlanders stationed in Thailand and she caught the fancy of the City. One of the first tasks of the Society was to run the promotional campaign for the ballot measure. The measure failed by less than 12,000 votes, so the Commission and the Society immediately decided to try again. The next election in May 1954, was successful.

The new zoo, renamed the Portland Zoological Gardens, opened July 3, 1959, in conjunction with Portland's centennial year festivities. Unfortunately, increased construction costs, compounded by delays due to bad weather, forced postponement of many of the proposed facilities. Only 60

percent of the first "Master Plan" was completed, forming the nucleus of the present Zoo. Construction of the Children's Zoo was made possible by funds from the Society and a private donor, Andy Hrestu, in 1961. Donations to the Society also made possible the construction of the hospital/research facility in 1966.

Partial funding for a railway was included in the original tax levy. Jack Jones, an ex-railroad man, and Ed Miller, former managing editor of The Oregonian, were instrumental in obtaining donations of time, money, and materials in order to make the Zooliner the finest amusement train ride of any zoo in the country. The original perimeter route was later extended into other areas of the Washington Park complex, making a four-mile round trip excursion. The railroad is the last remaining official mail carrier having its own cancellation stamp.

Acquisition of animals continued during this period. Mr. Marks led penguin expeditions to Antarctica in 1957, 1958, and 1962; the first birds were kept in the Peninsula Park swimming pool until their new quarters were completed. Asian elephants belonging to Morgan Berry had been spending winters at the Zoo for several years. On April 14, 1962, the Zoo was the scene of the first elephant birth in this country in 44 years. A fund-raising drive made possible the purchase of the baby "Packy" and his mother "Belle" from Mr. Berry, whereupon he donated his remaining two elephants including the sire Thonglaw. Rosy gave birth in October, 1962, and by 1967 there had been six elephant births at the Portland Zoo. Thonglaw died in 1974. Packy and new males, Tunga and Hugo, are now sires of new calves.

In 1971 the Portland Zoological Society assumed full management of the Zoo, although the City continued to provide funds. Eventually, the burden of subsidizing the Zoo became too great for either agency and they turned to the State for help. A law was passed to allow the Zoo to come under the jurisdiction of the

Metropolitan Service District (MSD), a special district regional government whose Board of Directors was composed of locally elected city and county officials in the tri-county area. In May, 1976 the residents of the District approved a five-year \$10 million levy for the operation of the Zoo. The Zoo functioned as an operating department of the MSD which exercised budgetary and general supervisory control. Day-to-day Zoo operations were the responsibility of the former Zoo Director, Warren Iliff.

The Society served in an advisory capacity to the MSD Board, and continued to promote private donations and volunteer support. Following the 1975 election, a new name was sought for the Zoo. After reviewing almost 500 entries, MSD chose an old "new" name submitted by 6th grader Susan Sachitano. On October 1, 1976, the Portland Zoological Gardens became the Washington Park Zoo. The Zoo's baby giraffe was named "Sach" in honor of the contest winner.

In 1979 the Society was restructured to reflect its advisory role better, and its name was changed to "Friends of the Washington Park Zoo". MSD also changed, in that it merged with the Columbia Region Association of Governments (CRAG), and is now "Metro", governed by an elected Executive Officer and 12 elected Councilors. On May 20, 1980, voters of Metro passed a levy which provided funding for the Zoo's operations and capital improvements.

Using the funds available from the tax levy for the 1976-81 time period, the Zoo finished a number of major projects. Among these were: the Entry Plaza, Primates House, Elephant House Yard, Quarantine Building, and Children's Zoo Nursery. Smaller projects included: installation of a number of small gardens including the Lewis and Clark, Bird, Rose, and Lily Gardens, decoration of the "Zoo/OMSI/Forestry Center" bus, and renovation of the steam engine and the Washington Park Zoo Train Station. In

addition, several exhibits at the Children's Zoo, Night Country and Felines Exhibit improvements were completed.

The Cascades Stream and Pond Exhibit was funded by a bequest from the late William Schamoni and was completed in 1982. The main features of the Stream and Pond Exhibit are a 1/4-mile long nature trail, otter, trout, and beaver pools, a walk-through marsh, and two banks of aquaria for small stream and pond organisms. Exhibits for owls and eagles also have been built along the nature trail.

In the Maintenance Yard, four new buildings were constructed and existing ones renovated to improve maintenance capabilities in 1982-83. Also constructed in 1982 was the stage for special events such as jazz and bluegrass concerts.

Ground breaking for the renovation of the Penguinarium took place in 1982. Main features of the exhibit are enclosed viewing areas with extensive graphics, better lighting, water filtration and breeding facilities, and a substantial amount of artificial rockwork. Construction was completed in 1983. Adjacent to the renovated Penguinarium is the Swigert Memorial Fountain funded by Christine Swigert, featuring a sculpture by Rich Beyer. This project was completed in June of 1983.

The Alaska Tundra Exhibit construction began in the Spring of 1983 and the exhibit opened in Spring 1985. In naturalistic habitat settings, it displays wolves, musk oxen, and grizzly bears along with smaller animals such as lemmings, snowy owls, and marsh birds. A major interpretive building introduces a number of interpretive and education concepts concerning the tundra as a habitat by means of innovative exhibits and graphics.

The Washington Park Zoo is currently

experiencing a period of exciting revitalization and improvement. In 1985, Gene Leo became Director of the Zoo. Since his arrival, the Priority I projects in the 1983 Master Plan have been designed or completed under his direction. Programs and operations continue to be improved by cooperation among the Zoo Staff, Metro and the Friends of the Zoo.

Renovation of the Bears (West) and BearWalk Cafe constitutes a major improvement to former conditions. Dedicated during 1986, this facility interprets and exhibits polar bears and Malayan sun bears. BearWalk Cafe, sited along Zoo Street, is a key element in the over-all WPZ food service for Zoo visitors.

The Lilah Callen Holden Elephant Museum, built with private funds with principle donors being the Glen Holden Foundation, the Fred Meyer Charitable Trust, the M.J. Murdock Charitable Trust, and the Friends of the Washington Park Zoo, was completed in 1986. It houses a variety of exhibits that depict the rich history of Man and Elephant, from early man and mastodons to modern day elephants. The Elephant Museum will become part of the WPZ Elephant Center and will celebrate the elephant, educate Zoo guests, and play an educational and cultural role in the elephant conservation program at the Zoo.

The Africa Exhibit - Phases I & II, when completed in 1989, will encompass that portion of the existing hoofed stock paddocks directly south of the Primates. The total project of three phases will eventually take in all of the hoofed stock area up to and including the Bird Garden. Key elements in the project, in addition to dynamic animal exhibits, will be the AfriCafe, a central all - season food service facility, plus improvements to the Bandshell and Concert lawn area.