



**METROPOLITAN SERVICE DISTRICT**

527 S. W. HALL, PORTLAND, OREGON 97201 222-3671

MSD BOARD OF DIRECTORS

PORTLAND WATER BUREAU  
1800 SW 6TH AVE.  
AUDITORIUM

JUNE 11, 1976  
2:00 P.M.

A G E N D A

76-539

MINUTES

76-540

PUBLIC COMMUNICATIONS

ADMINISTRATIVE

76-541

CASH DISBURSEMENTS

DRAINAGE PROGRAM

(NO BUSINESS)

SOLID WASTE PROGRAM

76-542

ORDINANCE NO. 39 - FIRST PUBLIC HEARING  
AN ORDINANCE ADOPTING STANDARDS OF  
EXEMPTIONS FOR THE OPERATION OF  
SOLID WASTE DISPOSAL SITES IN  
ACCORDANCE WITH MSD ORDINANCE No. 32;  
AND PRESCRIBING AN EFFECTIVE DATE  
STATUS REPORT - SOLID WASTE PROGRAM

76-543

ZOO PROGRAM

76-544

ORGANIZATIONAL AND MANAGEMENT PLAN

OTHER BUSINESS



**METROPOLITAN SERVICE DISTRICT**

527 S. W. HALL, PORTLAND, OREGON 97201 222-3671

JUNE 9, 1976

TO: BOARD OF DIRECTORS  
FROM: MSD STAFF  
SUBJECT: STAFF REPORT FOR JUNE 11, 1976

ENCLOSED FOR REVIEW AND RECOMMENDED ACTION ARE THE FOLLOWING AGENDA ITEMS:

<u>PAGE</u>	<u>ACTION RECORD NUMBER</u>	
1	76-539	MINUTES Action - <u>Approve</u> the minutes of May 28, 1976
12	76-540	PUBLIC COMMUNICATIONS Action - <u>Receive</u> comments from the public on non-agenda items
13	76-541	CASH DISBURSEMENTS Action - <u>Approve</u> Vouchers No. 462 through 475 for payment in the total amount of \$10,962.03.

<u>PAGE</u>	<u>ACTION RECORD NUMBER</u>	
16	76-542	ORDINANCE NO. 39 - FIRST PUBLIC HEARING AN ORDINANCE ADOPTING STANDARDS OF EXEMPTIONS FOR THE OPERATION OF SOLID WASTE DISPOSAL SITES IN ACCORDANCE WITH MSD ORDINANCE NO. 32; AND PRESCRIBING AN EFFECTIVE DATE Action - <u>Conduct</u> public hearing, <u>receive</u> testimony, and <u>set</u> second hearing date
20	76-543	STATUS REPORT - SOLID WASTE PROGRAM Action - <u>Discussion</u>
21	76-544	ZOO ORGANIZATIONAL AND MANAGEMENT PLAN Action - <u>Discussion</u>

OTHER BUSINESS

76-545	TRAVEL AUTHORIZATION - C. KETTERLING
76-546	AUTHORIZATION TO RETAIN ZOO LABOR CONTRACT NEGOTIATOR EXECUTIVE SESSION - LABOR NEGOTIATIONS PURSUANT TO ORS 192.660.(3)

76-539 MINUTES

THE FOLLOWING PAGES CONTAIN THE MINUTES OF THE MAY 28, 1976  
BOARD MEETING.

THE STAFF RECOMMENDS APPROVAL OF THE MAY 28, 1976 MINUTES.

APPROVED METROPOLITAN  
SERVICE DISTRICT  
BOARD OF DIRECTORS

ACTION NO. \_\_\_\_\_

DATE \_\_\_\_\_

BY \_\_\_\_\_

CLERK OF THE BOARD

76-540 PUBLIC COMMUNICATIONS

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

76-541 CASH DISBURSEMENTS

THE FOLLOWING PAGES CONTAIN A LISTING OF BILLINGS SUBMITTED FOR PAYMENT.

THE STAFF RECOMMENDS APPROVAL OF PAYMENT FOR VOUCHERS No. 462 THROUGH 475 IN THE TOTAL AMOUNT OF \$10,962.03.

APPROVED METROPOLITAN  
SERVICE DISTRICT  
BOARD OF DIRECTORS

ACTION NO. \_\_\_\_\_

DATE \_\_\_\_\_

BY \_\_\_\_\_

CLERK OF THE BOARD

M. S. D.

CASH DISBURSEMENTS

VOUCHER NO.	CHECK NO.	PAYABLE TO:	PURPOSE	AMOUNT	PROJECT	CODE
462	462	Wilfred N. Belanger	Oregonian Subscription	3.50	401	518
463	463	Bicycle Boy	Meeting Expense	5.95	401	515
464	464	Boise Cascade	Office Supplies	38.26	401	508
465	465	CRAG	Postage	10.13	403	200
			Postage	31.98	401	300
			Postage	28.72	301	200
			Printing	5.10	301	200
			Printing	3.63	400	200
			Printing	104.07	401	200
			Printing	17.52	403	200
			Gas	70.52		
466	466	CRAG	Rent	616.66	401	509
			Rent	50.00	403	509
			Equipment Rental	42.00	401	521
			Administrative Overhead	297.00	401	502
			Parking	17.50	401	516
467	467	CRAG	Salaries & Fringe	653.26	301	200
			Salaries & Fringe	258.03	400	200
			Salaries & Fringe	6,655.77	401	200
			Salaries & Fringe	1,519.96		
468	468	Daily Journal of Commerce	Public Notices	25.72	401	530
469	469	Darrel Dunham	May Computer Services	50.00	403	502
470	470	Merle Irvine	Travel Expense	8.00	401	505
471	471	C. C. Kemper	Travel Expense	6.75	401	505

M. S. D.

CASH DISBURSEMENTS

VOUCHER NO.	CHECK NO.	PAYABLE TO:	PURPOSE	AMOUNT	PROJECT	CODE
472	472	Petty Cash	Travel	9.28	401	505
			Supplies	6.55	401	508
			Meeting Expense	12.98	401	515
			Postage	1.24	401	519
473	473	Portland State Univer.	Printing	36.15	403	506
474	474	Sherton-Renton Inn	Resource Recovery Conference	75.80	401	505
475	475	Portland State Univer.	Work Study Contract	<u>300.00</u>	401	502
			TOTAL	\$10,962.03		



76-542 ORDINANCE NO. 39 - FIRST PUBLIC HEARING

AN ORDINANCE ADOPTING STANDARDS OF EXEMPTIONS FOR THE OPERATION OF SOLID WASTE DISPOSAL SITES IN ACCORDANCE WITH MSD ORDINANCE No. 32; AND PRESCRIBING AN EFFECTIVE DATE.

THE FOLLOWING PAGES CONTAIN A STAFF REPORT REVIEWING THE ABOVE TITLED ORDINANCE. THE ORDINANCE IS DISTRIBUTED UNDER SEPARATE COVER.

THE STAFF RECOMMENDS CONDUCTING THE FIRST PUBLIC HEARING ON ORDINANCE No. 39, RECEIVING PUBLIC TESTIMONY, AND SETTING JUNE 25, 1976, AS THE SECOND HEARING DATE.

*Set to July 9, 1976 for second  
public hearing.*



June 9, 1976

TO: MSD Board of Directors

FROM: Merle Irvine

SUBJECT: STAFF REPORT ON ORDINANCE NO. 39

Ordinance No. 32 establishes an areawide solid waste program including procedures for issuance of certificates for the operation of waste disposal sites. In addition, Ordinance No. 32 defines the types of material that may be received and disposed at a landfill. More specifically, processible waste disposal sites and non-processible solid waste disposal sites can only receive and dispose processible and non-processible wastes, respectively. It was recognized by the Board that under certain conditions, which vary from time to time, operators of waste disposal sites should be allowed to receive and dispose of wastes which are prohibited by Ordinance No. 32. In addition, concern was also expressed that a hardship would be imposed on existing demolition landfill operations under the strict interpretation of Ordinance No. 32. Therefore, Section 8.D. of Ordinance No. 32 provided for the development of standards of exemptions for operators of waste disposal sites.

On June 11, 1976, the MSD Board will conduct the first public hearing on Ordinance No. 39, Standards of Exemptions. This proposed ordinance will allow operators of landfills, both processible and non-processible (demolition), to continue to

receive and dispose the same type of waste as is the current practice during Phase I and II of the MSD Solid Waste Program. At the commencement of Phase III, the processible waste disposal sites can only receive and dispose processed waste and under certain conditions other waste. Non-processible waste disposal sites will be permitted to receive and dispose only non-processible waste and processible waste not accepted at a processing station. Phase I includes the construction period of the first processing station and the first transfer station. Phase II is that period of time from the activation of the first processing and transfer stations to the activation of the second processing station, and Phase III commences at the end of Phase II and continues thereafter. By allowing the existing non-processible (demolition) landfills during Phase I and II to accept certain processible and non-processible waste in keeping with existing practices, these sites can be filled as scheduled with minimal affect on their operations. It is projected that most existing demolition landfills will reach capacity by 1980, approximately the same time as Phase III takes effect.

In addition to specifying the types of material that can be received and disposed at waste disposal sites during different phases, Ordinance No. 39 also establishes procedures to authorize operators to dispose of special wastes such as sewage sludge, septic tank pumpings, contaminated hospital wastes and dead animals.

Draft copies of Ordinance No. 39 were distributed to interested parties including all existing landfill operators within the three-county area. Written comments were received from the Committee for Solid Waste Opportunity and a representative from this committee discussed them with the MSD Solid Waste Committee.

It was the MSD Solid Waste Advisory Committee's recommendation that Ordinance No. 39, Standards of Exemption, be adopted. The staff concurs with this recommendation.

The second public hearing has been scheduled for the regular Board meeting of June 25, 1976.

76-543 STATUS REPORT - SOLID WASTE PROGRAM

MR. KETTERLING WILL GIVE A VERBAL REPORT ON THE EVENTS OF THE PRECEDING TWO WEEKS.

THIS IS A DISCUSSION ITEM. NO ACTION REQUIRED.

76-544 ZOO ORGANIZATIONAL AND MANAGEMENT PLAN

THE FOLLOWING PAGES CONTAIN A PRELIMINARY ORGANIZATION AND MANAGEMENT PLAN FOR THE METROPOLITAN SERVICE DISTRICT. SINCE MANY MANAGEMENT FUNCTIONS HAVE NOT BEEN TOTALLY DEFINED, THIS REPORT SHOULD BE CONSIDERED A FRAMEWORK PLAN THAT CAN BE AMENDED IN THE FUTURE.

THE STAFF RECOMMENDS THE MSD BOARD REVIEW THIS PRELIMINARY PLAN AND RETURN AT THE JUNE 25, 1976, MSD BOARD MEETING FOR APPROVAL OF AN INITIAL PLAN.

*Board subcommittee set up  
to review.*

June 9, 1976

THE METROPOLITAN SERVICE DISTRICT  
ORGANIZATION AND MANAGEMENT PLAN

As a result of the tax levy approval for the Zoo and legislative approval of the Solid Waste Program, the Metropolitan Service District should address the organizational and management arrangements that will provide for efficiency and expansion. This report is an attempt to identify existing conditions and propose generalized modifications. These changes should have cognizance and approval of the MSD Board.

It should be noted that the items discussed here are presented as a framework and in many cases incomplete and will require additional work. This report is divided into the following categories: Organization, Administration and Financial.

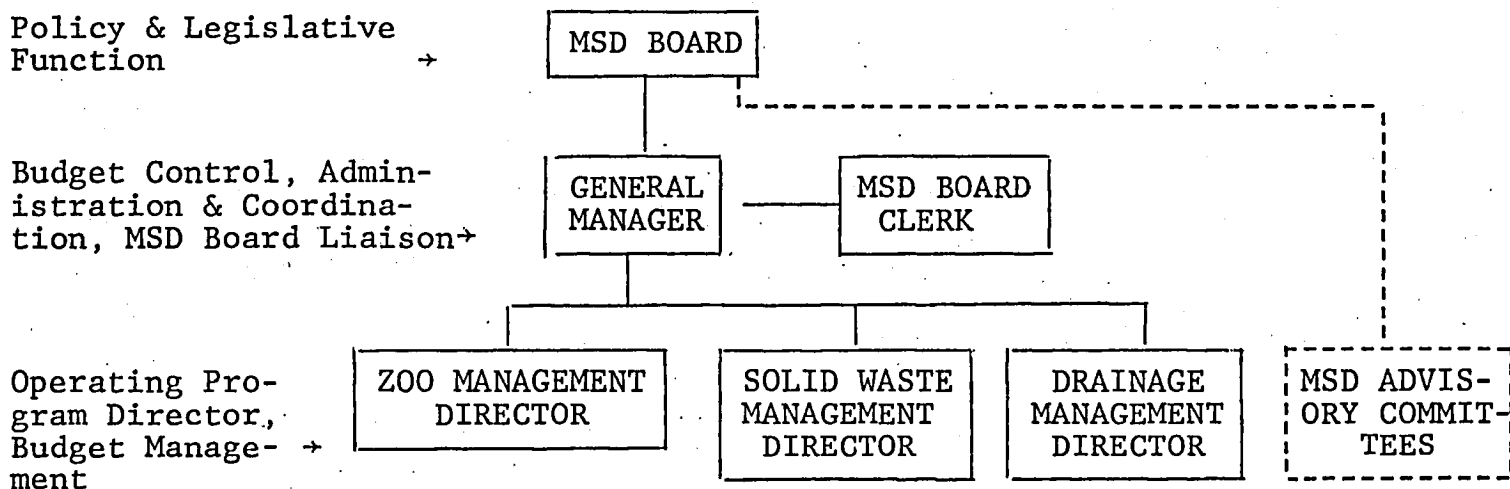
I. ORGANIZATION

This category defines a basic organizational concept and structure for short-range and long-range purposes.

## Structure

The concept presented here identifies two lines of general management. The first is general administration and policy development and the second is operating management. Refer to Figure I for schematic. The theory is to provide direct coordination through the General Manager between the MSD Board and administration of the operating programs. In addition, the operating program directors would be responsible for program budgets and coordination of operating program requirements through the General Manager. Centralization and decentralization of functions will remain flexible and at the discretion of the Board. This approach should provide a good long-range method of management for the MSD.

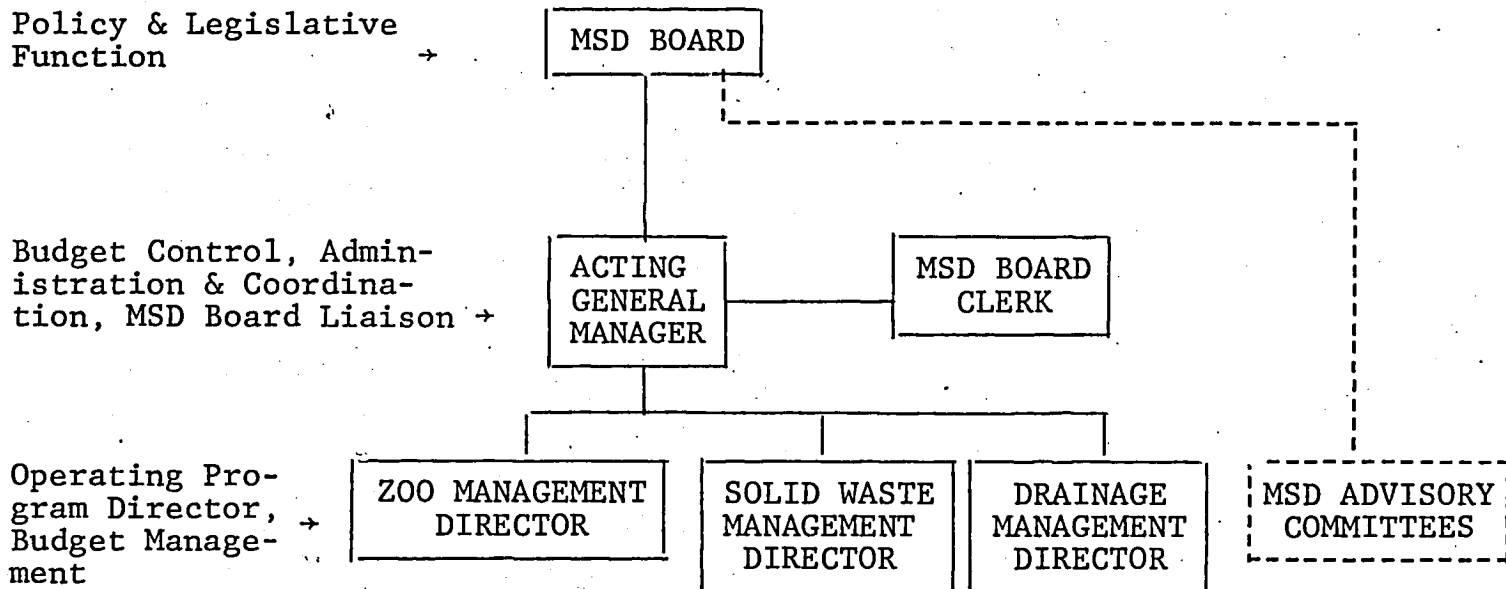
F I G U R E 1





Since the present budget and operations do not provide for a General Manager, a short-range solution is proposed. An acting General Manager should be appointed with the duties being distributed between zoological and solid waste staff. Figure 2 is a schematic of this management approach.

F I G U R E 2



Initially, functions will be defined and delineated as follows:

RESPONSIBILITY FUNCTION	Zoo Director	Solid Waste Director	Acting General Manager
Budget Control			X
Budget Management	X	X	
Personnel	X	X	
Contract Control			X
Contract Management	X	X	
Cash Management	X	X	
Cash Control			X
Auditing			X
Advisory Committees	X	X	
Board Administration Liaison			X
Purchasing	X	X	

## Advisory Committees

The advisory committees will work at the pleasure of the MSD Board. Appointments will be made by the MSD Board. Program staffs will provide technical support to the advisory committees. Recommendations from the staff and advisory committees may be presented to the Board separately.

The existing Solid Waste Advisory Committee will continue as presently structured.

The Zoological Advisory Committee will be made up of 9 members, 5 members from the Zoological Society Board, and 4 members appointed by members of the MSD Board from local jurisdictions. All members will be ratified by the MSD Board as a whole. This committee will advise the MSD Board on issues such as: ordinances, policies, rates, new programs, etc.

## II. ADMINISTRATION

This category will describe specific administrative functions and how they will be handled. In some cases, integration between existing MSD staff procedures and Zoo staff procedures are not far enough along to specify.

### Personnel Manual

The existing MSD Personnel Manual is presently being reviewed and certain sections will be revised shortly. These revisions will also include the personnel classification chart. The revised Personnel Manual should be ready for Board action the first meeting in July, 1976.

### Pension Plan

The Zoo presently has three pension plans including: P.E.R.S., Bankers Life and the Teachers Insurance and Annuity Association of America. The current MSD employees are included in CRAG's Lincoln National Plan. After July 1, 1976, there is no question that those packages for Zoo employees can be retained. However, a problem arises with CRAG's policy. Under this policy, there is no differential between MSD & CRAG employees. Once MSD leaves the CRAG payroll system, MSD employees will be considered terminated in the eyes of the insurance company. This brings up a number of legal problems relating to the transfer of retirement assets from the CRAG plan to a new MSD retirement plan. MSD Counsel (Joe Voboril) is presently reviewing the legal implications and will make some recommendations within a couple of weeks. It may be difficult to have a new policy for the existing MSD employees in force prior to July 1, 1976.

## Health & Welfare Insurance

Hank Grootendorst of Ralph W. Fullerton Company (CRAG's Insurance Broker) is currently reviewing both CRAG's (MSD) and the Zoological benefit package, excluding the retirement plan. Mr. Grootendorst will have developed a comparison of benefits and costs and possibly some alternatives by next week.

## Liability and Property Insurance

Existing Zoological policies include:

1. Primary liability
2. Excess liability
3. Elephant rides liability
4. Boiler & machinery
5. Workmans compensation
6. Property/buildings, equipment & stock
7. Business interruption-Canteen & gift shop
8. Inland marine - railroad
9. Business interruption - railroad
10. Cameras & scientific equipment
11. Crime
12. Traveling exhibits
13. Directors & officers liability

It appears that MSD can be named as insured on all existing poli-

cies prior to July 1 with the exception of Workman's Compensation (5) and Directors & Officers Liability (13). Under state law, public agencies must be insured by SAIF instead of a private carrier. The Board of the Zoological will continue to keep in force the "Director's & Officers Liability" policy (13) as it has been prepaid and will insure them from their actions prior to July 1, 1976. Liability for the MSD Board and staff will have to be purchased under an errors and omission (E&O) policy. It is our understanding that currently only one company is writing this type of insurance for Oregon municipalities. This company is based in California. This office is preparing an application for E&O insurance and our agent (Bill Bowes) will carry it to California on Thursday. He feels that MSD has a 50% chance of getting a policy. We should have an answer to MSD obtaining this policy the week of June 21. Mr. Bowes estimates the premium to be between \$5,000 and \$15,000. A possible problem of being named on existing policies or renewing policies comes from the requirements of the Contract Review Board. Legal Counsel is reviewing this and will advise.

#### Contracts

All MSD contracts will have MSD Board approval. The General Manager will control all contracts. Program Directors will manage respective contractors. Original contracts will be maintained by both the General Manager and Program Directors. After MSD

Board approval and MSD legal counsel review, the contracts will be signed by the MSD Board Chairman.

### III. FINANCIAL

This category will describe specific financial functions. Again several of these tasks will require specific procedures that at present have not been developed.

#### Accounting and Bookkeeping

The accounting and bookkeeping system will be maintained in accordance with appropriate budget requirements. A record and account charge system will be developed in relationship with the adopted budget. Accounting systems will be centralized and monitored monthly.

#### Banking

Banking procedures will be developed so that cash and check receipts may be deposited by program staffs. An approved bank shall be used for this purpose. Cash disbursements and cash receipts will be performed as separate functions. Control of

deposits and withdrawals will be established so that these functions will be performed separately by different personnel.

#### Cash

Cash receipts more likely received from Zoo operations will be deposited directly. Cash handling procedures will be developed so that potential problems will be eliminated. Again cash disbursements and cash receipts will be performed as separate functions. The best cash controls are daily cash balance reports and monthly banking statement reconciliation.

#### Checking

The majority of bank withdrawals will be accomplished by checks. Common checks with 2 copies will be used. Three people will have check signing approval. Two signatures will be required for checks exceeding \$500. Billing arrangements will be established with suppliers so that a majority of expenditures can be paid by check. Under normal circumstances, all expenditures will be approved by the MSD Board prior to withdrawals.



### Audit

An annual audit will be accomplished in accordance with state law. At the present time, two different audit firms have been retained; Coopers and Lybrand for the Solid Waste Program and Arthur, Young & Co. for the Zoo Society. A decision must be made by the MSD Board to select a single audit firm.

### Purchase

Purchasing procedures will be developed establishing a Purchase Request (P.R.) system. Program Directors will approve all P.R.s prior to purchase. Charge numbers will be used to assign purchases to the proper budget line item. For items exceeding a certain value, a competitive procedure will be developed in accordance with state law.

### Budget Control

Control of the budget will be the responsibility of the General Manager. This control will be accomplished by monthly reporting of expenditures by charge numbers and comparing with the budget line item. Management of the budget will be the responsibility of the Program Directors through purchase requests.

### Payroll

Payroll functions will be centralized through the existing Zoo system and performed by U.S. Data Corporation. An automated payroll checking system will be utilized.

### Accounts Receivable

This function will record billing revenues from external sources and also bill within the program level. Responsibility will be assigned to the General Manager.



**METROPOLITAN SERVICE DISTRICT**

527 S. W. HALL, PORTLAND, OREGON 97201 222-3671

June 11, 1976

TO: MSD Board

FROM: Charles Kemper *CK*

SUBJECT: AUTHORIZATION TO RETAIN NEGOTIATOR FOR ZOO LABOR  
CONTRACT NEGOTIATIONS

At a recent meeting, the MSD Board indicated that the Zoo labor contracts should be negotiated by an expert in that field. Chairman Miller suggested that a local attorney Bruce Bischof, P.C., might be available to fill that role. His experience in labor-management relations has been labor negotiations for municipalities and municipal corporations. Several of his clients are:

- . Washington County
- . City of Lake Oswego
- . City of Milwaukie
- . Yamhill County I.E.D.
- . Evergreen School District
- . Other School Districts
- . Other municipalities
- . Other counties.

It is estimated that \$2,500 will be required to perform the negotiations.

It is recommended the MSD Board authorize retaining Bruce Bischof to negotiate the Zoo labor contracts for up to \$2,500 to be expended from the Zoo Fund, Legal line item.

CCK/jw

MSD Board  
6-11-76

NAME

REPRESENTATION

Bob Brown

DEQ

~~David H. Miller~~

Miller Dan Dan

Kayne Farley

Hayles Inc.

Barbara Lucas

League of Women Voters <sup>Portland</sup>  
 La Co. " " <sup>6. Un. Co.</sup>

Nancy Hood

Jack Pement

Oregon Journal

~~James Burroughs~~

Oregon Register

John M. Wright

City of Portland

Jo Mancuso

The Oregonian