



METROPOLITAN SERVICE DISTRICT

1220 S.W. MORRISON, ROOM 300, PORTLAND, OREGON 97205

(503) ~~224-0077~~ 248-5470

MSD BOARD OF DIRECTORS

EDUCATION BUILDING
WASHINGTON PARK ZOO
4001 SW CANYON ROAD

MARCH 24, 1978
2:00 P.M.

A G E N D A

THE BOARD WILL MEET AT 12:00 P.M., IN THE ZOO EDUCATION DEPARTMENT OFFICE FOR A TOUR OF THE ZOO. AT 2:00 P.M., THE BOARD WILL CONSIDER THE FOLLOWING ITEMS OF BUSINESS:

78-1020

MINUTES

78-1021

PUBLIC COMMUNICATIONS

ADMINISTRATIVE DIVISION

78-1022

CASH DISBURSEMENTS

78-1023

TIMOTHY HAY BID AWARD

78-1024

LOWER TUALATIN RIVER FLOOD CONTROL PROJECT

A) BUDGET APPROVAL

B) TRAVEL REQUEST

SOLID WASTE DIVISION

78-1025

CONTRACT 78-143 - RANKIN MCMURRY OSBORN
& GALLAGHER - BOND COUNSEL

ZOO DIVISION

78-1026

CONTRACTS 78-144 & 78-145 - DESIGN CONSULTANTS FOR ELEPHANT HOUSE & ENCLOSURE

78-1027

CONTRACT 78-142 - TRAVERS & JOHNSON

QUARANTINE DESIGN PROJECT

78-1028

ZOO DEVELOPMENT PLAN PHASE III PRESENTATION - WARNER WALKER & MACY

OTHER BUSINESS

INFORMATIONAL REPORTS

Mailed to attached 3-15-78.



METROPOLITAN SERVICE DISTRICT

1220 S.W. MORRISON, ROOM 300, PORTLAND, OREGON 97205

(503) ~~224-8877~~ 248-5470

MSD BOARD OF DIRECTORS

EDUCATION BUILDING
WASHINGTON PARK ZOO
4001 SW CANYON ROAD

MARCH 24, 1978
2:00 P.M.

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INFORMATIONAL REPORTS



METROPOLITAN SERVICE DISTRICT

1220 S.W. MORRISON, ROOM 300, PORTLAND, OREGON 97205

(503) ~~232-8871~~ 248-5470

MSD BOARD OF DIRECTORS

EDUCATION BUILDING
WASHINGTON PARK ZOO
4001 SW CANYON ROAD

MARCH 24, 1978
12:00 NOON ZOO TOUR
2:00 P.M. BUSINESS MEETING

<u>PAGE</u>	<u>ACTION RECORD NUMBER</u>
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MINUTES

1	78-1021
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PUBLIC COMMUNICATIONS

ADMINISTRATIVE DIVISION

23	78-1022
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CASH DISBURSEMENTS

27	78-1023
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TIMOTHY HAY BID AWARD

28	78-1024
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LOWER TUALATIN RIVER FLOOD CONTROL
PROJECT

A) BUDGET APPROVAL

B) TRAVEL REQUEST

SOLID WASTE DIVISION

32	78-1025
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CONTRACT 78-143 - RANKIN MC MURRY
OSBORN & GALLAGHER - BOND COUNSEL

PAGE ACTION RECORD
 NUMBER

ZOO DIVISION

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40	78-1027	CONTRACT 78-142 - TRAVERS & JOHNSON QUARANTINE DESIGN PROJECT
41	78-1028	ZOO DEVELOPMENT PLAN PHASE III PRESENTATION - WARNER WALKER MACY

OTHER BUSINESS

INFORMATIONAL REPORTS

SOLID WASTE DIVISION:

- . SOLID WASTE PROGRAM STATUS
- . SCRAP TIRE PROGRAM

78-1020 MINUTES

THE FOLLOWING PAGES CONTAIN THE MINUTES OF THE MARCH 10, 1978 BOARD MEETING. THE STAFF RECOMMENDS APPROVAL OF THE BOARD MINUTES.

78-1021 PUBLIC COMMUNICATIONS

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

78-1022 CASH DISBURSEMENTS

THE FOLLOWING PAGES CONTAIN EXPENSE CHECK REGISTERS DATED MARCH 20, AND MARCH 24, 1978. THE STAFF RECOMMENDS APPROVAL FOR PAYMENT OF EXPENSE CHECK REGISTERS FOR MARCH 20, 1978, IN THE TOTAL AMOUNT OF \$44,949.28; AND MARCH 24, 1978, IN THE TOTAL AMOUNT OF \$43,106.26.

METROPOLITAN SERVICE DISTRICT
BOARD ACTION

NO. 78-1022 DATE 3-24-78
YES NO ABST.

BARTELS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GORDON	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MCCREADY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MILLER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROBNETT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SALQUIST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SCHUMACHER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Jean M. Ward
Clerk of the Board

CHECK #	VENDOR	PAYEE	AMOUNT
1951	4177	WARREN ILIFF	520.50
1720	4675	VOID CHECK	107.00CR
1955	5685	METROPOLITAN SERVICE DIST.	35,004.51
1954	6520	OREGON LABORERS EMPLOYERS	8,288.75
1956	6617	ORE ST DEPT OF HUMAN RESOUR	58.74
1959	9774	JAMES E. MILLER	93.00
1958	9775	TIM NOLAN BROOKS	60.10
1953	9776	WENTWORTH CHEVYTOWN	1,030.68
FINAL TOTAL			44,949.28 *

CHECK #	VENDOR	PAYEE	AMOUNT
1961	92	AFROXON PRODUCTS INC	23.00
1962	306	ALBERS FEED & SUPPLY CO	530.45
1963	325	ALLEN'S PRESS CLIPPINGS	58.00
1964	366	AMERICAN BAKERIES COMPANY	107.92
1965	408	ANDERSON OREGON RENTAL	313.81
1966	420	ANIMAL SPECIALITIES	39.00
1967	503	ARDEE PEST CONTROL, INC	196.00
1968	592	AUDIO/VISUAL RENTALS	182.00
1969	922	KEN BEST COMPANY	32.45
1970	990	BLAISDELL SAW SHOP	16.55
1971	992	BLAKE MOFFIT & TOWNE	23.34
1972	1399	CHRIS POULTRY FARMS INC	7.20
1973	1429	CITIZEN PHOTO	198.37
1974	1435	CITY OF PORTLAND	1,251.61
1975	1440	CLACKAMAS COUNTY	25.64
1976	1485	L H COBB CRUSHED ROCK	218.40
1977	1541	CONTINENTAL AIR FREIGHT	14.47
1978	1710	DM PHARMACEUTICALS INC	333.83
1979	1715	DAILY JOURNAL OF COMMERCE	39.08
1980	1717	R DAKIN & COMPANY	97.38
1981	2025	EAST OREGONIAN	5.07
1982	2380	PETTY CASH	5.14
1983	2323	FILM LOFT	1,500.00
1984	2828	FINE ARTS ENGRAVERS	183.92
1985	2855	PETTY CASH	123.63
1986	2856	PETTY CASH FUND	25.42
1987	2926	FRED MEYER	109.96
1988	3018	GAME TIME INC	469.35
1989	3074	GENUINE PARTS COMPANY	141.64
1990	3130	J K GILL CO	42.70
1991	3164	GLOBE TICKET CO.	201.26
1992	3185	AL GOLDSBY	210.24
1993	3259	JOE GRAZIANO PRODUCE CO	124.50
1994	3404	TED HALLOCK INC	500.00
1995	3462	HARDY, BUTLER, MCEWEN,	3,791.19
1996	3918	INTERNATIONAL BUSINESS MACH.	1,302.00
1997	3919	I. B. M.	377.10
1998	4221	INDUSTRIAL SPECIALITIES	2.00
1999	4234	INTERN. SPECIES INV. SYS.	322.00
2000	4237	INTERNAL REVENUE SERVICE	7,316.94
2001	4538	J & K COPY	31.52
2002	4673	JOHNSON COMPUTER	107.00
2003	5120	LAGRAND INDUSTRIAL SUPPLY CO	229.95
2004	5156	RODGER LARSON	1,000.00
2005	5186	LEDERLE LABORATORIES DIV	180.97
2006	5378	LUXOR LIGHTING PRODUCTS INC.	83.74
2007	5397	LYNDEN FARMS	20.00
2008	5466	MASONS SUPPLY COMPANY	816.88
2009	5467	MARWOOD LIMITED	43.72
2010	5652	MEDICAL DIAGNOSTIC LAB INC	38.00
2011	5670	DIANA L. MELCHER	131.75
2012	5753	MINICOMPUTER ACCES. CORP.	53.85
2013	5905	MUNICIPAL EMPLOYEES	231.34

CK #	VENDOR	PAYEE	AMOUNT
0014	5916	MUTUAL WHOLESALE DRUG CO.	84.04
0015	6195	O.M.S.I.	6.70
0016	6517	BOB OLSON & ASSOC	9.00
0017	6519	OREGON CULVERT CO. INC.	68.29
0018	6623	OREGON FOOD SERVICE	364.08
0019	6646	OREGON FOOD DISTRIBUTORS INC	41.64
0020	6875	PACIFIC NORTHWEST BELL	1,485.12
0021	6983	PACIFIC FRUIT & PRODUCE CO.	425.00
0022	6886	PACIFIC STATIONERY	83.65
0023	6989	PEPSI COLA BOTTLING COMPANY	35.25
0024	6992	J. J. PERKO COMPANY	238.43
0025	7054	PHILLIPS ELECTRONICS	110.00
0026	7085	PIONEER DESIGN & TYPE	14.00
0027	7135	POPPERS SUPPLY COMPANY	119.65
0028	7137	PORTLAND DOOR CLOSER	21.40
0029	7142	CITY OF PORTLAND	89.40
0030	7149	PORTLAND GENERAL ELECTRIC	3,306.86
0031	7152	PORTLAND STATE UNIVERSITY	9.00
0032	7194	THE PRINTSHOP	170.80
0033	7198	PROFESSIONAL VETERINARY DIST	7.95
0034	7203	PUBLIC EMPLOYEES RETIREMENT	3,817.19
0035	7205	PUB EMPL RET SYSTEM	2,604.36
0036	7206	PUBLIC EMPLOYERS RETIREMENT	428.04
0037	7255	PURULATOR COURIER CORP	228.12
0038	7400	RENTEX SERVICES CORP.	609.66
0039	7411	A M RICH	14.40
0040	7429	RIANS	37.30
0041	7688	SAFEWAY, INC.	81.15
0042	7701	SANDERSON SAFETY SUPPLY CO.	34.98
0043	7702	SANDY'S CAMERA SHOPS	14.00
0044	7725	SCHAEFFERS' NURSERY	50.00
0045	7758	SCIENTIFIC PRODUCTS	40.27
0046	7791	SEARS ROEBUCK & CO	16.27
0047	7815	SERVICE EMPLOYEES UNION 49	30.00
0048	7855	SHIH & COMPANY	25.97
0049	7993	SMITH PROOTHERS OFFICE	96.00
0050	8382	ALFRED TEUFEL NURSERY INC.	276.25
0051	8399	JIM THOMAS STUDIO	690.27
0052	8461	TIMES LITHO	257.65
0053	8495	TONY'S OPEN AIR MARKET	35.00
0054	8528	TRIANGLE MILLING COMPANY	413.28
0055	8529	TRI-MET	336.00
0056	8812	UNITED AIRLINES FREIGHT	15.96
0057	8822	U S POSTMASTER	500.00
0058	9314	WEST CHEMICAL PRODUCTS INC.	337.30
0059	9316	WEST OREGON NURSERY	1,837.50
0060	9317	WEST UNION FEED & HRDWR	33.00
0061	9652	X-L COPY CENTER	10.00
0062	9729	SUSAN FORD	19.80
0063	9773	KATHY ESHNAUR	95.00

FINAL TOTAL

43,106.26 *

78-1023 TIMOTHY HAY BID AWARD

THE FOLLOWING BIDS WERE RECEIVED IN RESPONSE TO A REQUEST FOR BIDS FOR 140 TONS OF TIMOTHY HAY TO BE USED AS FEED AT THE Zoo:

. ANDERSON HAY & GRAIN	\$12,880
. INTERSTATE FEED COMPANY	13,160
. JOHN BRUKETTA, INC.	13,720
. ELLENSBURG HAY & GRAIN	13,720

THE STAFF RECOMMENDS AWARDING THE TIMOTHY HAY BID TO ANDERSON HAY & GRAIN AS LOW BIDDER, AND AUTHORIZING THE CHAIRMAN'S SIGNATURE ON THE BID AGREEMENT IN AN AMOUNT NOT TO EXCEED \$12,880 AND SUBJECT TO LEGAL COUNSEL REVIEW.

METROPOLITAN SERVICE DISTRICT
BOARD ACTION

NO. 78-1023 DATE 3-24-78
YES NO ABST.

BARTELS
GORDON
McCREADY
MILLER
ROBNETT
SALQUIST
SCHUMACHER

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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John M. Wood
Clerk of the Board

78-1024 LOWER TUALATIN RIVER FLOOD CONTROL PROJECT

. BUDGET APPROVAL

. TRAVEL REQUEST

AS YOU REMEMBER, THE MSD ENTERED INTO A CONTRACT (No. 78-136) WITH THE CITY OF TUALATIN TO SPONSOR A FLOOD CONTROL FEASIBILITY STUDY FOR THE LOWER TUALATIN RIVER. THIS AGENDA ITEM FOLLOWS UP THE FEBRUARY 24, 1978, BOARD ACTION No. 78-1010.

ATTACHMENT No. 1 CONTAINS A PROPOSED BUDGET FOR THIS PROJECT. THE BUDGET HAS BEEN DIVIDED INTO FISCAL YEARS 1977-78 AND 1978-79. TO PERFORM THE WORK SCOPE IDENTIFIED IN ATTACHMENT No. 2, THE EXISTING SOLID WASTE DIVISION STAFF, CONSISTING OF THE FOLLOWING, WILL BE USED:

CHARLES KEMPER	ENGINEERING AND ADMINISTRATIVE SERVICES
MERLE IRVINE	ENGINEERING AND ADMINISTRATIVE SERVICES
CORDELL KETTERLING	ENGINEERING AND ADMINISTRATIVE SERVICES
MARIE NELSON	CLERICAL SERVICES

IT IS ANTICIPATED THAT \$12,000 SHOULD BE SUFFICIENT TO COMPLETE PHASE I OF THE PROJECT. THE EXISTING MSD DRAINAGE FUND WILL BE USED WITH THE FUNDS IDENTIFIED UNDER THE TUALATIN DEPARTMENT.

SINCE BEGINNING THIS WORK, THE STAFF HAS SOLICITED AND BEGAN RECEIVING LETTERS OF SUPPORT FOR RESUMPTION OF FUNDING BY THE U.S. ARMY CORPS OF ENGINEERS. WE HAVE REQUESTED AND HAVE RECEIVED NOTICE OF A TIME TO PRESENT TESTIMONY BEFORE BOTH SENATE AND CONGRESSIONAL APPROPRIATIONS SUB-COMMITTEES. THIS HAS BEEN SCHEDULED FOR APRIL 4, 1978, IN WASHINGTON, D.C. AFTER DISCUSSIONS

WITH THE CITY OF TUALATIN STAFF, FOUR PEOPLE HAVE BEEN SELECTED TO PRESENT TESTIMONY AND ANSWER QUESTIONS. THEY ARE:

- . YVONNE ADDINGTON, CITY ADMINISTRATOR, TUALATIN
- . DEMAR BATCHELOR, ATTORNEY, CITY OF TUALATIN
- . RAY MILLER, WASHINGTON COUNTY COMMISSION REPRESENTING THE MSD BOARD OF DIRECTORS
- . CHARLES C. KEMPER, MSD STAFF

FUNDING FOR THIS TRIP WILL BE FINANCED BY THE CITY OF TUALATIN AND THE MSD DRAINAGE FUND. COSTS ARE ESTIMATED BELOW:

2 ROUND TRIP AIRFARE TICKETS @ \$328/EA	\$ 656.00
2 ROOMS FOR 4 DAYS @ \$60/DAY	480.00
MEALS FOR 2 PEOPLE FOR 4 DAYS @ \$20/DAY	160.00
AUTO RENTAL	100.00
TOTAL EXPENSES	\$1,396.00

THE STAFF RECOMMENDS THE BOARD AUTHORIZE UTILIZATION OF THE DRAINAGE FUND (TUALATIN PROJECT DEPARTMENT) BUDGET FOR FY 77-78 PURSUANT TO CONTRACT NO. 78-136. FURTHER, THE STAFF RECOMMENDS THE BOARD APPROVE TRAVEL REQUESTS FOR RAY MILLER AND CHARLES KEMPER TO PRESENT TESTIMONY ON THE LOWER TUALATIN FLOOD CONTROL PROJECT FUNDING IN WASHINGTON D.C., AT A COST NOT TO EXCEED \$1,500.

METROPOLITAN SERVICE DISTRICT
BOARD ACTION

NO. 78-1024 DATE 3-24-78
YES NO ABST.

BARTELS
GORDON
McCREADY
MILLER
ROBNETT
SALQUIST
SCHUMACHER

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Ray Miller
Clerk of the Board

METROPOLITAN SERVICE DISTRICT BUDGET WORKSHEET

DIVISION DRAINAGE

DEPARTMENT LOWER TUALATIN RIVER
FLOOD CONTROL PROJECT BUDGET CLASS ----

ACCT.#	DESCRIPTION	DESCRIPTION			TOTAL AMOUNT	JUSTIFICATION
			FY 77-78	FY 78-79		
	<u>INDIRECT CHARGES</u>					
	Engr & Admin		4,000	2,400	6,400	\$16/hr 80%: 250 hrs/77-78 150 hrs/78-79
	Clerical		1,000	600	1,600	\$8/hr 20%: 125 hrs/77-78 75 hrs/78-79
	Sub-total		5,000	3,000	8,000	
	<u>DIRECT CHARGES</u>					
	Legal Services		500	100	600	Estimate
	Supplies		500	100	600	Estimate
	Local Travel		200	100	300	Estimate
	Out of Town Travel		1,800	---	1,800	3 trips to Wash.D.C.: 2-way coach fare at \$450 + \$50 per diem for 3 days
	Reproduction		600	100	700	2,000 presentation copies
	Sub-total		3,600	400	4,000	
	TOTAL		8,600	3,400	12,000	Contract Amount
	TRANSFER TO SOLID WASTE RESOURCES		5,000	3,000		

ATTACHMENT 1

ATTACHMENT 2

SCOPE OF WORK

Lower Tualatin Flood Control Project - Phase I

MSD will perform the following services preliminary to the United States Corps of Engineers beginning a feasibility study on public works project(s) to mitigate the flood hazard on the lower Tualatin River within the boundaries of U.R.A.:

1. Establish project objectives.
2. Develop detailed work plan and schedules in accordance with project objectives.
3. Coordinate information from existing reports and data on impacted areas, including but not limited to geographical and population statistics, for presentation to the Congress of the United States or other public bodies.
4. Act as sponsor for the project to the United States Corps of Engineers and seek federal financial support for the project.
5. Seek political support of the project with local jurisdictions and special interest groups.
6. Coordinate and communicate through public meetings or otherwise with:
 - a. U.R.A.
 - b. MSD Board of Directors
 - c. United States Corps of Engineers
 - d. City of Tualatin and other local jurisdictions
 - e. United States Bureau of Reclamation
 - f. Local politicians
 - g. Congressional Representatives and Senators
 - h. Special interest groups
 - i. General citizens
7. Prepare contracts and work scope for MSD's continued involvement, if necessary, in Phase II of the project.
8. Assist the Corps of Engineers and other involved public agencies with the preparation of a work program for Phase II.

METROPOLITAN SERVICE DISTRICT
BOARD ACTION

NO. 78-1025 DATE 3-24-78

YES NO ABST.

BARTELS
GORDON
MILLER
ROBNETT
SALQUIST
SCHUMACHER

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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78-1025 CONTRACT 78-143 - RANKIN MC MURRY OSBURN, BALLAGHER &
VAV VRONSKY - BOND COUNSEL

BACKGROUND

AFTER A SELECTION PROCESS AND SUBSEQUENT RECOMMENDATIONS BY A SELECTION COMMITTEE, THE MSD BOARD RECOMMENDED STAFF AND LEGAL COUNSEL DEVELOP AN AGREEMENT FOR BOND COUNSEL SERVICES WITH THE FIRM RANKIN, McMURRY, OSBURN, GALLAGHER & VAVVRONSKY (BOARD ACTION 78-794, JANUARY 13, 1978).

THIS ACTION FOLLOWED A NOVEMBER 11, 1977, INDICATION BY THE MSD BOARD THAT IF REVENUE BONDS WERE REQUIRED TO FINANCE THE OREGON CITY PROCESSING FACILITY, THEN MSD WOULD BE THE ISSUING AGENCY, RATHER THAN ANOTHER LOCAL JURISDICTION.

POSSIBLE CONFLICT OF INTEREST

AFTER SELECTION OF THE RANKIN FIRM AND PRIOR TO DEVELOPING AN AGREEMENT, GARY McMURRY, A PARTNER IN THE RANKIN FIRM AND LEGAL REPRESENTATIVE FOR TIREGON, INC., TESTIFIED AT THE MARCH 10, 1978, BOARD MEETING REGARDING POSSIBLE LEGAL CHALLENGES TO THE MSD SOLID WASTE PROGRAM.

ATTACHMENT A IS A MEMO FROM LEGAL COUNSEL ADDRESSING A POTENTIAL CONFLICT OF INTERESTS FOR THE RANKIN FIRM. ATTACHMENT A ALSO INCLUDES THE NEGOTIATED AGREEMENT FOR BOND COUNSEL SERVICES.

ATTACHMENT B IS WRITTEN CONFIRMATION BY THE RANKIN FIRM RESOLVING THE POTENTIAL CONFLICT.

RECOMMENDATION

THE STAFF RECOMMENDS APPROVAL OF THE AGREEMENT AND AUTHORIZATION FOR THE CHAIRMAN'S SIGNATURE.

ATTACHMENT A

MEMORANDUM

TO: CHUCK KEMPER
FROM: DEAN GISVOLD
RE: BOND COUNSEL AGREEMENT
DATE: MARCH 16, 1978

Howard Rankin called me on Wednesday, March 15, 1978. We discussed the proposed Bond Counsel Agreement and the possible conflict of interest involving Howard's firm representing Tiregon.

Bond Counsel Agreement

Howard suggested two changes which were acceptable to me. He advised that he is prepared to sign the agreement in the form attached to this memo.

Possible Conflict of Interest

After the MSD Board meeting on Friday, March 10th, you asked me to explore the possible conflict of interest situation with Howard. Howard and his partner, Gary McMurry recognize that a conflict does exist if Tiregon intends to pursue a legal challenge to the MSD ordinances or to any permit or agreement required by MSD's ordinances. Howard advised that if Tiregon wishes to pursue such a challenge that his firm will withdraw from further representation of Tiregon. Such a withdrawal, in my opinion, would remove any conflict of interest.

Recommendation

Based on my conversation with Howard as recorded in this memo, I recommend that the MSD Board reaffirm its prior decision to engage the Rankin firm as bond counsel by approving the attached agreement and authorizing the chairman to execute it on behalf of MSD.

A G R E E M E N T

This Agreement is made this ____ day of March, 1978 between the Metropolitan Service District, a municipal corporation ("MSD"), 1220 S.W. Morrison, Portland, Oregon, and Rankin, McMurry, Osburn, Gallagher & Vav Rosky, a partnership ("Bond Counsel"), 1600 Benj. Franklin Plaza, 1 S.W. Columbia Street, Portland, Oregon.

RECITALS

WHEREAS, MSD proposes to issue industrial development bonds in order to finance the design and construction of a municipal refuse resource recovery facility by Publishers Paper Company at Oregon City, Oregon, and

WHEREAS, the estimated amount of the bond issue is Forty Million Dollars (\$40,000,000) to Fifty Million Dollars (\$50,000,000) and

WHEREAS, MSD obtained proposals for providing Bond Counsel services, of which this was considered the best by the evaluation committee and the MSD Board of Directors.

IT IS AGREED AS FOLLOWS:

1. This Agreement is exclusively for personal services.
2. MSD hereby employs Bond Counsel as attorneys to perform all legal assistance relative to the preparation,

marketing and issuance of industrial development bonds to be issued by MSD for the design and construction of a municipal refuse resource recovery facility, consisting of a municipal refuse processing system, RDF storage facilities, a RDF boiler, a steam line and an electrical and steam power plant, by Publishers Paper Company at Oregon City, Oregon. Legal assistance will include, but not be limited to, preparing and advising on the contractual documents between MSD and Publishers Paper Company, assisting in the selection process of an underwriter and/or financial consultant(s), obtaining necessary tax revenue rulings, preparing closing documents and issuing a final tax opinion.

3. Bond Counsel accepts employment by MSD and promises to render, to the best of its ability, the services described in paragraph two hereof during the continuance of this Agreement in accordance with accepted professional standards.

4. Bond Counsel will commence its employment for MSD upon written notification from MSD to proceed. A work schedule and completion date will be prepared and approved by the parties as soon as possible after commencement of the work.

5. As compensation in full for all services to be performed by Bond Counsel herein, MSD shall pay Bond Counsel a sum not to exceed Twenty-Five Thousand Dollars (\$25,000),

payable solely from the proceeds of the sale of the industrial development bonds described herein and when said proceeds are collected. Neither MSD nor Publishers Paper Company shall be jointly or severally obligated to pay any compensation to Bond Counsel, except from the proceeds collected from the sale of said bonds.

6. All traveling and other out-of-pocket expenses incurred by Bond Counsel, both in and out of the state, on business covered by this Agreement, shall be treated as a part of the consideration for this Agreement, and in addition to the compensation for services rendered. Out-of-pocket expenses will be payable solely from the proceeds of the sale of the industrial development bonds described herein and when said proceeds are collected.

7. MSD may terminate this Agreement upon giving Bond Counsel thirty (30) days' written notice. In the event of termination, Bond Counsel shall be entitled to payment for legal services rendered and out-of-pocket expenses incurred to date of termination only to the extent the proceeds from the sale of the industrial development bonds described herein are or become available for such payment.

8. Bond Counsel will comply with all applicable provisions of ORS chapters 187 and 279 and all other conditions and terms necessary to be inserted into public contracts, as if such provisions were a part of this Agreement. Bond Counsel

acknowledges receipt of copies of ORS 187.010 - .020 and 279.310 - .358.

9. In the event of litigation concerning this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees and court costs, including fees and costs on appeal.

10. This Agreement may not, under any condition, be assigned or transferred.

METROPOLITAN SERVICE DISTRICT

By: _____, Chariman

RANKIN, McMURRY, OSBURN,
GALLAGHER & VAV ROSKY

By: _____

One of its Partners

APPROVED AS TO FORM:

Attorney for MSD

ATTACHMENT B

RANKIN, McMURRY, OSBURN, GALLAGHER & VAVROSKY

HOWARD A. RANKIN
GARRY P. McMURRY
JOHN W. OSBURN
STEPHEN L. GALLAGHER, JR.
DENNIS R. VAVROSKY
PATRIC J. DOHERTY
RICHARD C. BUSSE
VICTOR D. STIBOLT
HARVEY W. ROGERS
MICHAEL J. BRAGG
KAREN BERRY
STODDARD D. JONES
DANA A. RASMUSSEN
E. KIMBARK MACCOLL, JR.

LAWYERS

1600 BENJ. FRANKLIN PLAZA
ONE S.W. COLUMBIA STREET
PORTLAND, OREGON 97258

TELEPHONE 226-6400
AREA CODE 503

March 21, 1978

RECEIVED
JOHN W. TYLER (1892-1971)
Hardy, McEwen, Weiss,
Newman & Faust

MAR 22 1978

A.M. P.M.
7 8 9 10 11 12 1 2 3 4 5 6

Mr. Dean P. Gisvold
Hardy, McEwen, Weiss,
Newman & Faust
Attorneys at Law
1408 Standard Plaza
Portland, Oregon 97204

Re: Bond Counsel Agreement

Dear Dean:

This letter will confirm our understanding with you that in the event Tiregon, Inc. wishes to pursue a legal challenge to the MSD ordinances or to the permits or agreements required by those ordinances, or in any other manner attack the authority of MSD, this firm will withdraw from any further representation of Tiregon, Inc. in order to avoid any possible conflict of interest.

Very truly yours,

RANKIN, McMURRY, OSBURN,
GALLAGHER & VAVROSKY


Howard A. Rankin

HAR: sr

78-1026 CONTRACTS 78-144 AND 78-145 - DESIGN CONSULTANTS FOR
ELEPHANT HOUSE & ENCLOSURE

(REMOVED FROM THE AGENDA)

78-1027 CONTRACT 78-142 - TRAVERS & JOHNSON - QUARANTINE DESIGN PROJECT

FOLLOWING THE PROCEDURE ADOPTED IN MAP 7 REGARDING PERSONAL SERVICES AND AFTER BOARD APPROVAL TO REQUEST PROPOSALS, THE STAFF REQUESTED PROPOSALS FOR THE ABOVE NAMED PROJECT. ONLY ONE PROPOSAL WAS RECEIVED AND IT WAS REVIEWED BY THE COMMITTEE ON MARCH 8 AND WAS RECOMMENDED THAT THE ZOO DIVISION DIRECTOR NOTIFY THE ABOVE NAMED FIRM THAT IT WOULD BE AWARDED THE CONTRACT. THE CONTRACT HAS BEEN REVIEWED BY LEGAL COUNSEL AND IS FOR A MAXIMUM AMOUNT OF \$4,000.

THIS ITEM IS PRESENTED FOR THE BOARD'S INFORMATION AND NO ACTION IS REQUESTED.

78-1028 ZOO DEVELOPMENT PLAN PHASE III PRESENTATION - WARNER
WALKER & MACY

DURING PHASE III THE CONSULTANT WAS TO IDENTIFY APPROXIMATELY 20 TO 25 POTENTIAL IMPROVEMENT PROJECTS CONSISTENT WITH THE GOAL AND PHASE II DEVELOPMENT PROGRAM AND PREPARE AN IMPLEMENTATION PROGRAM. THE PROJECTS WERE TO BE RANKED FROM LOWEST TO HIGHEST PRIORITY BY MEANS OF NARRATIVE, MAPS, DRAWINGS, SKETCHES, CHARTS, TABLES, ETC., AS APPROPRIATE. THE MSD BOARD IS TO SELECT AND APPROVE AT LEAST TWELVE PROJECTS THAT THE MEMBERS DEEM OF HIGHEST PRIORITY. UPON WRITTEN ACCEPTANCE OF THE IMPLEMENTATION PROGRAM BY THE BOARD, PHASE III IS DEEMED TO BE COMPLETED.

STAFF IS RECOMMENDING THAT THE CONSULTANT MAKE A PRELIMINARY PRESENTATION ON MARCH 24 WITH THE UNDERSTANDING THAT SOME CHANGES MAY OCCUR AS A RESULT OF DISCUSSIONS WITH ZOO STAFF DURING THE LAST WEEK IN MARCH. THE FINAL PRESENTATION WILL BE MADE ON APRIL 14 WITH THE BOARD TAKING ACTION AT THAT TIME.

MARCH 15, 1978

DAILY JOURNAL OF COMMERCE
2014 NW 24TH AVENUE
PORTLAND, OREGON 97210

ENCLOSED IS A NOTICE OF THE MARCH 24, 1978, BOARD MEETING.
PLEASE PUBLISH ONE TIME ON FRIDAY, MARCH 17, 1978.

THANKS.

JEAN M. WOODMAN
CLERK OF THE BOARD

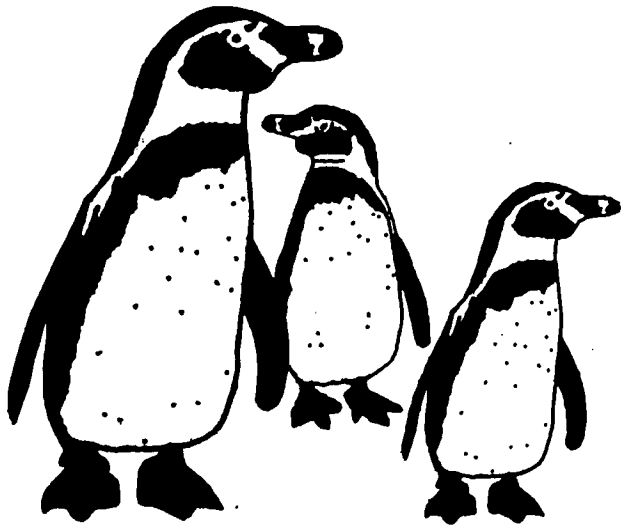
ENCL.

METROPOLITAN SERVICE DISTRICT

NOTICE IS HEREBY GIVEN THAT ON MARCH 24, 1978, THE GOVERNING BODY OF THE METROPOLITAN SERVICE DISTRICT WILL MEET AT 12:00 NOON, AT THE WASHINGTON PARK ZOO EDUCATION DEPARTMENT OFFICE, FOR A TOUR OF THE ZOO, AND WILL THEN MEET IN REGULAR SESSION AT 2:00 P.M., IN THE WASHINGTON PARK ZOO'S EDUCATION BUILDING, 4001 SW CANYON ROAD, PORTLAND, TO CONSIDER THE FOLLOWING ITEMS OF BUSINESS:

- . MINUTES
- . PUBLIC COMMUNICATIONS
- . CASH DISBURSEMENTS
- . TIMOTHY HAY BID AWARD
- . LOWER TUALATIN RIVER FLOOD CONTROL PROJECT BUDGET APPROVAL AND TRAVEL REQUEST
- . CONTRACT 78-143 WITH RANKIN McMURRY OSBORN & GALLAGHER
- . CONTRACTS WITH DESIGN CONSULTANTS FOR ELEPHANT HOUSE AND ELEPHANT ENCLOSURE
- . CONTRACT WITH TRAVERS & JOHNSON FOR QUARANTINE DESIGN
- . ZOO DEVELOPMENT PLAN PHASE III PRESENTATION
- . OTHER BUSINESS
- . INFORMATIONAL REPORTS

AGENDA ITEM MATERIAL WILL BE AVAILABLE FOR PUBLIC INSPECTION AT THE BOARD MEETING AND AT THE MSD OFFICE, 1220 SW MORRISON, PORTLAND.



WASHINGTON PARK ZOO

Development Program

Phase Three:

Implementation

Draft



March 13, 1978

Commissioner Robert Schumacher
Chairman
Board of Directors
Metropolitan Service District
1220 SW Morrison Street
Portland, Oregon 97205

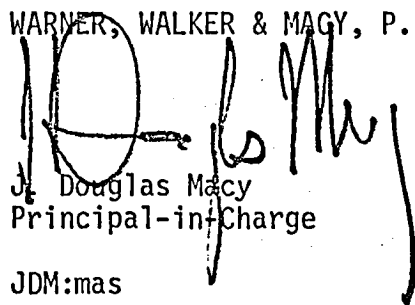
Dear Commissioner Schumacher:

We are pleased to submit to you the Phase III memorandum report of the Washington Park Zoo Development Program Study. The recommendations and background information prepared during this portion of the study have been developed through close coordination with the zoo staff and members of the Zoological Society.

We look forward to meeting with you and the Board on March 24 to discuss this implementation program in more detail.

Sincerely,

WARNER, WALKER & MACY, P.C.


J. Douglas Macy
Principal-in-Charge

JDM:mas

WARNER, WALKER AND MACY, P.C.
LANDSCAPE ARCHITECTS AND PLANNERS
123 NORTHWEST SECOND AVENUE
PORTLAND, OREGON 97209
PHONE: (503) 228-3121

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STUDY TEAM

WARNER, WALKER & MACY, P.C.
Landscape Architects and Planners

J. Douglas Macy, Principal-in-Charge
Wayne P. Stewart, Project Manager
Brian McCarter, Design
Craig Johndohl, Design

GORDON HILKER
Interpretive Planner

Gordon Hilker, Interpretive Planner
Warren Cooley, Recreation Economist

SHELDON, EGGLESTON, SAX AIA
Architects and Planners

George C. Sheldon, Consulting Architect

MONTAGNE, BIERLY & ASSOCIATES, INC.
Natural Resource Consultants

Kenneth F. Bierly, Plant Ecologist

JOHN K. McDONALD
Soils and Civil Engineer



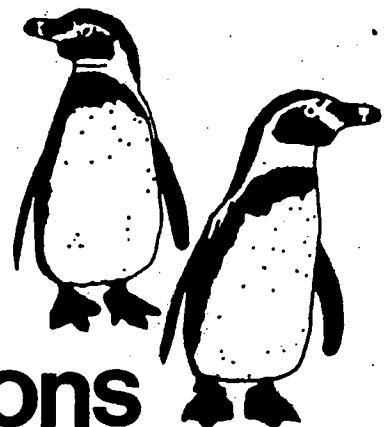
Introduction

I. INTRODUCTION

Every planning and design problem has its own unique set of circumstances that affect the direction and outcome for those who are involved in making decisions. The planning process employed for the study of the Washington Park Zoo began with an identification of physical and programmatic potentials, followed by the delineation of a "framework" plan that described program and exhibit concepts in conjunction with growth potential. Finally, as a conclusion to the planning portion of this study, this report describes a recommended implementation program that will provide direction for the Zoo in moving ahead with improvements.

This implementation program suggests how to maximize benefits from the expenditure of approximately \$3 million available during the next three years. The recommendations outlined in this report are a result of careful consideration identified in previous phases and are designed to enhance the long term value of the Zoo as an educational and recreation facility in the region.

Findings & II Recommendations



A. FINDINGS AND RECOMMENDATIONS

1. Approximately \$3 million will be available for capital improvement projects during the next three years.
2. Capital improvements must be made for:
 - a. Animal Exhibits
 - b. Visitor Services
 - c. Operational and Maintenance facilities
3. Improvements should be scheduled to provide one major exhibit each year, along with a balanced program of Visitor Services and Operational and Maintenance projects. This will maximize interest in the Zoo, promote return visits and improve operational effectiveness.
4. Concentrate on upgrading existing exhibits or providing new facilities for the existing animals, prior to making substantial additions to the exhibit area or animal collection.
5. Schedule construction projects to allow flexibility during the last year of the levy. Some projects may have to be eliminated or modified in scope depending on the actual amount of capital improvement funds available during the last year.
6. Use the development plan and schematic design solutions to be prepared in Phase IV of this study to obtain Bureau of Outdoor Recreation, CETA and other public financial assistance in the development of specific projects.
 - a. CETA workers are currently providing valuable assistance in the construction of the nocturnal exhibit in the Feline House and in providing landscape improvements throughout the Zoo. Both of these projects could be effectively expanded into other areas described in this plan.
 - b. The Bureau of Outdoor Recreation can provide matching funds to public open space projects. All of the projects described in this plan have substantial open space and landscape improvement components that qualify for BOR funds.
 - c. The Oregon Coast Exhibit is a project of statewide significance that, because of limited funds, has been eliminated from the implementation list. An appeal to the State Legislature should be made to provide the estimated \$1.5-\$2 million needed to construct this facility.
7. Undertake a fund raising campaign in conjunction with the Zoological Society to complement the current capital improvement budget. Projects that could benefit from private funding include: the interpretive center in the Alaskan Exhibit; first phase of the Cascades Exhibit; and improvements to the train, including a covered bridge adjacent to the Cascades.

8. Meet with the City of Portland, Bureau of Parks and Recreation to discuss improvements to the parking lot and access roads.
9. In a coordinated effort with OMSI and the Forestry Center, contact Tri-Met and initiate discussion concerning public transit access to the area.
10. Present plans to the Portland City Council requesting use of designated City funds for the new Hippopotamus Exhibit.
11. Employ a full time construction manager to coordinate all capital improvement projects during design, construction documents, bidding and construction. This person's primary responsibility is to help insure that time schedules and budgets are met.
12. Establish a design review committee that will insure that all projects meet the described goals of the Zoo as outlined in this study and that design solutions are consistent with the guidelines established for purposes of maintaining quality and a unified Zoo design.
13. Begin no later than mid-1980 to describe which projects should be undertaken during the 1981-1986 levy period. This planning work should relate directly to the levy campaign program in order to indicate to the public what specifically they will see as a result of their support.

B. RECOMMENDED IMPLEMENTATION PROGRAM

1. General. During the planning process each project and program was evaluated using the criteria listed in Chapter III. The result of that process was a general priority listing of all needed projects. In that the total estimated construction cost for all projects is approximately \$20 million (1978) and approximately \$3 million is available in the capital improvement budget, it was necessary to evaluate each project in more detail.

The final determination was made based on the following criteria:

- a. Concentrate on existing animal collection first, with emphasis on most popular animals (primates, elephants).
 - b. Give strong consideration to exhibits that have poorest conditions for animals and visitor.
 - c. Provide a balance of expenditures as follows: 75-80% Animal Exhibits; 15-20% Visitor Services; 5-10% Operations and Maintenance.
 - d. Give strong consideration to exhibits that can be seen from the train.
 - e. Provide at least one total geographic exhibit and interpretive center to help illustrate the future Zoo concept.
2. Time Schedules. The projects have been displayed on a time scale to illustrate proposed start and completion times for the individual projects. At the bottom of the page, the estimated cash flow, by quarter, has been indicated.

The total recommended implementation program (levy funds only) has been established at \$3 million. The Zoo administration has estimated that between \$2.3 and \$3 million will be available through April 1981. In the event that fewer dollars are available for capital improvement during the last year or two of the levy, it will be necessary to delete one or more projects. Should funds be insufficient, we recommend the following projects be considered for deletion:

	<u>LEVY FUNDS</u>
Train Loop Mountain (#12)	\$210,000
Open Space Improvements	\$100,000
Food Service, west of Elephant House (#24)	<u>\$100,000</u>
Total	\$410,000

Construction schedules for the various projects have been paced over the remaining three years of the levy. This will insure that projects are coming "on-line" in a timely manner that will maintain

enthusiasm on the part of Zoo visitors. The following schedule indicates proposed project completion times:

1978

Asian Elephant Exhibit
Animal Nursery
Quarantine Facilities
Railroad Improvements
Main Food Service Remodel
Nocturnal Exhibit (Feline House)

1979

Primate House
Feline Exhibit
Australian Exhibit
Open Space Improvements
Animal Quarantine
Commissary/Maintenance Building

1980

Hippo Exhibit
Open Space Improvements

1981

Alaskan Exhibit
Train Loop (Oudads)
Food Service #2

C. PROJECT SUMMARY





1. General. The following narrative briefly describes the projects recommended for implementation by May 1981. A more detailed description of all projects in the long range plan is in Chapter IV.
2. Exhibits.
 - a. Primate House. This project surfaced as the most important area of the Zoo to be improved. The total estimated construction cost for all improvements is \$2 million. Improvements totaling \$1.1 million are recommended at this time, including: major remodel of the chimp, orangutan exhibit on the west end of the building, provision of outside enclosures and viewing areas for several species, enlargement of interior enclosures and holding areas, substantial upgrading of the interior viewing areas and exterior landscape development.
 - b. Alaskan Exhibit. This will be the first geographic exhibit developed at the Zoo. Animals included are: wolf, musk ox, caribou, arctic fox and snowy owl. The exhibit is situated in a large bowl on the southern edge of the Zoo. The visitor will be introduced to the area through an interpretive center that will employ modern visual, auditory and sensory systems to convey knowledge of the Alaskan tundra region and the animals on exhibit.
 - c. Hippopotamus. The hippo exhibit will be the first phase of the larger African Plains project. Located on the lower section of the large open space west of the Elephant House, the construction of this project will not disturb any existing exhibits. The enclosure will be designed to resemble a stream bank setting with riparian vegetation and a large water area. Viewing will be from the lower slope allowing barriers to be obscured. The upper section to be constructed later will provide a more arid plains background.
 - d. Feline House. This project is planned to be implemented at the same time changes to the existing entrance are taking place. Primary emphasis will be placed on foreground and viewer changes that will eliminate steep grades and visually dominant barriers as well as the addition of plant materials, both in the enclosure and viewing areas. This project will be limited to the tiger and lion enclosures.
 - e. Train Loop Mountain. This exhibit is an extension of the African Plains area and will house oudads (barbary sheep). The exhibit will be dominated by a large rock formation that the train will move around, allowing closeup viewing by passengers. Pedestrian access will be secondary, allowing views from a distance only. The importance of this project is that it enhances the interest level of the train ride.

- f. Australian Exhibit. Located south of the existing Elephant House, this exhibit will be viewed from the train and from a variety of positions along pedestrian paths. It will be designed to exhibit wallaroo, kangaroo and emu together in a large area and the psitticines in an adjacent flight cage.
 - g. Elephant Exhibit. This project was identified in Phase II as an early implementation project. Design work has begun for the development of a one acre enclosure east of the existing Elephant House and modification to the building, which will include a squeeze chute. The enclosure design will emphasize train viewing from the southeast and pedestrian viewing from the north.
 - h. Animal Nursery. This was also identified as an early implementation project in Phase II and design work has begun in preparation for interim improvements to both keeper and visitor functions. The project will greatly improve keeper access, work space and storage. Visitor flow through the building and surrounding Children's Zoo will be improved.
3. Visitor Services.
- a. Existing Entrance and Train Station. Improvements planned in this project will be designed to improve visitor flow and eliminate conflicts between the train station ticketing and exterior eating areas. An information kiosk with maps, literature and film sales will be provided inside the gates. This area could also be used to advertise future Zoo changes. All improvements will be designed to function as a part of the Children's Zoo/ Education facilities, scheduled to be relocated in this area in the future.
 - b. Food Service #2. Located overlooking the east end of the African Plains Exhibit, this food service area will provide convenience food and an exterior dining terrace along the primary circulation system. Private funds should be sought for the construction of a fountain adjacent to the dining terrace that could be integrated into the Plains Exhibit at a later date.
 - c. Landscape Improvements. A general allocation of \$200,000 to be implemented in two phases is recommended to provide visual screening of dominant buildings, provision of benches, trash receptacles and to modify pedestrian flow. High priority should be given to eliminating handicap barriers in conjunction with these improvements.

4. Maintenance and Operations.

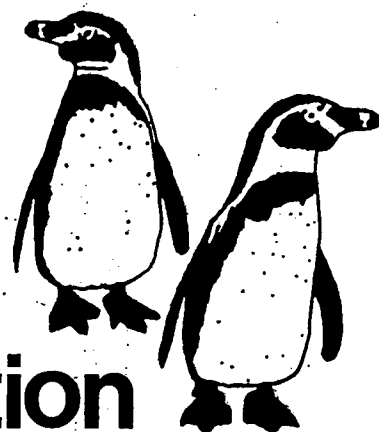
- a. Animal Management. Design work is underway on a portion of this project that was identified in Phase II for early implementation. Approximately \$50,000 will be used to provide three new quarantine pens near the Animal Management Building. This facility will provide for adequate handling of animals during quarantine, including feeding, health care and easy access for transport vehicles. The remaining funds will be used for interior modification to the Animal Management Building with emphasis on small animal quarantine.
- b. Commissary and Maintenance Facilities. Primary emphasis during this funding period will be to add a 10,000 square foot storage building adjacent to the existing shops and storage facility. This building will allow for the consolidation of many maintenance functions into a central facility. Provisions should be made to accommodate specific needs of wood shop and vehicle maintenance.
- c. Train. A number of changes to the train system and equipment are outlined in the project description chapter of this report. The first work elements include removal of the enclosed storage area adjacent to the new elephant yard, and the construction of a new storage area under the overhead railroad structure near the Bear Grottos. All storage will be out of sight and protected from the elements.

Recommended Implementation Program / Schedule
Washington Park Zoo

						1978			1979				1980				1981			
Project Name						2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
EXHIBITS	TOTAL	LEVY	CETA	BOR	OTHER															
6 Primate	1,100,000	1,000,000		100,000																
10 Alaskan	825,000	475,000	50,000	150,000	150,000															
8 Hippo	500,000	175,000	125,000		200,000															
3 Feline House	425,000	115,000	260,000	50,000																
12 Train Loop Mountain	350,000	210,000	140,000																	
13 Australian	235,000	160,000		75,000																
7 Elephant	350,000	350,000																		
20 Nursery	25,000	25,000																		
Sub-Total:	3,810,000	2,510,000	575,000	375,000	350,000															
VISITOR SERVICE																				
2 Entrance	175,000	60,000		65,000	50,000															
24 Food Service #2	250,000	100,000		75,000	75,000															
Open Space Improvements	350,000	100,000	150,000	100,000																
Sub-Total:	775,000	260,000	150,000	240,000	125,000															
OPERATION & MAINT.																				
22 Animal Management	75,000	75,000																		
21 Commissary/Maint.	125,000	125,000																		
23 Train	150,000	50,000			100,000															
Sub-Total:	250,000	250,000			100,000															
TOTALS	4,935,000	3,020,000	725,000	615,000	575,000															
Legend						ESTIMATED CASH FLOW PER QUARTER (IN THOUSANDS OF DOLLARS)														
						TOTAL	155	285	550	450	485	555	290	300	275	330	495	565	100	
						LEVY	155	275	435	320	345	280	160	165	110	165	265	300	45	
						CETA	C *	0 *	65	65	65	140	25	50	50	35	115	65	0	
						BOR	0	10	110	55	35	75	55	5	20	40	60	110	40	
						OTHER	0	0	0	10	40	60	50	80	95	40	55	90	15	

*Not including ongoing CETA work on the Nocturnal Exhibit & Landscape Improvements

III Project Evaluation



A. EVALUATION CRITERIA

1. General. A large number of worthy projects have been identified which will improve the Washington Park Zoo. Unfortunately, there are insufficient funds available to accomplish all of the projects at this time. It is appropriate to select the most beneficial projects for funding now. The other projects will have to await future sources of funds.

An evaluation matrix has been developed as a tool to help in the project evaluation process. Specific criteria have been listed and each project has been ranked according to the way it "fits" the individual criterion. The following narrative describes the various factors considered.

2. Estimated Construction Cost. The cost of the improvement project has been estimated assuming 1978 dollars. These costs are not based on a specific design, but rather average costs for similar types of construction. They must, therefore, be considered as these estimates is that they reflect the relative costs of the various projects and provide an understanding of how available funds can be used.
3. Estimated Increase (Decrease) in Annual Operations Costs. In addition to the capital cost of an improvement project, consideration must be given to the annual cost of operating and maintaining the improvement. Some of the proposed projects will replace (or modify) an existing facility and may or may not cause a change in annual costs. The relevant factor is the estimated change (increase or decrease) from existing operating costs.
4. Criteria. The above criteria are expressed in dollars. These have been listed first on the matrix as they are of paramount importance, given the fact that Zoo funds are limited.

The following criteria are as important as the above two criteria. However, they cannot be easily converted to a common denominator (e.g. dollars). Instead, we have developed a relative ranking system which allows each project to be compared to other projects in terms of degree of "fit" to the stated criteria. The use of this approach allows for a visual comparison of the benefits which will be derived from the various projects.

- a. Increases Zoo Revenue. The construction of a specific project may lead to an increase in Zoo revenues by:
 - (1) Increasing gate receipts (more visitors attracted by the project).
 - (2) Increasing in-zoo expenditures for food, merchandise and rental items (visitors stay longer because of the project).
 - (3) Increasing train expenditures (more visitors take the train because of the project).

Not all projects, of course, will lead to an increase in Zoo revenues.

- b. Improves Operational Efficiency. The Zoo staff is currently hampered by having insufficient or inadequate areas for employees, maintenance, animal health, and hay storage. Several of the proposed projects will have a beneficial effect on operational efficiency.
- c. Improves the Animal Collection. The ultimate goal of the Zoo is to exhibit a well rounded collection of animals which, through careful selection of species and design of exhibits, will foster education, increase public enjoyment, encourage conservation and display naturalistic behavior. There will be no attempt to have an enormous collection. Instead, the intent is to exhibit a more limited collection in a quality setting. Some of the proposed projects will assist in reaching the animal collection goal.
- d. Improves Animal Habitat. In a number of instances, animal enclosures are inadequate in terms of size, facilities, substrate, etc. Some of the proposed projects will improve the existing animal enclosures.
- e. Improves Animal Health Management. Animal health is clearly an important consideration. Some of the proposed projects will improve sanitation, eliminate substrate problems, provide for a better keeper/veterinarian observation, and provide better climate control.
- f. Increases Visitor Attendance. Many of the improvement projects will cause some increase in visitor attendance immediately after the completion of construction (curiosity factor). However, some of the projects will increase visitor attendance over the long term. It is the long term increase which is of importance here.
- g. Increases Visit Length. An increase in visit length suggests that the visitor has found more things to do and, presumably, is enjoying his or her visit. Increased visit length will also lead to increased Zoo revenues.
- h. Improves Visitor Comfort and/or Convenience. Many persons have commented about the low quality or lack of visitor conveniences, such as benches, picnic tables, rain protection, adequate food service. Some projects will make substantial improvements to facilities designed to improve visitor comfort and convenience.
- i. Improves the Visual Appearance of the Zoo. A visitor's perception of the Zoo is often colored by critical visual impressions. Many negative comments received in the past relate to the issue of visual quality. Some projects will improve the visual appearance of the Zoo.

- j. Improves Animal Viewing Opportunities. Many animal viewing opportunities are static. That is; the perspective is the same from any position along the railing of most enclosures. Opportunities should exist to see animals at different distances and in different aspects or contexts. Also, visibility for the physically handicapped and the very young are poor in many cases and, in most projects, will be improved.
- k. Diminishes Barriers and Improves Pedestrian Circulation. There are a number of barriers in the existing circulation system, including steps and steep ramps which cannot be readily negotiated by the handicapped, elderly, and young children. Some projects will eliminate these barriers and improve the circulation system.

B. EVALUATION MATRIX

The matrix on the following page illustrates how well the various improvement projects fit the above described criteria, and provides a general indication of the most important projects to be modified or added to the Zoo.

WASHINGTON PARK ZOO DEVELOPMENT PROGRAM		Estimated Construction Cost (in thousands)	Estimated Increase in Annual Operations/Maintenance Cost (in thousands)	Increases Zoo Revenues	Improves Operational Effectiveness	Improves Animal Collection	Improves Animal Habitat	Improves Animal Health Management	Increases Visitor Attendance	Increases Visit Length	Improves Visitor Comfort and/or Convenience	Improves Zoo's Visual Appearance	Improves Animal Viewing Opportunities	Diminishes Zoo Handicap Barriers, Improves Circulation
EVALUATION MATRIX														
KEY														
<div><div></div> Substantial Benefit</div> <div><div></div> Some Benefit</div> <div><div></div> No or Limited Benefit</div> <div>Not Applicable</div>														
Entrance Road	250	0												
Zoo Entrance	2,500	20												
Feline House	860	15												
Bear Grottos	700	15												
Penguinarium	300	10												
Primate House	2,000	70												
Asian Elephant Compound	700	15												
African Plains Exhibit	2,400	30												
African Plains Exhibit, West	800	10												
Alaskan Exhibit	840	25												
Coast Exhibit	1,500	100												
African Exhibit (Train Loop)	350	8												
Australian Exhibit	235	15												
Asian Exhibit	250	15												
South American Exhibit	400	18												
Hilltop North of Elephant House	250	5												
Cascades Exhibit	3,000	100												
Reptile/Amphibian Exhibit	750	35												
Ground Birds Exhibit	150	4												
New Children's Zoo Education Facilities	1,000	75												
Commissary/Maintenance	500	0												
Research Building Area	500	2												
Train	350	0												
Food Service Areas/Gift Shop Improvements	500	12												
Major Restaurant	0	0												
Main Assembly Area	0	0												
	21,085	599												

FIGURE 2

C. PROJECT RANKING

1. General. As a result of the evaluation process conducted with the consultant team, Zoo staff and management, and the Zoo Advisory Committee, a general indication of the relative importance of all projects has been developed. The following priority list is a summary of the matrix evaluation. The final determination of projects advanced in the recommended implementation program has been made with respect to this evaluation.

It is important to understand that the recommended implementation projects listed in Chapter are selected portions of the overall projects that have been carefully balanced to provide a maximum positive effect to Animal Exhibits, Visitor Services, and Operation and Maintenance.

a. Animal Exhibits

(1) First Priority

- African Plains Exhibit
- Alaskan Exhibit
- Asian Elephant Compound
- Cascades Exhibit
- Coast Exhibit
- Primate House

(2) Second Priority

- Australian Exhibit
- Asian Exhibit
- Bear Grottos
- Feline House
- South American Exhibit
- Train Loop Mountain

(3) Third Priority

- Ground Bird Exhibit
- Penguinarium
- Reptile/Amphibian Exhibit

b. Visitor Services

(1) First Priority

- Children's Zoo/Education Facilities
- Entrance Road
- Zoo Entrance (Relocated)

(2) Second Priority

Food Service Areas/Gift Shop
Hilltop North of Elephant Compound
Major Restaurant
Zoo Activity Center

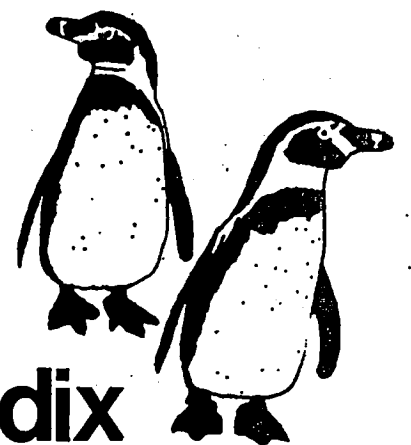
c. Operations and Maintenance

(1) First Priority

Commissary/Maintenance Area
Railroad Improvements

(2) Second Priority

Animal Management Area



VI Appendix

MEMORANDUM

edcon

TO: Wayne Stewart - Warner, Walker and Macy
FROM: Warren P. Cooley - EDCON
DATE: March 10, 1978
SUBJECT: Attendance and Revenue Projections for the Washington Park Zoo

Contained herein is a summary of the attendance and revenue projections for Portland's Washington Park Zoo. These prognostications have been developed on the basis of the phased development program recommended to the Metropolitan Service District by Warner, Walker and Macy. The phased improvement schedule is for the years 1978, 1979, 1980 and 1981. The impact of these improvements on attendance and gross revenue will be initially felt the year subsequent to improvements being made; thus, projections contained herein are for the years 1979, 1980, 1981 and 1982.

This memorandum first presents a review of historical attendance to the zoo, followed by projections for the 1979-1982 period. This is followed by comparable data for revenue generated from visitor expenditures.

ATTENDANCE

In Table 1, attendance to the Washington Park Zoo is presented for calendar years 1970 through 1977. The distribution between paid and free attendance is shown; both decreased substantially between 1970 and 1975, with total attendance decreasing from 714,000 to 448,000. In 1976, however, this downward trend was reversed with 641,000 visitors to the zoo. Attendance in 1977 was down approximately 10% to 574,000.

Between 1970 and 1975 paid visitation to the Washington Park Zoo decreased by an average of 23,000 persons per year, or 5.5%; free attendees decreased by 30,000 per year, 16.9%. The total decrease averaged 53,000 per year, 8.9%. Between 1975 and 1977 paid attendance increased by an average of 36,000 per year, 9.7%; free attendance was up by 28,000 per year, 24%. The total growth during this two-year time period averaged 64,000 per year, 13.2%.

Phase Development Program

To cause attendance growth at a zoo facility, major new visitor-attraction elements must be added annually. This gives people a reason for return visitations. This concept is not unique to zoos; in fact, it is characteristic of the visitor attraction industry.

Table 1

REVIEW OF ATTENDANCE
TO THE WASHINGTON PARK ZOO
CALENDAR YEARS 1970-1977

Year	Paid Attendance		Free Attendance		Total Attendance	
	Amount (thousands)	Percent of Total	Amount (thousands)	Percent of Total	Amount (thousands)	Percent of Total
1970	462.0	65%	252.0	35%	714.0	100%
1971	416.0	64	234.0	36	650.0	100
1972	447.0	74	158.0	26	605.0	100
1973	416.0	79	110.0	21	526.0	100
1974	373.0	79	101.0	21	474.0	100
1975	348.0	78	100.0	22	448.0	100
1976	471.0	73	170.0	27	641.0	100
1977 ^{1/}	419.0	73	155.0	27	574.0	100
Average Annual Increase (Decrease)						
1970-1975	(23.0)	(5.5%)	(30.0)	(16.9%)	(53.0)	(8.9%)
1975-1977	36.0	9.7%	28.0	24.0%	64.0	13.2%

^{1/} Distribution between paid and free attendance projected by EDCON.

Sources: City Club of Portland, Report on the Portland Zoological Gardens, April 1, 1976; Washington Park Zoo; and EDCON

While some zoo professionals may not envision their facility as a visitor attraction, it must be planned and managed as such if new persons are to be drawn, and added income generated. In light of this factor, Warner, Walker and Macy has prepared a strategic phasing program through which capital improvements will be made in the Zoo with an eye toward increasing the number of visitors, their length of stay, and expenditures on-grounds. The attendance projections presented subsequently in this report have been developed on the basis of the phasing program summarized next.

For 1978, the following major improvements have been recommended:

1. Elephant yard
2. Nursery and quarantine facilities
3. Railroad upgrading
4. Food service remodel
5. Nocturnal and Feline Exhibit

During 1979:

1. Primate House remodel (partial)
2. Tiger enclosure remodel
3. Australian Exhibit
4. Animal Management area upgrading
5. Landscape enhancement

In 1980:

1. African Plains Exhibit (Hippo portion)
2. Commissary/Maintenance Area upgrading

The final year of the phasing program, 1981:

1. Alaskan Exhibit
2. Train Loop Mountain Exhibit
3. Food and beverage area west of the Elephant House
4. Landscape enhancement

In each year there are improvements which, if marketed properly, should have an effect upon visitor attendance and expenditures. In 1978, the remodeled elephant yard and nocturnal/feline exhibit should positively impact attendance in 1979; also the food service remodel will potentially increase expenditures for food and beverage items. The major visitor stimulating elements in 1979 will be the Primate House remodel, tiger enclosure remodel and Australian Exhibit. In 1980, the African Plains Exhibit will have an impact upon attendance and expenditures. Finally, in 1981, the Alaskan Exhibit, Train Loop Mountain and addition of a second food service center will impact both attendance and expenditures.

Projected Paid Visitation

EDCON has projected paid attendance to the Washington Park Zoo. This is the most consistent base from which analyses can occur. It is also the area where mass attendance appeal is measured. A significant percentage of the free visitors are either school groups or members; thus, not directly related to the visitor attraction appeal of the complex. As noted in Table 2, total paid zoo attendance has been projected for two market categories; those visitors residing within the Metropolitan Service District boundaries, and those living beyond this area. Population for the Metropolitan Service District is presented, followed by anticipated paid zoo attendance. A market penetration rate is then indicated. This later element measures the relationship between zoo attendance and market area population.

In 1976, there were approximately 141,000 paid attendees to the Washington Park Zoo from the Metropolitan Service District area. This represented about 15% of the market area population. The attendance number and market penetration rate decreased to 126,000 and 13% respectively in 1977. Out-of-the District attendance was roughly 300,000 in 1976 and 293,000 in 1977. For both years, the approximate distribution between Metropolitan Service District and out-of-the-District residents was 30:70%. The projections for 1979 through 1982 reflect attraction-appeal of the improvement program recommended for the zoo. It is noted that attendance growth should be significant between 1979 and 1981; however, thereafter attendance will again decline until major new improvements are made. The projected 1979 paid attendance to the Washington Park Zoo is 449,000, increasing to 543,000 by 1981, then decreasing to 536,000 in 1982.

VISITOR-GENERATED REVENUE

As part of this analysis for the Washington Park Zoo expansion program, EDCON has also projected visitor-generated revenue to the zoo. For each projection category an extensive analyses should be undertaken for recommending specific operations and pricing steps

Table 2

PROJECTED PAID ATTENDANCE
TO WASHINGTON PARK ZOO
CALENDAR YEARS 1976-1982

<u>Market Area, By Place</u>	<u>1976</u>	<u>1977</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>
<u>Of Residence</u>						
Metropolitan Service District						
Population (thousands) ^{1/}	952.0	973.0	993.0	1,006.0	1,019.0	1,032.0
Paid Zoo Attendance (thousands)	141.0	126.0	149.0	171.0	189.0	186.0
Market Penetration Rate (percent)	15%	13%	15%	17%	18.5%	18%
Out-of-Metropolitan Service District						
Paid Zoo Attendance (thousands)	330.0	293.0	300.0	329.0	354.0	350.0
<u>Total Paid Zoo Attendance</u>						
<u>Number (thousands)</u>	471.0	419.0	449.0	500.0	543.0	536.0
<u>Distribution (percent)</u>						
Metropolitan Service District	30%	30%	33%	34%	35%	35%
Out-of-Metropolitan Service District	<u>70</u>	<u>70</u>	<u>67</u>	<u>66</u>	<u>65</u>	<u>65</u>
Total	100%	100%	100%	100%	100%	100%

^{1/} This is the population for Multnomah, Washington and Clackamas Counties; Metropolitan Service District does not cover this complete area, but does serve about 95% of the residents therein.

Source: EDCON

which will enable the expenditure levels to be achieved. This work, however, is beyond the scope of subject study.

In Fiscal Year 1976, the approximate per capita visitor expenditures^{1/}, when related to paid visitors, for the Washington Park Zoo were:

	<u>Amount</u>
Zoo admissions	\$1.11
Food and beverage purchase	0.65
Merchandise purchase	0.16
Railroad and boat rides	<u>0.41</u>
Total	\$2.33

This is the base from which projections contained in Table 3 have been derived. Briefly discussed next is the philosophy behind projected expenditure increases.

Zoo Admissions

The admission rates charged at the Washington Park Zoo in 1976 and 1977 were:

	<u>Metropolitan Service District Residents</u>	<u>Out-of- District Residents</u>
Adults	\$0.75	\$1.50
Children (six through eleven) and Senior Citizens	\$0.25	\$0.75

Train rides were \$1.00 for adults and \$0.50 for children and senior citizens. The same rate was charged whether persons resided within or outside the Metropolitan Service District.

It is characteristic of recreation-type attractions that gate admissions are increased every two years. This is a much more acceptable approach to visitors, than a 10% increase every year. To derive projections in Table 3, for zoo admissions, the 1979 level

^{1/} Estimated by EDCON

Table 3

PROJECTED VISITOR EXPENDITURES
FOR WASHINGTON PARK ZOO
CALENDAR YEARS 1979-1982

Constant Dollars

Per Paid Attendance Expenditures	Fiscal Year 1976 (Base Year)	Calendar Years			
		1979	1980	1981	1982
Zoo Admissions ^{1/}	\$ 1.11	\$ 1.39	\$ 1.39	\$ 1.67	\$ 1.67
Food and Beverage Purchases ^{2/}	0.65	0.88	0.97	1.07	1.28
Merchandise Purchases ^{3/}	0.16	0.30	0.50	0.58	0.67
Railroad and Boat Rides ^{4/}	0.41	0.50	0.60	0.72	0.86
Total	\$ 2.33	\$ 3.07	\$ 3.46	\$ 4.04	\$ 4.48
Gross Revenue (thousands)					
Zoo Admissions	\$444.0	\$ 624.0	\$ 695.0	\$ 907.0	\$ 895.0
Food and Beverage Purchases	258.0	395.0	425.0	581.0	686.0
Merchandise Purchases	63.0	135.0	250.0	315.0	359.0
Railroad and Boat Rides	164.0	225.0	300.0	391.0	461.0
Total	\$929.0	\$1,379.0	\$1,730.0	\$2,194.0	\$2,401.0

^{1/} Admission prices should be raised an average of 20% every two years to cover inflation and added attraction value. The Fiscal Year 1976 level is used as a base, with 25% added to derive 1979 dollars.

^{2/} Projected to increase by 35% between the Fiscal Year 1976 level and 1979; then, at 10% per year to 1981, and 20% between 1981 and 1982.

^{3/} Projected to increase to \$0.30 by 1979, \$0.50 by 1980, and at 15% per year thereafter.

^{4/} Projected to increase to \$0.50 by 1979; then, at 20% every year thereafter.

Source: EDCON

was calculated through application of a 25% addition to the Fiscal Year 1976 experience. This reflects increased attraction-appeal of the complex with added elements plus inflation provisions. In subsequent years, admission prices should be increased at a rate of 20% every two years; thus, for 1979 and 1980 the estimated zoo admission per capita rate is \$1.39, increasing to \$1.67 for 1981 and 1982.

Food and Beverage Purchases

In 1976, the per capita expenditure for food and beverage items, when relating to paid attendees only, was \$0.65. Comparatively, recreation attractions throughout the country, with average length of stays of 2½ to 3 hours (similar to the zoo) experience \$1.00 - \$1.25 per paid visitor, nearly double the 1976 zoo experience. To achieve this level, however, food and beverage outlets must be easily accessible, with the physical setting and food options encouraging purchase. Currently, at the Washington Park Zoo neither occur, thus, food and beverage purchases are made only out of necessity.

With food service facility remodeling, the menu options should be offered to include "fun" foods. These actions should increase per capita expenditures by approximately 15%. To derive the 1979 projection of \$0.88 per paid visitor in Table 3, the 1976 level was increased 35% - 15% in real growth and 20% for inflation. Between 1979-1980 and 1980-1981, further increases of 10% per year are projected. Then, with the addition of a second major food and beverage outlet in 1981, the 1982 level is 20% above 1981, indicating a greater percentage of persons purchasing food because of expanded options for same.

Merchandise Purchases

The per capita expenditure for merchandise items at Washington Park Zoo in Fiscal Year 1976 was \$0.16, substantially below potential levels. For example, the Pacific Science Center gift shop in Seattle, experienced \$0.90 per paid visitor during the same year. Commercial recreation attractions, where merchandising is an art, achieve levels of \$2.00. With the addition of specialty zoo-related items, better displays and marketing, and encouraged traffic flow through the shop, EDCON estimates the 1979 level at \$0.30 per paid visitor, still only 30% of the Pacific Science Center's 1976 experience; \$0.50 in 1980, then growing at 15% per year thereafter. Merchandise sales could exceed these levels if the outlets were leased to experienced firms. This also applies to food and beverage facilities.

Railroad and Boat Rides

Most of the revenue from these two rides is generated by the railroad; combined they experienced a \$0.41 per paid visitor expenditure level in 1976. With the train becoming a viewing-oriented ride, an expenditure increase to \$0.50 is projected for 1979, increasing at 20% per year thereafter as new exhibits are added along the route, thus justifying ticket increases, and attracting an added percentage of zoo visitors.

The total per capital expenditure was about \$2.33 in Fiscal Year 1976, generating \$929,000. Projections to 1979 and 1982 are \$3.07 - \$1.38 million and \$4.48 - \$2.40 million respectively. Again, it must be emphasized that sustained growth in zoo attendance, length of stay and visitor expenditures can only be achieved through continued new improvements; without these, attendance quickly levels off and begins a downward trend.

Recommended Implementation Program / Schedule Washington Park Zoo

Project Name

						1978			1979				1980				1981			
						2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
EXHIBITS	TOTAL	LEVY	CETA	BOR	OTHER															
6 Primate	1,100,000	1,000,000		100,000																
10 Alaskan	825,000	475,000	50,000	150,000	150,000															
8 Hippo	500,000	175,000	125,000		200,000															
3 Feline House	425,000	115,000	260,000	50,000																
12 Train Loop Mountain	350,000	210,000	140,000																	
13 Australian	235,000	160,000		75,000																
7 Elephant	350,000	350,000																		
20 Nursery	25,000	25,000																		
Sub-Total:	3,810,000	2,510,000	575,000	375,000	350,000															
VISITOR SERVICE																				
2 Entrance	175,000	60,000		65,000	50,000															
24 Food Service #2	250,000	100,000		75,000	75,000															
Open Space Improvements	350,000	100,000	150,000	100,000																
Sub-Total:	775,000	260,000	150,000	240,000	125,000															
OPERATION & MAINT.																				
22 Animal Management	75,000	75,000																		
21 Commissary/Maint.	125,000	125,000																		
23 Train	150,000	50,000			100,000															
Sub-Total:	250,000	250,000			100,000															
TOTALS	4,935,000	3,020,000	725,000	615,000	575,000															

Legend



DESIGN



BID



CONSTRUCTION

ESTIMATED CASH
FLOW PER
QUARTER (IN
THOUSANDS OF
DOLLARS)

TOTAL	155	285	650	450	485	555	290	300	275	330	495	565	100				
LEVY	155	275	435	320	345	280	160	165	110	165	265	300	45				
CETA	0 *	0 *	65	65	65	140	25	50	50	35	115	65	0				
BOR	0	10	110	55	35	75	55	5	20	40	60	110	40				
OTHER	0	0	40	10	40	60	50	30	95	40	55	90	15				

*Not including ongoing CETA work on the Nocturnal Exhibit & Landscape Improvements






























































































































































































WASHINGTON PARK ZOO DEVELOPMENT PROGRAM													
EVALUATION MATRIX													
KEY													
	Substantial Benefit												
	Some Benefit												
	No or Limited Benefit												
	Not Applicable												
Entrance Road	250	0											
Zoo Entrance	2,500	20											
Feline House	860	15											
Bear Grottos	700	15											
Penguinarium	300	10											
Primate House	2,000	70											
Asian Elephant Compound	700	15											
African Plains Exhibit	2,400	30											
African Plains Exhibit, West	800	10											
Alaskan Exhibit	840	25											
Coast Exhibit	1,500	100											
African Exhibit (Train Loop)	350	8											
Australian Exhibit	235	15											
Asian Exhibit	250	15											
South American Exhibit	400	18											
Hilltop North of Elephant House	250	5											
Cascades Exhibit	3,000	100											
Reptile/Amphibian Exhibit	750	35											
Ground Birds Exhibit	150	4											
New Children's Zoo Education Facilities	1,000	75											
Commissary/Maintenance	500	0											
Research Building Area	500	2											
Train	350	0											
Food Service Areas/ Gift Shop Improvements	500	12											
Major Restaurant	0	0											
Main Assembly Area	0	0											
	21,085	599											

FIGURE 2



METROPOLITAN SERVICE DISTRICT

1220 S. W. MORRISON ROOM 300 PORTLAND, OREGON 97205

(503) 248-5470

MEMO

TO: MSD Board of Directors

FROM: MSD Staff

DATE: March 24, 1978

RE: SCRAP TIRE PROGRAM INFORMATIONAL REPORT

In connection with some of the changes we are seeking in the tire program and testimony presented at the first hearing on Ordinance No. 58 a few weeks ago, we want to present a brief summary and update of the direction in which we are heading. We want to point out that we are not offering testimony on Ordinance No. 58 at this time. We will, however, present additional comments when the second hearing is held at the April 14, 1978 meeting in an attempt to provide additional information and to clarify the record with regard to Ordinance No. 58.

At this time, we wish to indicate that we do perceive there to be a potential problem with scrap tires. We have had assurances from both MDC and Tiregon, the two operating public processing centers, that they want to take all the tires they can get. Our experience has been that MDC has continually taken all tires that come in, while Tiregon has not. As a matter of policy, the staff would prefer to see the tire problem solved by private enterprise because such a solution would require less staff time, would require less government regulation of private business, and in theory, should cause a stabilization of disposal charges at a level that reflects a balance of the processors' ability to take and the disposers willingness to pay.

In view of the fact that we are dealing with only two operating processors, one of whom operates on a limited basis, we have some doubts concerning how well a free market situation will work. We could encounter an undesirable situation if both processors should close down, if both processors refuse to take particular types of tires, or if the price at which processors are willing to take is higher than the price disposers are willing to pay. Thus, it may be desirable to have the ability to go to a backup system should private enterprise fail to solve our tire disposal problem.

We have indentified two possible alternatives that could provide us with a guarantee that a disposal site will be available. One alternative would be to contract with either one or both of our processors, or perhaps some new processor, to take all tires that come in at a particular price. The other alternative, and from our point of view, the less desirable alternative, would be for MSD to operate its own processing facility.

Thus, we hope to begin investigating the possibility of operating our own site, either separate from or in conjunction with the Oregon City plant, to begin preparation for the process of soliciting bids for contracts to take all tires that come in, and to more closely monitor the free market process to determine whether the existing situation satisfies our needs.

We want to emphasize that we hope the existing companies can take care of the tire disposal problem on their own, or that some new company can step in to pick up the slack, should there be any. At this point, we simply want to be prepared to take further action, should you determine such action is needed at a later date.

PN:amn




METROPOLITAN SERVICE DISTRICT

1220 S. W. MORRISON ROOM 300 PORTLAND, OREGON 97205

(503) 248-5470

TO: MSD Board of Directors

FROM: Chuck Kemper, Director, Solid Waste Division 

RE: SOLID WASTE PROGRAM STATUS REPORT - INFORMATIONAL

DATE: March 24, 1978

The purpose of this report is to summarize the Solid Waste Division activities during this fiscal year and to describe some of the decisions facing the MSD Board in the near future. A further purpose is to elicit reactions from the Board on these matters.

In addition, I have included as an attachment (#1) a history of the MSD Solid Waste Program.

The following specific items are not presented in any particular order.

1. Certification of Disposal Sites

Pursuant to our enabling legislation and Solid Waste Code, the MSD staff began, in July, 1977, the process to clerify all disposal sites within MSD. This consisted of the following steps:

- a) Visiting and inspecting all sites;
- b) Reviewing engineering and site plans;
- c) Reviewing operational plans;
- d) Requesting additional information from DEQ;
- e) Preparing draft certificates and conditions;
- f) Reviewing conditions with DEQ and site operators;
- g) Establishing inspection schedules; and
- h) Issuing certificates.

The goal of our Compliance Program has been to provide continuous and consistent rules so that landfill operators and others know what they can and cannot do.

2. Processing Center Contracts

Existing transfer stations and processing centers have been brought into code compliance by development of contracts with the MSD. Two landfills outside MSD and five processing facilities within MSD are under agreement.

3. Collection Company Authorizations

In order to monitor solid wastes generated within the MSD, twelve organizations have been authorized to transport solid wastes to sites outside the MSD. Eleven of the companies transport to the Newberg Landfill.

4. Collection Industry Quarterly Reports

The collection industry, on a quarterly basis, provides MSD with information on quantities of compacted and non-compacted solid wastes and disposal site location. This information has been compared with landfill quantity reports.

5. Landfill User Fees and Audits

Since June, 1977, the MSD user fee has been in effect. The fees from the landfills have been on time and correct, as verified by desk audits performed by staff. In fact, recently landfill operators have been submitting monthly fees early.

6. Illegal Dumping

The MSD staff has spent some time investigating illegal dumping or garbage and tires. These incidents have been recorded and investigated. In those instances where enough information was available, violation letters were delivered. MSD staff has recently been meeting with Clackamas, Multnomah and Washington counties and the City of Portland on this matter. In some cases, all investigative work is performed by those jurisdictions.

7. Computer Analysis Developed

During this fiscal year, MSD staff have designed and developed several computer programs to assist staff in performing engineering analysis. Listed below are several:

- a) Collection haul cost model;
- b) Industrial solid waste composition and generation model;
- c) Solid waste quantities data input model;

- d) Landfill quantities and collection report comparison;
- e) Landfill cost estimates (16 parameters per site);
- f) Solid waste volume to weight conversion;
- g) Haulers density per landfill; and
- h) Solid waste quantities forecast model.

8. Bottle Wash Facility

A contract with Portland Recycling Team (PRT) was completed that funded the design and operation of a bottle wash facility. Equipment installation is occurring at this time.

9. Predicting Solid Waste Quantities and Composition

Analysis was performed on materials disposed in demolition landfills. In addition, an evaluation was made of processible and non-processible solid wastes. From this information, standard industrial codes (S.I.C.) were used to assist in predicting solid waste quantities and composition.

10. Public Information Program

The Solid Waste staff, under a CETA grant, is developing a program to determine citizen attitudes about garbage disposal. This will include development of several slide shows, brochures and surveys to test public attitudes. In addition, the staff has developed a library on solid waste that is being organized under this program.

11. Oregon City Processing Plant

Bechtel has completed nearly all technical work called for in its contract with Publishers. The final report is near completion and ready for presentation. Publishers, with assistance from the Times-Mirror Company and White-Weld Investment Bankers, is reviewing the final capital and operational cost estimates in terms of its investment potential. The MSD staff is identifying major project contract features. The tentative schedule for completion and presentation of this work to the MSD Board is as follows:

March 21 through 31: Establish essential features and issues of various project contracts.

March 31 through April 17: Based on the above, determine essential economics of project, initial and projected tipping fees.

April 28 or May 12 regularly scheduled Board Meeting: Review results of Phase I work and initial and projected tipping fee. The MSD Board will be asked to decide whether to proceed with the next phase of the project by authorizing staff and legal counsel to negotiate a contract with Publishers, apply to the Contract Review Board for exemption or variances, etc. Based upon this board authorization, hopefully a final contract with Publishers and other project contracts would be developed by late June or early July.

12. Disposal Siting Alternatives Status

Staff has presented and distributed a partial rough draft of the results of a five-month study of the disposal siting alternatives at the March 6th Solid Waste Advisory Committee meeting. Major report issues have been presented to the DEQ staff for their review and comments.

The intended purpose of this work is to develop a comprehensive policy and specific plan for implementing a new landfill. More immediately, the report will provide a technical and economic cost and risk comparison of advantages and disadvantages for proceeding with the Oregon City Processing Station.

The tentative schedule for completion and presentation of this work is as follows:

April 3: Presentation of completed draft to Solid Waste Advisory Committee.

April 5, 1978: Presentation of completed draft to interested persons, i.e. landfill operators, gravel pit owners, etc.

April 14: Presentation to MSD Board.

April 17 through 21: Development of final draft, incorporating input from Solid Waste Advisory Committee and interested persons.

April 21: Presentation of final draft to Solid Waste Advisory Committee.

April 28: Staff asks Board approval of report and adoption of report findings and recommendations.

The purpose of this work and schedule for completion is the following:

1. To provide the Board the best information available in terms, of comparative costs and risks for deciding whether to continue with the next phase of the processing station project; and
2. To provide the public, including collection service companies, gravel pit owners, landfill operators and local jurisdiction land use officials with a specific statement of MSD's intent for implementing new landfills.

CCK:amn



METROPOLITAN SERVICE DISTRICT

1220 S. W. MORRISON ROOM 300 PORTLAND, OREGON 97205

(503) 248-5470

ATTACHMENT #1

HISTORY OF MSD

SOLID WASTE PROGRAM

September 29, 1972	MSD Board formally accepted responsibility for Regional Solid Waste Program.
September, 1972	MSD developed solid waste work scope for Regional Solid Waste Program.
November, 1972	State Department of Environmental Quality (DEQ) received approval of State Solid Waste Committee for MSD Solid Waste Program, including other state programs.
December, 1972	State Emergency Board authorized in excess of \$1,000,000 for state-wide solid waste program, including MSD authorization of \$325,000.
December 18, 1972	MSD Board selected COR-MET as engineering consultant and Bartle-Wells as financial consultant and approved the budget for a 10-month program.
January 12, 1973	MSD Board formed Solid Waste Citizens Advisory Committee.
April 13, 1973	MSD Board authorized the startup of a Scrap Tire Program.
June 8, 1973	MSD received COR-MET interim solid waste report recommendations as required by DEQ.
September 14, 1973	MSD Board reviewed alternate solid waste disposal methods and selected the milling/transfer system over baling, heat recovery and regional sanitary landfill systems.

October 12, 1973 November 9, 1973	The MSD received the Solid Waste Management Plan as recommended by COR-MET.
December 14, 1973	MSD received \$81,667 from the State Emergency Board to continue the program for 6 months until July, 1974.
February 22, 1974	MSD incorporated the solid waste collection industry input and modified the MSD Solid Waste Plan (regarding tonnage).
March 8, 1974	MSD approved the Solid Waste Plan.
April 26, 1974	MSD Board established the Solid Waste Committee, merging the existing Technical and Citizen Advisory Committees.
May 10, 1974	MSD Board adopted the Solid Waste Plan by Ordinance No. 9.
May 24, 1974	DEQ approved the MSD Solid Waste Management Plan.
May, 1974	MSD performed right-of-way and site acquisition work.
July, 1974	MSD received \$192,508 from the State Emergency Board to continue the program until July, 1975.
July 12, 1974 August 30, 1974	MSD accomplished site selection and environmental assessments for transfer/processing stations.
August 1, 1974	MSD implemented Scrap Tire Program, authorized in April of 1973.

September 13, 1974	MSD Board approved relationship between public and private industry regarding construction and operation of a solid waste processing plant.
September 13, 1974	Consolidated Waste Services, Inc. submitted unsolicited proposal to operate the processing facility.
September 27, 1974	MSD received preliminary engineering report on East Washington County site.
October 24, 1974	MSD Board approved development of Request For Proposals (RFP) for the adopted MSD system (Ordinance No. 26).
November 25, 1974	MSD held RFP conference; 15 interested bidding groups.
December 13, 1974	MSD Board appointed Proposal Evaluation Team (PET) to evaluate submitted proposals.
January 4, 1975	MSD received five prequalification submittals from private industry.
January 24, 1975	MSD Board distributed joint resolutions to local jurisdictions for action.
February 3, 1975	MSD opened bids from three bidders.
February 21, 1975	MSD Board reaffirmed decision to submit request for Pollution Control Bond financing.
March 28, 1975	MSD Board adopted Ordinance No. 27, regulating non-processable solid waste disposal.

May 9, 1975	MSD Board approved Washington County Merlo Road Environmental Assessment.
May 9, 1975	State Ways and Means Committee authorized \$160,000 for continued staff work until July, 1976 and reserved \$12.5 million Pollution Control Bond funds for release by the Emergency Board.
May 9, 1975	Proposal Evaluation Team (PET) submitted recommendations and conclusions to MSD Board for review.
May 23, 1975	MSD Board reviewed staff options regarding solid waste management.
June 6, 1975	MSD approved decision to proceed with program by returning to State Emergency Board after obtaining joint resolutions.
June 13, 1975	MSD approved joint resolutions Nos. 17, 18, and 19 from Clackamas, Multnomah, and Washington counties.
July, 1975	MSD Board authorized direct negotiation with one of the proposers, Parker Northwest Waste Resource Company, for the design, construction, management, and operation of two facilities.
July 25, 1975	MSD approved reducing solid waste system to two transfer/processing and one transfer station.
August 8, 1975	MSD adopted Ordinance No. 31 modifying solid waste plan (Ordinance No. 9) to two transfer/processing and one transfer station.
August 22, 1975	Environmental Quality Commission approved MSD financing method for the reduced MSD system.

August 25, 1975 Department of Environmental Quality (DEQ) approved the amended MSD Solid Waste Plan.

December, 1975 MSD Board signed a contract with Parker Northwest for the design, construction, management and operation of Rossman Processing Station and the Merlo Road Transfer Station. This contract became invalid due to Parker's inability to obtain private financing of approximately \$4 million to purchase the short-term equipment.

December 31, 1975 M & T Chemicals Company of Seattle contracted to purchase all of the ferrous metals from the resource recovery facility.

February, 1976 State Emergency Board authorized release of \$176,000 for purchase of a land parcel near Rossman's Landfill and to facilitate judicial review of three legal issues raised by local collection service companies.

March, 1976 State Emergency Board released sufficient funding for MSD's solid waste staff to continue until resolution of legal issues. \$11.4 million was authorized for the construction of a resource recovery plant, pending favorable outcome of legal issues in the court or through legislative action in the next session, whichever came first.

January, 1977 The Appeals Court held that MSD could not borrow state funds. MSD's staff funding ceased and had to be restored by separate legislative action. Funding was extended until legislation could be introduced and passed in the 1977 session or until July 1, 1977.

January, 1977 Publishers Paper Company (PPC) signed an agreement to undertake preliminary engineering for the construction and operation of a processing plant in Oregon City, production of steam from refuse derived fuel (RDF), and electricity from residual steam plant operations. Phase I Engineering Design of plant begins.

April, 1977

The State Legislature identified MSD as the local solid waste authority in the Portland metropolitan area with the ability to borrow from the state, ability to control the flow of solid waste, authority to levy a user fee, authority to issue revenue bonds and to levy civil penalties.

May, 1977

The State Legislature released \$11.4 million for the design and construction of a solid waste processing facility in Oregon City and a transfer station in Washington County after the three legal issues were resolved.

May, 1977

MSD exercised their option to purchase land for the south processing station in Oregon City.

June 1, 1977

MSD implemented a user fee at all area disposal sites to finance solid waste program.

June, 1977

Publishers Paper Company (PPC) commenced preliminary engineering work relying primarily on the Bechtel Corporation for design and research.

June through
November, 1977

MSD conducted extensive analysis of quantity, composition, and sources of solid waste through interviews, weight measurements and observations at MSD landfills. Also, comparisons with other metropolitan areas were made.

August, 1977

To obtain necessary public and special interest input, MSD issued a "Request For Information" (RFI) on the location of potential new landfills, involving a six to eight month analysis to recommend the need for and development of future landfill sites in the MSD area.

August 3, 1977

The Oregon City Comprehensive Plan was modified by a decision from the Oregon City Planning Commission allowing resource recovery facilities in an M-2 district.

October, 1977

Oregon City Planning Commission made a zoning amendment change from R-1 Single Family to M-2 Heavy Industry, relating to future MSD facility.

December, 1977

MSD entered into a contract with Portland Recycling Team (PRT) to design, construct, and operate a bottle washing facility. MSD loaned \$35,000 and granted \$15,000 to PRT for this project.

December 10, 1977

A decision by the Oregon City Planning Commission altered conditional use permits, establishing new conditions in relation to siting, operation, etc., in MSD's comprehensive plan.

January, 1978

Public Information Project begun through CETA grant.

March, 1978

MSD issued Solid Waste Disposal Site Certificates to the eight area landfills. MSD commenced the program of controlling solid waste flow and monitoring landfill operational activities.

GUEST ATTENDANCE LIST

DATE: Mar. 24, 1978

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