



# METROPOLITAN SERVICE DISTRICT

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

(503) ~~248-5470~~ 248-5470

## MSD BOARD OF DIRECTORS

EDUCATION BUILDING  
WASHINGTON PARK ZOO  
4001 SW CANYON ROAD

APRIL 14, 1978  
2:00 P.M.

## A G E N D A

78-1029

MINUTES

78-1030

PUBLIC COMMUNICATIONS

### ADMINISTRATIVE DIVISION

78-1031

CASH DISBURSEMENTS

78-1032

CHANGE OF SAFETY DEPOSIT BOX

### SOLID WASTE DIVISION

78-1033

SCRAP TIRE PROGRAM VIOLATION - DEL NOBLE  
ORDINANCE NO. 58 - SECOND PUBLIC HEARING

78-1034

AN ORDINANCE ENDING THE SPECIAL TREAT-  
MENT OF SCRAP TIRE COLLECTORS AND  
INCORPORATING THE SCRAP TIRE PROGRAM  
INTO THE SOLID WASTE MANAGEMENT PROGRAM

### ZOO DIVISION

78-1035

CONTRACTS 78-144 & 78-145 - DESIGN CONSUL-  
TANTS FOR ELEPHANT HOUSE & ENCLOSURE

78-1036

CITY OF PORTLAND CETA GRANT REQUESTS -

78-1037

FELINE PROJECT & BEAUTIFICATION PROJECT

78-1038

ZOO DEVELOPMENT PLAN PHASE III - WARNER

WALKER & MACY

TRAVEL REQUEST

### OTHER BUSINESS

### INFORMATIONAL REPORTS

Mailed to attached 4-6-78.



# METROPOLITAN SERVICE DISTRICT

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

(503) ~~222-3671~~ 248-5470

## R E M I N D E R

THE METROPOLITAN SERVICE DISTRICT BOARD WILL BE CONSIDERING MAJOR CHANGES IN THE SCRAP TIRE PROGRAM AT THEIR MEETING ON FRIDAY, APRIL 14, 1978, AT 2:00 P.M. THE MEETING WILL BE HELD AT THE EDUCATIONAL BUILDING AT THE WASHINGTON PARK ZOO, 4001 SW CANYON ROAD IN PORTLAND.

YOU ARE INVITED TO MAKE A STATEMENT ABOUT WHAT YOU WOULD LIKE MSD TO DO IN THE AREA OF THE SCRAP TIRE PROGRAM.

CALL PAUL NORR AT MSD IF YOU HAVE ANY QUESTIONS.

APRIL 7, 1978

*Sent to Tire Carriers 4-7-78*



# METROPOLITAN SERVICE DISTRICT

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

(503) 248-5470

TO: ALL SCRAP TIRE CARRIERS, PROCESSORS, LOCAL  
JURISDICTIONS AND INTERESTED PARTIES

FROM: PAUL NORR, SOLID WASTE COMPLIANCE OFFICER

DATE: MARCH 21, 1978

RE: PUBLIC HEARING ON SCRAP TIRE PROGRAM CHANGES

## NOTICE

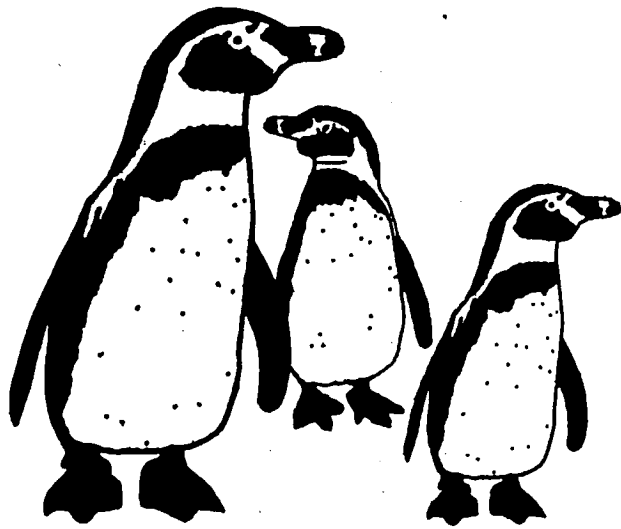
THE SECOND PUBLIC HEARING ON ORDINANCE No. 58, WHICH  
WILL ALTER THE MSD SCRAP TIRE PROGRAM, WILL NOT BE HELD  
MARCH 24, 1976.

THE SECOND PUBLIC HEARING HAS BEEN RESCHEDULED FOR  
FRIDAY, APRIL 14, 1978 AT 2:00 P.M. IN THE AUDITORIUM OF  
THE PORTLAND WATER BUREAU, 1800 S.W. 6TH AVENUE IN PORTLAND.

PLEASE CONTACT ME WITH ANY QUESTIONS.

PN:AMN

*Sent to tire carriers.  
local jurisdictions  
some S.W.C. members  
interested parties (S.W.C. mailing list folks)*



# **WASHINGTON PARK ZOO**

## **Development Program**

### **Phase Three: Implementation**

**WARNER, WALKER AND MACY, P.C.**  
LANDSCAPE ARCHITECTS & PLANNERS





April 13, 1978

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

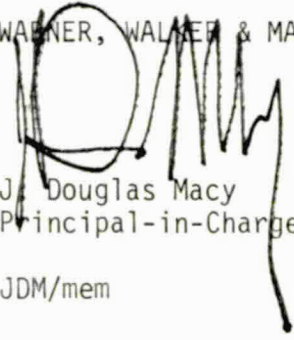
Dear Commissioner Schumacher:

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. The Board's comments, received during our review on March 24, have been taken into consideration and are reflected in this final draft report.

We look forward to moving ahead with the final phase of our contract upon your approval.

Sincerely,

WARNER, WALKER & MACY, P.C.

  
J. Douglas Macy  
Principal-in-Charge

JDM/mem

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

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

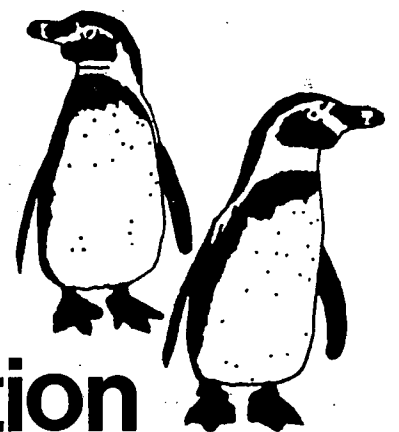
MONTAGNE, BIERLY & ASSOCIATES, INC.  
Natural Resource Consultants

Kenneth F. Bierly, Plant Ecologist

JOHN K. McDONALD  
Soils and Civil Engineer

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# Introduction

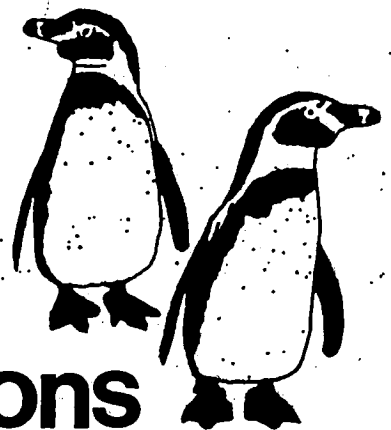
## I. INTRODUCTION

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 (Phase I report) 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 (Phase II report). 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 through the tax levy passed in 1976. It also suggest that the Zoo must supplement these funds with an additional \$2 million from other sources in order to have the most effective program of improvements.

The recommendations outlined in this report are the result of careful evaluation of projects identified in the framework plan (Phase II) and have been formulated through extensive review with members of the Zoological Society, the Zoo department heads and staff. The implementation program is intended to enhance the long term value of the Washington Park Zoo as an educational and recreation resource for the region.

# **Findings & II Recommendations**



## II. FINDINGS AND RECOMMENDATIONS

### A. SUMMARY

1. Approximately \$3 million will be available for capital improvement projects during the next three years.
2. Capital improvements should be made as follows to assure a proper balance of expenditures over the next three years:
  - a. Animal Exhibits 75-80%
  - b. Visitor Services 12-20%
  - c. Operational and Maintenance Facilities 5-10%
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. Construction projects should be scheduled 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 outlined in this report 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 report.
  - b. The Bureau of Outdoor Recreation can provide matching funds to public open space projects. All of the projects described in this report 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 Oregon State Legislature should be made to provide the estimated \$1.5 - \$2 million needed to construct this facility.



7. A fund raising campaign should be undertaken in conjunction with the Zoological Society to complement the current capital improvement budget. Projects that could benefit from private funding include:
  - a. The interpretive center in the Alaskan Exhibit
  - b. First phase of the Cascades Exhibit
  - c. Improvements to the train, including a covered bridge adjacent to the Cascades
8. Discussions with the City of Portland, Bureau of Parks and Recreation concerning improvements to the parking lot and access roads should be undertaken as soon as possible.
9. In a coordinated effort with OMSI and the Forestry Center, the Zoo should contact Tri-Met and initiate discussions concerning public transit access to the area.
10. Plans should be presented to the Portland City Council requesting use of designated 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 will be 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 maintaining quality and unified design solution.
13. Beginning no later than mid-1980, describe the projects which should be undertaken during the 1981-1986 levy period. This planning work should relate directly to the levy campaign program in order to indicate what specifically the public 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 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 define a group of projects that will provide maximum impact on the visitor during the next three years.
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)	\$100,000
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 visitors. The following schedule indicates proposed project completion times:

<u>1978</u>	<u>1980</u>
Asian Elephant Exhibit	Hippopotamus Exhibit
Animal Nursery	Open Space Improvements
Quarantine Facilities	
Railroad Improvements	
Main Food Service Remodel	
Nocturnal Exhibit (Feline House)	
<u>1979</u>	<u>1981</u>
Primate House	Alaskan Exhibit
Feline Exhibit	Train Loop
Australian Exhibit	Food Service #2
Open Space Improvements	
Animal Quarantine	
Commissary/Maintenance Building	

## Recommended Implementation Program / Schedule

**Project Name**

1978  
2

4

1979  
1

**N**

3

4

1980  
1

2

ω

4

1981  
1

2

ω



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**

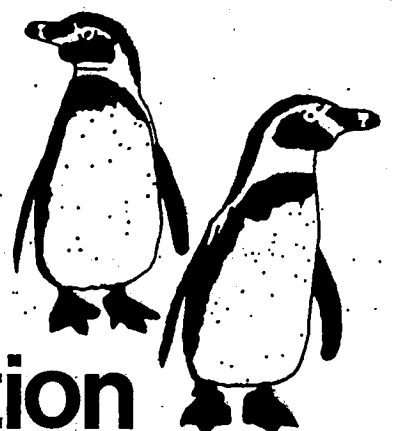


## CONSTRUCTION

TOTAL	155	285	650	450	485	555	230	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	40	10	40	60	50	80	95	40	55	90	15		

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

## III Project Evaluation



### III. PROJECT EVALUATION

#### A. DESCRIPTION OF PROCESS

1. General. The primary purpose of this phase of the planning study was to determine an effective program of improvements that can be undertaken by the Zoo in the near future. In order to arrive at the program described in Chapter II, a two step process was used. The first step was to evaluate all of the projects defined in the framework plan (phase II) in an effort to determine the most important areas of concern. The second step was a more detailed evaluation aimed at identifying projects or portions of projects that meet the development goals of the Zoo and are able to be implemented within the budget constraints.

#### B. EVALUATION PROCESS

1. Step 1. An evaluation matrix was prepared (see figure 2) for purposes of soliciting input and discussion from a wide variety of interested people, including the Zoo Advisory Committee, the Zoological Society, Department heads and Zoo staff. Each group was given the opportunity to rank the projects based on their own individual point of view. The results of this evaluation were valuable in providing an overall perspective and pointing out specific areas of concern to the consultant team.

Once each group and individual submitted a completed matrix, the consultant team prepared a composite (figure 2). The evaluation criteria used was weighted as follows to reflect the development goals outlined in this study:

- a. Most important (weight factor 2)
  - Increases Zoo revenues
  - Improves animal health and management
  - Increases visitor attendance
  - Increases visit length
  - Diminishes handicap barriers
- b. Secondary Importance (weight factor 1)
  - Increases operation effectiveness
  - Improves animal collection
  - Improves animal habitat
  - Improves visual appearance
  - Improves viewing opportunities

These criteria were applied to each project in terms of the amount of benefit to the long range development of the Zoo and totaled to arrive at overall project ranking.

#### C. PROJECT RANKING

1. General. The following is a priority list of projects that resulted from the evaluation process. The projects have been divided into three categories: a. Exhibits, b. Visitor Services and c. Operation and Maintenance, and listed in order of importance as determined by the matrix.



a. Exhibits

1. Primate House
2. Elephant
3. Cascades
4. African Plains
5. Alaskan
6. Oregon Coast
7. Train Loop Mountain
8. Austrailian
9. Childrens Zoo/Ed
10. African Plans West
11. Asian
12. South American
13. Reptile Amphibian
14. Feline House
15. Penguinarium
16. Bear Grottos
17. Ground Birds

b. Visitors Services

1. Major Restaurant
2. Food Service/Gift Shop
3. Entrance Relocation
4. Hilltop Viewing Area
5. Entrance Road

c. Operation and Maintenance

1. Train Improvements
2. Commissary Maintenance
3. Animal Management Buildings and Area

D. EVALUATION PROCESS

1. Step 2. Using the priority list that resulted from Step 1, the consultant team evaluated each project in more detail to determine a program of development that can be accomplished within the financial limitations of the Zoo. The following criteria was used to make the final determination of projects for implementation during the current levy period:

a. Provide a balance of expenditures in the following catagories:

1. 75-80% for Animal Exhibits
2. 15-20% for Visitor Services
3. 5-10% for Operation and Maintenance

b. Concentrate on improving conditions for the existing animal collection prior to making additions of new species.

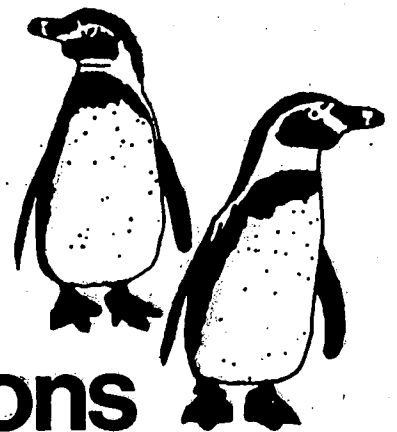
- c. Give strong consideration to popular exhibits that have the greatest deficiencies for both the animal and viewer.
  - d. Give strong consideration to projects seen from the Zoo train.
3. Provide at least one total geographic exhibit that will illustrate the future exhibit concept including an interpretive center.



WASHINGTON PARK ZOO DEVELOPMENT PROGRAM  EVALUATION MATRIX	Estimated Construction Cost (in thousands)	Estimated Increase in Annual Operations/Maintenance Cost (in thousands)	KEY										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	
			3 Substantial Benefit	2 Some Benefit	1 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																						
	21,085	599																						

FIGURE 2

## **IV Project Descriptions**



#### IV. PROJECT DESCRIPTIONS

- A. 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 will be prepared during Phase IV of this study as a part of schematic design process.
- B. Exhibits.
1. 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.
  2. 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.
  3. Hippopotamus. The Hippopotamus 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.
  4. 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.
  5. 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.

6. 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.
7. 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.
8. 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.

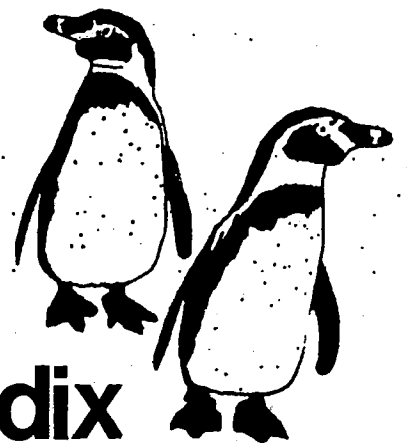
C. Visitor Services.

1. 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.
2. 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.
3. 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.

D. Maintenance and Operations.

1. 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.
2. 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.
3. 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.

# **v** Appendix





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 attenders 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 <sup>(1)</sup>	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	34.0%	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;  
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 (Hippopotamus 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 remodel 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 analysis 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 attenders 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 1981 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 analysis should be undertaken for recommending specific operations and pricing steps 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<sup>1/</sup>, when related to paid visitors, for the Washington Park Zoo were:

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

<sup>1/</sup> Estimated by EDCON

TABLE 2

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

MARKET AREA, BY PLACE OF RESIDENCE	<u>1976</u>	<u>1977</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</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>						
Number (thousands)	471.0	419.0	449.0	500.0	543.0	536.0
Distribution (percent)						
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



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 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 attenders only, was \$0.65. Comparatively, recreation attractions throughout the country, with average length of stays of 2-1/2 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 projections 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

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 <sup>(1)</sup>	\$ 1.11	1.39	1.39	1.67	1.67
Food and Beverage Purchases <sup>(2)</sup>	0.65	0.88	0.97	1.07	1.28
Merchandise Purchases <sup>(3)</sup>	0.16	0.30	0.50	0.58	0.67
Railroad and Boat Rides <sup>(4)</sup>	0.41	0.50	0.60	0.72	0.86
Total:	2.33	3.07	3.46	4.04	4.48
<u>GROSS REVENUE (THOUSANDS)</u>					
Zoo Admissions	444.00	624.00	695.00	907.00	895.00
Food and Beverage Purchases	258.00	395.00	485.00	581.00	686.00
Merchandise Purchases	63.00	135.00	250.00	315.00	359.00
Railroad and Boat Rides	164.00	225.00	300.00	391.00	461.00
Total:	\$ 929.00	\$1,379.00	\$1,730.00	\$2,194.00	\$2,401.00

- (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

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.





# METROPOLITAN SERVICE DISTRICT

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

(503) ~~244-367X~~ 248-5470

## MSD BOARD OF DIRECTORS

EDUCATION BUILDING  
WASHINGTON PARK ZOO  
4001 SW CANYON ROAD

APRIL 14, 1978  
2:00 P.M.

## A G E N D A

78-1029  
78-1030

MINUTES  
PUBLIC COMMUNICATIONS

### ADMINISTRATIVE DIVISION

78-1031  
78-1032

CASH DISBURSEMENTS  
CHANGE OF SAFETY DEPOSIT BOX

### SOLID WASTE DIVISION

78-1033  
78-1034

SCRAP TIRE PROGRAM VIOLATION - DEL NOBLE  
ORDINANCE NO. 58 - SECOND PUBLIC HEARING  
AN ORDINANCE ENDING THE SPECIAL TREAT-  
MENT OF SCRAP TIRE COLLECTORS AND  
INCORPORATING THE SCRAP TIRE PROGRAM  
INTO THE SOLID WASTE MANAGEMENT PROGRAM

### ZOO DIVISION

78-1035  
  
78-1036  
  
78-1037  
  
78-1038

CONTRACTS 78-144 & 78-145 - DESIGN CONSUL-  
TANTS FOR ELEPHANT HOUSE & ENCLOSURE  
CITY OF PORTLAND CETA GRANT REQUESTS -  
FELINE PROJECT & BEAUTIFICATION PROJECT  
ZOO DEVELOPMENT PLAN PHASE III - WARNER  
WALKER & MACY  
TRAVEL REQUEST

### OTHER BUSINESS

### INFORMATIONAL REPORTS



# METROPOLITAN SERVICE DISTRICT

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

(503) 223-3670 248-5470

## MSD BOARD OF DIRECTORS

EDUCATION BUILDING  
WASHINGTON PARK ZOO  
4001 SW CANYON ROAD

APRIL 14, 1978  
2:00 P.M.

## A G E N D A

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

1	78-1030
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PUBLIC COMMUNICATIONS

### ADMINISTRATIVE DIVISION

9	78-1031
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CASH DISBURSEMENTS

10	78-1032
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CHANGE OF SAFETY DEPOSIT BOX

### SOLID WASTE DIVISION

11	78-1033
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SCRAP TIRE PROGRAM VIOLATION - DEL NOBLE  
ORDINANCE NO. 58 - SECOND PUBLIC HEARING

12	78-1034
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AN ORDINANCE ENDING THE SPECIAL  
TREATMENT OF SCRAP TIRE COLLECTORS  
AND INCORPORATING THE SCRAP TIRE  
PROGRAM INTO THE SOLID WASTE MANAGEMENT  
PROGRAM

### ZOO DIVISION

18	78-1035
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CONTRACTS 78-144 & 78-145 - DESIGN  
CONSULTANTS FOR ELEPHANT HOUSE &  
ENCLOSURE

<u>PAGE</u>	<u>ACTION RECORD NUMBER</u>
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19	78-1036	CITY OF PORTLAND CETA GRANT REQUESTS - FELINE PROJECT & BEAUTIFICATION PROJECT
20	78-1037	ZOO DEVELOPMENT PLAN PHASE III - WARNER WALKER & MACY
23	78-1038	TRAVEL REQUEST

OTHER BUSINESS

78-1039	JOHNSON CREEK DISCUSSION
78-1040	EXECUTIVE SESSION - LOCAL 49 NEGOTIATIONS

INFORMATIONAL REPORTS

78-1029 MINUTES

THE FOLLOWING PAGES CONTAIN THE MINUTES OF THE MARCH 24, 1978, BOARD MEETING. THE STAFF RECOMMENDS APPROVAL OF THE BOARD MINUTES.

78-1030 PUBLIC COMMUNICATIONS

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

78-1031 CASH DISBURSEMENTS

AT THE REQUEST OF THE MSD BOARD RECENTLY, THE STAFF PRESENTED SEVERAL ALTERNATIVES TO THE BOARD SUB-COMMITTEE FOR APPROVAL OF CHECKS. AS YOU KNOW, WE PRESENTLY PROVIDE CHECK REGISTER LISTINGS THAT ARE APPROVED AT EACH MEETING. THE SUB-COMMITTEE FAVORED APPROVING CHECK REGISTERS TOTALS AS SHOWN BELOW. THE STAFF RECOMMENDS THE BOARD APPROVE CHECKS BY CHECK REGISTER TOTALS.

THE ACCOUNTING DEPARTMENT HAS PREPARED CHECKS NUMBERED FROM 2064 TO 2291 FROM PAYMENT REQUESTS RECEIVED WHICH WERE APPROVED AS WITHIN MSD BUDGET. THESE CHECKS ARE SHOWN ON CHECK REGISTERS DATED: MARCH 30, 1978 FOR \$46,728.60; MARCH 31, 1978 FOR \$141,665.54; APRIL 10, 1978 FOR \$10,896.24; AND APRIL 14, 1978 FOR \$32,626.90.

THE STAFF RECOMMENDS APPROVAL FOR PAYMENT OF CHECKS 2064 TO 2291 IN THE TOTAL AMOUNT OF \$231,917.28.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1031 DATE 4-14-78

	YES	NO	ABST.
BARTELS			
<del>Buchanan</del> GORDON	/		
MCCREADY			
MILLER	/		
ROBNETT			
SALQUIST	/		
SCHUMACHER			

Jean M. Ward  
Clerk of the Board

78-1032 CHANGE OF SAFETY DEPOSIT BOX

PRESENT BUSINESS PRACTICES AND THE RECOMMENDATION OF THE AUDITORS DICTATE THAT MSD MAINTAIN AN OFF-SITE CURRENT COPY OF OUR COMPUTER FILES AND PROGRAMS. THE MOST CONVENIENT AND CHEAPEST ALTERNATIVE TO ACCOMPLISH THIS STORAGE IS OUR PRESENT SAFE DEPOSIT BOX; HOWEVER, THE STORAGE SIZE NEEDED REQUIRES A LARGER BOX. THE BANK RULES REQUIRE A NEW AUTHORIZATION FORM FOR A BOX CHANGE.

THE STAFF RECOMMENDS AUTHORIZATION TO EXECUTE A NEW BANK FORM FOR A SAFE DEPOSIT BOX DESIGNATING ACCESS BY THE FOLLOWING STAFF: CHARLES C. KEMPER, MERLE IRVINE, AND CHUCK ESTES.

**METROPOLITAN SERVICE DISTRICT  
BOARD ACTION**

NO. 78-1032 DATE 4-14-78  
YES NO ABST.

*Buchanan*  
BARTELS  
GORDON  
McGREADY  
MILLER  
ROBNETT  
SALQUIST  
SCHUMACHER

YES	NO	ABST.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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*Jesus M. Lopez*  
Clerk of the Board



78-1033 SCRAP TIRE PROGRAM VIOLATION - DEL NOBLE

DEL NOBLE, A PERMITTED TIRE CARRIER, WAS FINED \$25 ON FEBRUARY 28, 1978, (CIVIL PENALTY No. 78-002) AND \$25 ON MARCH 1, 1978, (CIVIL PENALTY No. 78-003) FOR ILLEGALLY STORING TIRES AND STORING TIRES FOR MORE THAN 30 DAYS FROM THE DATE OF COLLECTION. BOTH PENALTIES FOLLOWED A NOTICE OF VIOLATION AND INTENT TO ASSESS PENALTY, ISSUED ON FEBRUARY 7, 1978.

MR. NOBLE WAS FIRST ASKED TO MOVE THE TIRES ON DECEMBER 19, 1977. MOST OF THE TIRES STILL REMAINED ON FEBRUARY 28, 1978, WHEN THE FIRST PENALTY WAS ASSESSED. THE TIRES WERE FINALLY REMOVED BY MARCH 8, 1978.

THE NOTICES OF CIVIL PENALTY INDICATED THAT, PURSUANT TO THE MSD CODE, SECTION 5.01.080, MR. NOBLE HAD TWENTY (20) DAYS TO REQUEST A CONTESTED CASE HEARING. ON THE 28TH DAY AFTER THE FIRST NOTICE, I SPOKE WITH MR. NOBLE AND HE STATED AT THAT TIME THAT HE HAD DONE THE BEST HE COULD TO GET THE TIRES REMOVED. HE INDICATED THAT HE HAD BEEN ILL AND HAD TROUBLE WITH HIS TRUCK.

THE STAFF PURSUANT TO CODE, SECTION 5.01.080, RECOMMENDS FORGIVING THE SECOND \$25 CIVIL PENALTY (78-003) AND ENFORCING THE FIRST \$25 PENALTY (78-002) AGAINST MR. NOBLE. WE BELIEVE SOME PENALTY SHOULD BE IMPOSED SINCE THE ORDINANCE WAS VIOLATED AND IT IS APPARENT THAT THE TIRES WERE FINALLY REMOVED ONLY AFTER A FINE WAS IMPOSED.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1033 DATE 4-14-78  
YES NO ABST.

*Buchanan*  
BARTELS  
GORDON  
McCREADY  
MILLER  
ROBNETT  
SALQUIST  
SCHUMACHER

YES	NO	ABST.
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## 78-1034 ORDINANCE NO. 58 - SECOND PUBLIC HEARING

AN ORDINANCE ENDING THE SPECIAL TREATMENT OF SCRAP TIRE COLLECTORS AND INCORPORATING THE SCRAP TIRE PROGRAM INTO THE SOLID WASTE MANAGEMENT PROGRAM.

AT THE MARCH 10, 1978, BOARD MEETING, THE FIRST HEARING ON ORDINANCE No. 58 WAS HELD. PUBLIC TESTIMONY WAS TAKEN FROM TIREGON, INC., AND MR. JOE FUGATE. THE SECOND HEARING ON THIS ORDINANCE WAS THEN SET FOR THIS MEETING.

ORDINANCE No. 58 AS PROPOSED ADDRESSED TWO ISSUES:

1. THE NEED FOR MSD TO WITHDRAW FROM REGULATING THE COLLECTION OF SCRAP TIRES AS THE RESULT OF THE LIMITATIONS IN OUR ENABLING LEGISLATION; AND
2. THE CLARIFICATION OF MSD'S PROGRAM IN THE AREA OF THE PROCESSOR REGULATION.

### A. REGULATION OF TIRE COLLECTION

OUR ENABLING LEGISLATION ALLOWS MSD TO ENGAGE IN MANAGEMENT OF THE DISPOSAL OF SOLID WASTES, BUT NOT THE COLLECTION OF SOLID WASTES. OUR ATTORNEYS HAVE INDICATED THAT OUR AUTHORITY IN THE COLLECTION AREA IS NON-EXISTANT, AND THAT MSD DOES NOT EVEN HAVE THE AUTHORITY TO ACT AS AN AGENT ON BEHALF OF LOCAL JURISDICTIONS TO MANAGE A COLLECTION PROGRAM.

THE STAFF HAS CONTACTED EACH OF THE 29 LOCAL JURISDICTIONS TO SURVEY WHAT INTEREST EXISTS AMONG THESE JURISDICTIONS WITH REGARD TO INVOLVEMENT IN SOME TYPE OF SCRAP TIRE CARRIER REGULATION. A LETTER WAS SENT TO EACH JURISDICTION ON MARCH 1, 1978, OFFERING ASSISTANCE IN ESTABLISHING SOME TYPE OF REGULATION. TO DATE WE HAVE RECEIVED NO RESPONSE.

THE STAFF AGAIN RECOMMENDS REPEAL OF CHAPTERS 12.16, 12.18 AND 20.10 OF THE CODE TO ACCOMPLISH THE WITHDRAWAL OF MSD FROM TIRE CARRIER REGULATION (SECTION 3 OF ORDINANCE No. 58). IT SHOULD BE NOTED THAT IT IS THE STAFF'S INTENTION TO REFUND A PRO-RATED SHARE OF EACH CARRIER'S ANNUAL PERMIT FEES SO AS NOT TO RETAIN MONIES FOR WHICH A SERVICE IS NOT PROVIDED.

B. REGULATION OF TIRE DISPOSAL

1) GENERAL RULE

PURSUANT TO MSD CODE SECTION 12.02.060(1)(F), IT IS, AND WILL CONTINUE TO BE, UNLAWFUL FOR ANY PERSON TO DISPOSE OF SOLID WASTES, INCLUDING SCRAP TIRES, AT ANY PLACE OTHER THAN A WASTE DISPOSAL SITE CERTIFIED BY MSD. THUS, ALL SCRAP TIRES THAT ARE TO BE DISPOSED OF MUST BE TAKEN TO AN APPROPRIATE SITE.

IN ADDITION, SECTION 12.02.060(1)(C) MAKES IT UNLAWFUL FOR ANY PERSON TO OPERATE A TRANSFER STATION OR PROCESSING FACILITY EXCEPT BY AGREEMENT WITH MSD. THUS, AS THE GENERAL RULE OF THE CODE NOW STANDS, SOLID WASTE PROCESSING FACILITIES MUST OPERATE UNDER AN AGREEMENT WITH MSD.

2) EXCEPTION TO GENERAL RULE

CODE SECTION 12.02.060(2) NOW EXEMPTS A PERSON FROM DISPOSING AT ONLY AN AUTHORIZED SITE AND A PROCESSOR FROM NEEDING AN AGREEMENT WITH MSD IF THE WASTES BEING DEPOSITED OR PROCESSED:

- A) ARE NOT PUTRESCIBLE, AND
- B) HAVE BEEN SOURCE SEPARATED, AND
- C) WILL NOT BE MIXED WITH OTHER WASTES, AND
- D) WILL BE REUSED OR RECYCLED, AND
- E) WILL NOT BE PROCESSED FOR USE AS A FUEL OR FUEL ADDITIVE UNLESS THE FUEL OR FUEL ADDITIVE IS USED SOLELY BY THE PERSON WHO OWNS OR OPERATES THE PROCESSING FACILITY.

THUS, AS THE SOLID WASTE PROGRAM NOW STANDS, AND WITH THE ELIMINATION OF THE SPECIAL SCRAP TIRE PROGRAM, A PROCESSING FACILITY THAT MAKES TIRE CHIPS FOR USE AS A FUEL ADDITIVE WOULD BE REQUIRED TO OPERATE UNDER AN AGREEMENT WITH MSD, WHILE A PROCESSING FACILITY THAT MAKES TIRE CHIPS FOR USE AS A ROAD BASE WOULD NOT BE REQUIRED TO OPERATE UNDER AN AGREEMENT WITH MSD. OUR ATTORNEYS ADVISE US THAT SUCH A DISTINCTION IS INAPPROPRIATE AND NOT SUPPORTABLE AS A REGULATORY SCHEME. OUR ATTORNEYS FURTHER SUGGEST THAT WE ELIMINATE THE FIFTH REQUIREMENT (PART (E) OF SECTION 12.02.060(2)) SO THAT MSD WILL BE CONSISTENT IN NOT REGULATING THE FLOW OR THE PROCESSING OF ALL MATERIALS THAT ARE NOT PUTRESCIBLE, ARE SOURCE SEPARATED, WILL REMAIN SEPARATE, AND WILL BE REUSED OR RECYCLED. CURRENTLY, MSD DOES NOT ATTEMPT TO CONTROL THE FLOW OF NEWSPAPER, CORRUGATED CARDBOARD, AUTO BODIES, GLASS BOTTLES, TIN CANS, OR OTHER MATERIALS, IF THEY MEET THE REQUIREMENTS OF SECTION 12.02.060(2). ONE RESULT OF ELIMINATING THE SCRAP TIRE PROGRAM AND ALSO DELETING PART (E) FROM THE CODE WOULD BE TO ADD SCRAP TIRES TO THIS LIST OF MATERIALS, THE FLOW OF WHICH MSD DOES NOT TRY TO MANAGE, PROVIDED THE REMAINING FOUR REQUIREMENTS OF SECTION 12.02.060(2) ARE MET.

UNDER THIS SCHEME, SINCE SCRAP TIRES ARE NOT PUTRESCIBLE, AND ARE GENERALLY SOURCE SEPARATED AND KEPT SEPARATE, MSD'S INVOLVEMENT IN A PARTICULAR SITUATION WILL USUALLY DEPEND ON WHETHER THE TIRES WILL BE REUSED OR RECYCLED.

FOR EXAMPLE, IF A CARRIER DUMPS TIRES IN THE WOODS, IT IS APPARENT THAT THE TIRES WILL NOT BE REUSED OR RECYCLED, THUS THE EXEMPTION OF 12.02.060(2) DOES NOT APPLY AND THE CARRIER HAS VIOLATED THE GENERAL RULE OF SECTION 12.02.060 (1). ANOTHER EXAMPLE, IF A PROCESSOR MAKES TIRE CHIPS FOR ANY USE WHATSOEVER, THE PROCESSOR WILL BE EXEMPT FROM

THE GENERAL RULE AND WILL NOT BE REGULATED BY MSD, JUST AS TIRE RETREADERS ARE NOT NOW REGULATED. ANOTHER EXAMPLE, IF A PROCESSOR MAKES TIRE CHIPS AND REPEATEDLY TAKES THEM TO A LANDFILL, THEN THE PROCESSOR WILL NOT BE EXEMPT FROM THE GENERAL RULE AND OUGHT TO BE REGULATED BY MSD AS A "WASTE" PROCESSOR.

IT SHOULD BE NOTED THAT THIS REGULATORY SCHEME WILL PROBABLY STOP MSD FROM REGULATING TIRE PROCESSORS (SEE ATTACHED MEMO).

THIS APPROACH IS CONSISTENT WITH MSD'S POLICY OF ENCOURAGING THE REUSE AND RECYCLING OF MATERIALS, AND WILL HELP AVOID UNNECESSARY GOVERNMENT REGULATION OF PRIVATE BUSINESS.

THE STAFF RECOMMENDS ELIMINATING PART (E) OF SECTION 12.02.060(2) BY AMENDING SECTION 4 OF ORDINANCE No. 58.

C. PROCESSED TIRES THAT GET LANDFILLED

THE MSD CERTIFICATES ISSUED TO LANDFILLS SET AS A CONDITION THAT WHOLE TIRES MAY NOT BE ACCEPTED FOR BURIAL (EXCEPT FOR EARTHMOVER TIRES LARGER THAN 48" IN DIAMETER). TO HELP SET THE TIRE PROCESSING STANDARD FOR ALL LANDFILLS IN THE MSD, THE STAFF RECOMMENDS ADDING A SECTION ON CRITERIA TO ORDINANCE No. 58 (SUBMITTED UNDER SEPARATE COVER).

RECOMMENDED ACTION

THE STAFF RECOMMENDS CONDUCTING THE SECOND PUBLIC HEARING, AMENDING THE ORDINANCE AS SUBMITTED BY STAFF, AND ADOPTING THE AMENDED ORDINANCE No. 58.

METROPOLITAN SERVICE DISTRICT  
NO. 28-1034 DATE 4-14-78  
YES NO ABST.

BARTELS  
GORDON  
MCCREADY  
MILLER  
ROBNETT  
SALQUIST  
SCHUMACHER

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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*[Signature]*  
Clerk of the Board





## 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

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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

ORDINANCE NO. 58

AN ORDINANCE MODIFYING THE MSD CODE, ABOLISHING CHAPTERS 12.16, 12.18, AND 20.10, AND AMENDING SECTION 12.02.060(2)

SHORT TITLE: AN ORDINANCE ENDING THE SPECIAL TREATMENT OF SCRAP TIRE COLLECTORS AND INCORPORATING THE SCRAP TIRE PROGRAM INTO THE SOLID WASTE MANAGEMENT PROGRAM

NOTE: THE LANGUAGE IN BRACKETS WILL BE DELETED AND THE LANGUAGE UNDERLINED WILL BE ADDED.

ORDINANCE NO. 58

THE METROPOLITAN SERVICE DISTRICT HEREBY ORDAINS:

SECTION 1. SHORT TITLE

THIS ORDINANCE SHALL BE KNOWN AS "AN ORDINANCE ENDING THE SPECIAL TREATMENT OF SCRAP TIRE COLLECTORS AND INCORPORATING THE SCRAP TIRE PROGRAM INTO THE SOLID WASTE MANAGEMENT PROGRAM" AND MAY BE SO CITED AND PLEADED AND SHALL BE CITED HEREIN AS "THIS ORDINANCE".

SECTION 2. CODIFICATION

THIS ORDINANCE MAY BE CODIFIED INTO THE CODE OF THE METROPOLITAN SERVICE DISTRICT.

SECTION 3. CHAPTERS 12.16, 12.18, AND 20.10 ARE HEREBY ABOLISHED AND ELIMINATED FROM THE MSD CODE.

SECTION 4. SECTION 12.02.060(2) OF THE MSD CODE IS HEREBY AMENDED TO READ:

12.02.060 PROHIBITED ACTIVITIES; EXEMPTIONS:

(1).....

(2) A PERSON IS EXEMPT FROM THE OPERATION OF SUBSECTIONS 12.02.060(1) c), d), e), AND f) IF THE SOLID WASTES BEING TRANSFERRED, PROCESSED OR DEPOSITED:

- A) ARE NOT PUTRESCIBLE, AND
- B) HAVE BEEN SOURCE SEPARATED, AND,
- C) ARE NOT AND WILL NOT BE MIXED BY TYPE WITH OTHER SOLID WASTES, AND,
- D) WILL BE REUSED OR RECYCLED, AND
- E) NO PORTION OF THE (WILL NOT BE) PROCESSED MATERIAL WILL BE SOLD OR OTHERWISE DISPOSED OF FOR USE AS A FUEL OR A FUEL

ADDITIVE, (UNLESS THE FUEL OR FUEL ADDITIVE IS USED SOLELY BY THE PERSON WHO OWNS OR OPERATES THE PROCESSING FACILITY.)

(3).....

SECTION 5. EFFECTIVE DATE

THIS ORDINANCE SHALL TAKE EFFECT THIRTY (30) DAYS FROM THE DATE OF ADOPTION PURSUANT TO MSD CODE SECTION 4.02.080(1).

DATE \_\_\_\_\_

\_\_\_\_\_  
ROBERT SCHUMACHER, CHAIRMAN

PROPOSED AMENDMENTS TO ORDINANCE NO. 58

1. AMEND SECTION 4 TO READ:

SECTION 4. SECTION 12.02.060(2) OF THE MSD CODE IS HEREBY AMENDED TO READ:

(1).....

(2) A PERSON IS EXEMPT FROM THE OPERATION OF SUBSECTIONS 12.02.060(1) c), d), e), AND f) IF THE SOLID WASTES BEING TRANSFERRED, PROCESSED OR DEPOSITED:

- A) ARE NOT PUTRESCIBLE, AND
- B) HAVE BEEN SOURCE SEPARATED, AND,
- C) ARE NOT AND WILL NOT BE MIXED BY TYPE WITH OTHER SOLID WASTES, AND,
- D) WILL BE REUSED OR RECYCLED, (, AND)
- E) (WILL NOT BE PROCESSED FOR USE AS A FUEL OR A FUEL ADDITIVE UNLESS THE FUEL OR FUEL ADDITIVE IS USED SOLELY BY THE PERSON WHO OWNS OR OPERATES THE PROCESSING FACILITY.)

(3).....

2. ADD SECTION 5 TO READ:

SECTION 5. SECTION 12.02.075 OF THE MSD CODE IS HEREBY ADDED TO READ:

12.02.075 ACCEPTANCE OF TIRES AT A DISPOSAL SITE

- (1) NO DISPOSAL SITE MAY ACCEPT WHOLE TIRES FOR BURIAL, EXCEPT THAT WHOLE TIRES GREATER THAN 48 INCHES IN DIAMETER MAY BE ACCEPTED IF THE DISPOSAL SITE'S CERTIFICATE ALLOWS SUCH ACCEPTANCE.
- (2) PROCESSED SCRAP TIRES ACCEPTED FOR BURIAL AT A DISPOSAL SITE MUST BE CAPABLE OF MEETING THE FOLLOWING CRITERIA: THE VOLUME OF 100 UNPROCESSED, RANDOMLY SELECTED TIRES SHALL HAVE BEEN REDUCED IN VOLUME TO LESS THAN 35 PERCENT

OF THE ORIGINAL VOLUME WITH NO SINGLE VOID SPACE GREATER THAN 125 CUBIC INCHES REMAINING IN THE PROCESSED TIRES.

(3) THE TEST SHALL BE AS FOLLOWS:

- A) UNPROCESSED TIRE VOLUME SHALL BE CALCULATED BY MULTIPLYING THE CIRCULAR AREA, WITH A DIAMETER EQUAL TO THE OUTSIDE DIAMETER OF THE TIRE, BY THE MAXIMUM PERPENDICULAR WIDTH OF THE TIRE. THE TOTAL TEST VOLUME SHALL BE THE SUM OF THE INDIVIDUAL, UNPROCESSED TIRE VOLUMES; AND
- B) PROCESSED TIRE VOLUME SHALL BE DETERMINED BY RANDOMLY PLACING THE PROCESSED TIRE TEST QUANTITY IN A RECTANGULAR CONTAINER AND LEVELING THE SURFACE. IT SHALL BE CALCULATED BY MULTIPLYING THE DEPTH OF PROCESSED TIRES BY THE BOTTOM AREA OF THE CONTAINER.

3. RENUMBER SECTION 5 TO BE SECTION 6.



78-1035 CONTRACTS 78-144 & 78-145 - DESIGN CONSULTANTS FOR  
ELEPHANT HOUSE & ENCLOSURE

(SET OVER TO APRIL 28, 1978)

NO. 78-1036 DATE 4-14-78  
YES NO ABST.

BARTELS  
GORDON  
McCREADY  
MILLER  
SALQUIST  
SCHUMACHER


78-1036 CITY OF PORTLAND CETA GRANT REQUESTS - FELINE PROJECT  
AND BEAUTIFICATION PROJECT

A) NOCTURNAL FELINE EXHIBIT

THIS GRANT'S GOAL IS TO PROVIDE NATURAL HABITATS FOR THE ZOO ANIMALS TO LIVE IN AND FOR THE PUBLIC TO EXPERIENCE; TO EXPAND EXHIBIT TREATMENT FOLLOWED INSIDE THE FELINE EXHIBIT TO THE OUTSIDE DISPLAY AREAS, AND TO CONTINUE DEVELOPING AN INTERPRETATIVE SYSTEM OF ANIMAL DISPLAYS. THE PROJECT WILL RUN FROM JULY 1, 1978, TO JUNE 30, 1979.

THE TOTAL COST OF THIS PROJECT IS APPROXIMATELY \$325,060, WITH MSD'S PROPORTIONATE SHARE BEING APPROXIMATELY \$104,909.

THIS GRANT HAS BEEN SUBMITTED TO THE CETA OFFICE OF THE CITY OF PORTLAND FOR APPROVAL.

B) GROUNDS BEAUTIFICATION

THIS GRANT'S GOAL IS TO TAKE CORRECTIVE LANDSCAPING STEPS IN THOSE AREAS OF THE ZOO GROUNDS AND LANDSCAPE WHICH ARE DISEASED, DAMAGED OR NEGLECTED. STAFF FEELS THAT THE GROUNDS' APPEARANCE IN SOME AREAS ARE SUCH THAT THEY DETRACT FROM FULL VISITOR ENJOYMENT OF THE ZOO'S FACILITIES. THIS PROJECT WILL RUN FROM JULY 1, 1978 TO JUNE 30, 1979.

THE TOTAL COST OF THIS PROJECT IS APPROXIMATELY \$56,860, WITH MSD'S PROPORTIONATE SHARE BEING APPROXIMATELY \$17,780.

THIS GRANT HAS BEEN SUBMITTED TO THE CETA OFFICE OF THE CITY OF PORTLAND FOR APPROVAL.

STAFF REQUESTS PERMISSION TO PROCEED WITH CONTRACT NEGOTIATIONS WITH THE CITY IF THESE PROJECTS MEET WITH THEIR APPROVAL. SPECIFIC BUDGET ALLOCATIONS WILL BE DETAILED AND BROUGHT TO THE MSD BOARD FOR APPROVAL AT A LATER DATE.

78-1037 ZOO DEVELOPMENT PLAN PHASE III - WARNER WALKER & MACY

THE FIRM OF WARNER WALKER AND MACY HAVE DONE A VERY THOROUGH JOB OF RECEIVING INPUT FROM THE STAFF, ZOO ADVISORY COMMITTEE AND OTHERS TO ESTABLISH A CONSENSUS SET OF PRIORITIES OF PROJECTS TO BE UNDERTAKEN OVER THE NEXT THREE YEARS.

THEY HAVE ALSO ACHIEVED A SATISFACTORY BALANCE BETWEEN PROJECTS FOR THE ANIMALS, VISITORS AND OPERATIONAL AND SUPPORT SERVICES. WITH THE AID OF THEIR CONSULTANTS THEY HAVE ALSO TRANSLATED THIS PRIORITY LIST OF PROJECTS INTO A SCHEDULE OF DESIGN, CONSTRUCTION AND COMPLETED PROJECTS THAT RELATES TO OUR CASH FLOW; ABILITY TO MANAGE THE CONSTRUCTION; MINIMIZE VISITOR INCONVENIENCE AND MAXIMIZE IMPACT ON POTENTIAL RETURN VISITORS BY HAVING MAJOR NEW DISPLAYS OPEN EACH YEAR.

THE CONSULTANTS HAVE ALSO DONE AN EXCELLENT JOB IN IDENTIFYING ADDITIONAL SOURCES OF FUNDS WHICH WILL ALLOW US TO TURN OUR \$3,000,000 OF LEVY FUNDS INTO AN OVERALL CAPITAL PROGRAM OF ALMOST \$5,000,000. WITH THE HELP OF THE MSD BOARD AND THEIR INDIVIDUAL POLITICAL ENTITIES AS WELL AS OTHER PRIVATE ORGANIZATIONS AND INDIVIDUALS THE STAFF IS CONFIDENT THAT THESE FUNDS CANNOT ONLY BE ACQUIRED BUT AUGMENTED BY SUCH AGENCIES AS THE ECONOMIC DEVELOPMENT ADMINISTRATION, THE PORTLAND PARK DEPARTMENT AND MAJOR PRIVATE CORPORATIONS AND FOUNDATIONS.

THE STAFF HAS ACTED IN TERMS OF UTILIZING THE SERVICES OF A CONSTRUCTION MANAGER, BUT WE ARE MOVING CAUTIOUSLY BY CONTRACTING FOR ONLY PART-TIME SERVICES AT FIRST TO HELP IDENTIFY OUR REAL NEEDS PRIOR TO MAKING A MAJOR COMMITMENT FOR A PERMANENT EMPLOYEE OR ITS EQUIVALENT IN CONTRACTED SERVICES.

THE STAFF IS CONTINUING ITS EFFORTS TO IMPROVE TRI-MET SERVICE TO THE ZOO AND WILL SOON BE MEETING WITH CITY OFFICIALS TO OBTAIN PARK DEPARTMENT ASSISTANCE FOR IMPROVEMENTS IN THE PARKING LOTS AND VEHICULAR ACCESS AND FOR THE TRANSFER OF CITY HELD FUNDS FOR THE PROPOSED HIPPO EXHIBIT. WE ARE ALSO PLANNING POST-1980

CAPITAL IMPROVEMENTS AS WELL AS ELECTORATE VOTING STRATEGIES THAT WILL MAKE SUCH PLANS AND THE CONTINUED OPERATION OF THE ZOO POSSIBLE.

WHILE WE AGREE WITH A GREAT DEAL OF THE EDCON MEMORANDUM ON ATTENDANCE AND REVENUE PROJECTIONS FOR THE WASHINGTON PARK ZOO (CONTAINED IN APPENDIX VI) AND SHALL FOLLOW THE SPIRIT OF THE RECOMMENDATIONS ON INCREMENTALLY INCREASING THE ADMISSION FEES; UPGRADING THE MERCHANDISING PROGRAM FOR SOUVENIRS; AND ADDING "FUN FOODS" TO OUR MENU SELECTIONS THE STAFF DOES NOT AGREE THAT THE SOUVENIR, FOOD AND BEVERAGE SALES WOULD EXCEED SELF-OPERATED FIGURES BY LEASING THESE FACILITIES OUT TO EXPERIENCED FIRMS.

WE DO AGREE THAT PER CAPITA SPENDING IN BOTH AREAS CAN BE GREATLY INCREASED AND ARE ALREADY MAKING SIGNIFICANT IMPROVEMENTS IN THIS.

ANOTHER OBSTACLE TO NOT ONLY CONTINUED INCREASED PER CAPITA SALES BUT ALSO TO OUR NET PROFIT FIGURES IS THE PHYSICAL FACILITY FROM WHICH WE ARE OPERATING AND MERCHANDISING. WITH IMPROVEMENTS THAT ARE NOW PLANNED WE WILL BE ABLE TO MAKE SIGNIFICANT INCREASES IN BOTH OF THESE AREAS.

SPECIFICALLY RESPONDING TO THIS REPORT THE STAFF RECOMMENDS:

1. CONTINUED SELF-OPERATION OF THE FOOD AND SOUVENIR OPERATIONS WITH A GOAL OF DEVELOPING OPERATIONAL, MERCHANDISING AND FACILITY IMPROVEMENTS TO MAXIMIZE PROFITS AND SERVICE TO THE PUBLIC; AND
2. FOLLOWING THE IMPROVEMENTS TO THE NOCTURNAL FELINE EXHIBIT, NURSERY AND ELEPHANT HOUSE THIS YEAR, THAT WE ANTICIPATE AN ADMISSION PRICE INCREASE FROM \$1.50 FOR ADULTS AND \$.75 FOR CHILDREN TO \$2.00 AND \$1.00 (WITH HALF-RATES FOR MSD RESIDENTS) EFFECTIVE JANUARY 1, 1979.

THE STAFF RECOMMENDS THAT THE BOARD APPROVE THE PHASE III DEVELOPMENT PROGRAM LIST OF PROJECT PRIORITIES AND THE IMPLEMENTATION STRATEGY LISTED THEREIN AND AUTHORIZE THE CONSULTANTS TO PROCEED WITH THE WORK ON PHASE IV. SUCH APPROVAL WILL ALSO AUTHORIZE PAYMENT OF ALL WORK IN PHASE III WITH THE EXCEPTION OF THE "DESIGN GUIDELINES" WHICH WILL BE SUBMITTED TO THE BOARD AND AFTER THE BOARD'S ACCEPTANCE THEREOF PAYMENT FOR THIS WORK WILL BE AUTHORIZED DURING PHASE IV.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1037 DATE 4-14-78

	YES	NO	ABST.
BARTELS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUCHANAN	<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"/>

*[Signature]*  
Board

78-1038 TRAVEL REQUEST

THE PURPOSE OF THIS TRIP IS TO ALLOW THE PROJECT DIRECTOR FOR THE RESEARCH GRANT TO ATTEND THE WESTERN PSYCHOLOGICAL ASSOCIATION'S ANNUAL CONFERENCE IN SAN FRANCISCO ON APRIL 19 - 22. DR. VICTOR STEVENS HAS BEEN INVITED TO PRESENT A PAPER AT THE CONFERENCE. WE FEEL THAT ATTENDANCE AT THE CONFERENCE AND PRESENTATION OF PAPERS IS CONSISTENT WITH A POSSITIVE UPGRADING OF STAFF EDUCATION.

THE FOLLOWING COSTS WILL BE INCURRED AND ARE PROVIDED IN THE 1977-78 BUDGET:

AIR FARE, ROUND TRIP	\$145.00
LODGING (4 DAYS @ \$30)	120.00
FOOD (4 DAYS @ \$15)	60.00
MISCELLANEOUS	10.00
TOTAL	<u>\$335.00</u>

THE STAFF RECOMMENDS APPROVAL FOR A TRIP TO SAN FRANCISCO AT A COST UP TO \$335.00.

METROPOLITAN SERVICE DISTRICT  
BOARD ACTION

NO. 78-1038 DATE 4-14-78

	YES	NO	ABST.
BARTELS	<input checked="" type="checkbox"/>		
BUCHANAN	<input checked="" type="checkbox"/>		
McCREADY	<input checked="" type="checkbox"/>		
MILLER	<input checked="" type="checkbox"/>		
RODNETT	<input checked="" type="checkbox"/>		
SALQUIST	<input checked="" type="checkbox"/>		
SCHUMACHER	<input checked="" type="checkbox"/>		

Paul M. W. [Signature]  
Clerk of the Board





# METROPOLITAN SERVICE DISTRICT

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

(503) ~~222-0671~~ 248-5470

April 14, 1978

TO: MSD Board of Directors

FROM: James Robnett

SUBJECT: JOHNSON CREEK PETITION

I feel strongly that we should heed the recent petition that was received from citizens whose property is being flooded by Johnson Creek.

While these people are being flooded out of their homes and businesses one to three times per year, unrestricted development continues at a rapid pace within the upper Johnson Creek Basin. Each new roof, driveway, parking lot, patio and street adds to the flooding problem. All of the water formerly absorbed by the soil, the trees and the woody plants now gets dumped into the creek.

There are plans being discussed (perhaps implemented) at present to build large residential sub-divisions in Pleasant Valley from Foster Road to the Clackamas County line along Southeast 148th Avenue and Barbara Welsh Road. Other plans call for condominium, apartment and single residential development on the upper slopes of Mt. Scott between the Happy Valley city limits and Lincoln Memorial Cemetery. Further, the lower slopes of Mt. Scott along Southeast Flavel to Johnson Creek are already being developed or there are plans for development. Inside Gresham, development is almost completed.

The undeveloped slopes of Mt. Scott are at present either covered with second growth timber or they are in open space use for cemeteries. The grades on this hillside run from a minimum of 12% to a maximum of 55%. Much of the land adjacent to Happy Valley slopes at a grade of 25% or more.

Land use planners feel building should be controlled and restricted on land over 12% grade because of water run-off and perhaps sliding problems.

In Pleasant Valley, the land is now used for farming or covered with timber. Part of the land in Pleasant Valley is also very steep.

I have been told that one tree over 8" in diameter will absorb as much as 500 gallons of water per day. Thus trees are one of the very best means of flood control. Their removal in the Johnson Creek Basin should be carefully controlled.

In Chuck Kempers cover letter with the Johnson Creek petition he offers three courses of action. The "do nothing option" is unacceptable to me and I sincerely hope it is unacceptable to other members of the MSD Board.

Some additional options we could explore are as follows:

1. Ask CRAG and local jurisdictions to restrict new building in the Johnson Creek Basin in a way that will allow all water formerly absorbed by the soil or trees on that property to be dispersed and contained on that property. Happy Valley is currently developing such ordinances. This is partially included in MSD Ordinance No. 38.

2. Ask local jurisdictions to provide the money needed to hold an election on MSD Ordinance No. 38 on a per capita basis.
3. Enact an ordinance that controls the removal of trees and woody plants from hillsides over 12% grade within the Johnson Creek Basin. Happy Valley is currently developing a similar ordinance.
4. Seek federal, state or local funding for the design and construction of flood control facilities along Johnson Creek including dikes, holding ponds and channel straightening. No further studies are needed, the system should be designed and constructed.

Thank you for considering these suggestions.

cc: CRAG  
City of Happy Valley  
City of Portland  
City of Gresham  
City of Milwaukie  
Multnomah County  
Clackamas County



# METROPOLITAN SERVICE DISTRICT

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

(503) 222-3671

MARCH 28, 1978

TO: MSD MANAGEMENT COMMITTEE

FROM: CHARLES C. KEMPER, ADMINISTRATIVE DIVISION DIRECTOR

CF

SUBJECT: RECOMMENDATIONS FOR ACCOUNTS PAYABLE REVIEW

PREVIOUSLY MSD STAFF HAD LISTED ALL ACCOUNTS PAYABLE CHECKS WHICH WERE REVIEWED AND APPROVED BY THE MSD BOARD. WHEN THE ZOO WAS INTEGRATED INTO MSD, THE NUMBER OF CHECKS ISSUED WERE TOO GREAT TO LIST ALL CHECKS FOR BOARD APPROVAL. THEREFORE, STAFF TOTALLED ALL ACCOUNTS PAYABLE AND THE BOARD APPROVED CHECK SEQUENCES.

AFTER THE ACCOUNTS PAYABLE WERE ADDED TO THE MSD COMPUTER, CHECK REGISTERS WERE APPROVED BY THE MSD BOARD AND ALL CHECK SEQUENCES WERE ACCOUNTED FOR. EACH CHECK WAS THEN LISTED BY AMOUNT.

NORMALLY, LOCAL GOVERNMENTS APPROVE EXPENDITURES BY EITHER BLOCK TOTALS AND CHECK SEQUENCE OR BY CHECK REGISTER. IN EITHER SYSTEM, THE RESPONSIBILITY FOR REVIEW AND CHECK SIGNING IS WITH THE ACCOUNTING SYSTEM MANAGER AND ADMINISTRATIVE DIRECTOR.

AT THE PRESENT TIME, PURSUANT TO BOARD DIRECTION, ALL ACCOUNTS PAYABLE CHECKS IN EXCESS OF \$500 REQUIRE TWO SIGNATURES. CHECKS ARE PREPARED BY EITHER OF TWO BOOKKEEPERS AND VERIFIED BY THE ACCOUNTING SYSTEM MANAGER. THE ADMINISTRATIVE DIRECTOR THEN SPOT CHECKS ACCOUNTS PAYABLE BACKUP DOCUMENTS ON SPECIFIC ACCOUNTS PAYABLE.

## RECOMMENDATION

SEVERAL ALTERNATIVES COULD BE CONSIDERED BY THE MSD BOARD.

1. CONTINUE EXISTING SYSTEM - APPROVE CHECK REGISTERS AND CHECK SEQUENCES INCLUDING TOTALS EACH MEETING.
2. TOTALS AND CHECK SEQUENCE - APPROVE BIWEEKLY TOTALS AND CHECKS FROM NUMBER X TO Y. FOR CHECKS IN EXCESS OF \$1,000 LIST FOR BOARD REVIEW.
3. TOTALS ONLY - APPROVE BIWEEKLY TOTALS ONLY AFTER BOARD CHAIRMAN REVIEW AND APPROVAL.



**METROPOLITAN SERVICE DISTRICT**

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

(503) 248-5470

MARCH 30, 1978

TO: COMMISSIONER CONNIE MCCREADY

FROM: JEAN WOODMAN

SUBJECT: MANAGEMENT SUBCOMMITTEE AGENDA ITEMS

ENCLOSED IS THE LIST YOU REQUESTED SHOWING ALL OF THE ITEMS CONSIDERED BY THE MANAGEMENT COMMITTEE TO DATE, AND, TO THE BEST OF MY KNOWLEDGE, WHETHER THEY WERE RESOLVED. LET ME KNOW IF YOU ARE QUESTIONING ANY OF THESE ISSUES, AND WE'LL FIND THE ANSWERS.

ENCL.

CC: ROBERT SCHUMACHER  
SIDNEY BARTELS  
RAYMOND L. MILLER  
CHARLES KEMPER  
WARREN ILIFF  
A. MCKAY RICH



MARCH 28, 1978

MSD BOARD MANAGEMENT COMMITTEE AGENDA ITEMS:

1. RESOLVED

- A) MSD/CITY OF PORTLAND - ZOO AGREEMENT
- B) MSD SOLID WASTE USER FEE
- C) MANDATORY RETIREMENT
- D) CONTRACTS:
  - . VENDING MACHINES
  - . PLAYBOX PLAYERS
- E) UNION LOCAL 49 (LAST YEAR'S NEGOTIATIONS)
- G) MUSK OX PURCHASE
- H) MANAGEMENT COMMITTEE ORDINANCE
- I) LEAVE WITH PAY FOR STEVE MCCUSKER
- J) UNION LOCAL 483 (LAST YEAR'S NEGOTIATIONS)
- K) VACATION CREDIT ALLOWANCE FOR LEE MARSHALL
- L) HB 2070
- M) PERSONNEL MANUAL MODIFICATIONS
- N) OGILVIE ACCOUNTS RECEIVABLE
- O) LOCAL GOVERNMENT PERSONNEL INSTITUTE (LGPI) CONTRACT
- P) STAFF CREDIT CARD POLICY
- Q) ZOO RESEARCH PERSONNEL PROBLEM
- R) S.B.714 EFFECT ON EMPLOYEE FRINGE BENEFIT PROGRAM
- S) ZOO BADGER SCULPTURE DONATION
- T) BUDGET TRANSFERS 77-78
- U) PERSONAL SERVICES CONTRACT SELECTION PROCEDURE
- V) PURCHASING FOR CONCESSION/GIFT SHOP

2. UNRESOLVED

- A) MSD/ZOOLOGICAL SOCIETY AGREEMENT
- B) AFFIRMATIVE ACTION PLAN
- C) ZOO DISCOUNT POLICY
- D) FREE ZOO ADMISSION POLICY

### 3. PENDING

- A) PERSONNEL EVALUATION REVIEW
- B) SEAL POOL WALL (CONSTRUCTION INCOMPLETE, HOWEVER, LEE MARSHALL SAYS IT SHOULD BE DONE THIS WEEK)
- C) PERS RETIREMENT POLICY (AWAITING LEGAL OPINION ON TAKING 5 ANIMAL KEEPERS OFF PERS AND ADDING THEM TO THE BANKERS LIFE POLICY)

CONNIE McCREADY  
COMMISSIONER



DEPARTMENT OF  
PUBLIC WORKS

CITY OF PORTLAND  
OREGON

March 20, 1978

MEMORANDUM

TO: Jean Woodman, MSD

FROM: Commissioner McCready *CM*

SUBJECT: Management Subcommittee Agenda Items

Please make a list of all prior Management Subcommittee Agenda items that, to your knowledge, have not been resolved and send it to the committee members and division managers.

cc: Chuck Kemper ✓  
Warren Iliff  
Bob Schumaker  
Sid Bartels  
Ray Miller

*Jes*  
**RECEIVED**  
MAR 23 1978

METRO SERVICE DISTRICT

*of would take all  
the agenda  
list by  
items  
Resolved and  
unresolved  
pending  
send it out by  
3/27/02 3/28*

CONNIE McCREADY  
COMMISSIONER



DEPARTMENT OF  
PUBLIC WORKS

CITY OF PORTLAND  
OREGON

March 20, 1978

RECEIVED  
MAR 23 1978

MEMORANDUM

METRO SERVICE DISTRICT

TO: Jean Woodman, MSD

FROM: Commissioner McCready *CM*

SUBJECT: Management Subcommittee Agenda Items

Please make a list of all prior Management Subcommittee Agenda items that, to your knowledge, have not been resolved and send it to the committee members and division managers.

cc: Chuck Kemper  
Warren Iliff  
Bob Schumaker  
Sid Bartels  
Ray Miller

# METROPOLITAN SERVICE DISTRICT

## BOARD OF DIRECTORS

### GUEST ATTENDANCE LIST

DATE: 4-14-78

NAME	REPRESENTATION
Dale Harlow	MDC & CCRDA
BOB BROWN	DEQ
JOHN GUERNSEY	The OREGONIAN -
Jack Pement	Ore. Journal
Del Jayman	TIRE HAULING SERVICE
Glenn Schroeder	tire disposal
BW-Bunch	Bunch TIRE BAILERS INC.
J. J. J. J. J.	MDC
G. G. G. G. G.	WASA Pk. 299
John M. W. W.	City of Portland
J. Douglas Macy	Warner Walker & Macy