

MINUTES OF THE BUDGET COMMITTEE OF THE
METROPOLITAN SERVICE DISTRICT

March 25, 1986

Members Present: Councilor Gary Hansen (Vice Chair), Michael Burns, Councilor John Frewing, Councilor Marge Kafoury, Dan O'Leary, Councilor Bob Oleson (Alternate), Robert Phillips, Norman Rose, Alice Schlenker

Members Absent: Councilor Tom DeJardin (Chair), Trudy Bothum, Becky Charles, Councilor Jim Gardner, Ed Kalberg (Alternate)

Also Present: Rick Gustafson, Executive Officer

Staff Present: Don Carlson, Jennifer Sims, Sonnie Russill, Toby Janus, Don Cox, Ed Stuhr, Vickie Rocker, Janet Schaeffer, Gene Leo, Kay Rich, Bob Porter, Alan Goff, Ellen Lanier, Gayle Rathbun, Jane Hartline, Steve McCusker, Jack Delaini

Councilor Hansen, Vice Chair of the Budget Committee, called the meeting to order at 5:40 p.m. He explained the Committee Chair, Councilor DeJardin, would not be in attendance due to a previous commitment.

Jennifer Sims, Metro Budget Officer and Director of Management Services, reviewed the Committee's meeting schedule and explained the proposed budget needed to be presented to the Tax Supervising & Conservation Commission (TSCC) by May 15, 1986. This would require the Council to review the budget on April 22, she said. Ms. Sims also discussed the budget documents the Committee would be reviewing. Assumptions built into the proposed budget included:

- * The FY 1985-86 budget figures assumed the Council would adopt the Supplemental Budget on March 27;
- * Funds for cost of living salary increases had been placed in department contingency funds;
- * Salary merit increases had been budgeted as a separate line item for each department in FY 1985-86. For FY 1986-87, however, a four percent merit had been added to each position, as requested by the TSCC;
- * A two percent "catch up" cost of living increase had been added to the salaries of non-Zoo positions to allow those employees to reach parity with Zoo salary levels.

EXECUTIVE OFFICER'S BUDGET MESSAGE.

Executive Officer Gustafson reviewed Metro's organizational structure, the Council's adopted priorities and objectives, and how the

structure and priorities would effect the new budget. The Council's priorities for Metro included: implement the Solid Waste Reduction Program; review future direction of Metro's Zoo; resolve issues of regional interest; increase public relations; establish firm financial support; and administer existing services.

He also explained the following expenditures were proposed for appropriation pending Council policy action: regional governance study; data processing plan/micro computers; and alternative technology for solid waste disposal.

In response to Councilor Frewing's question, Executive Officer Gustafson said Metro was working to improve its bonding capabilities. Government Finance Research Associates, a consulting firm hired to study the bonding situation, recommend Metro improve its bond rating by qualifying for CAFR and by developing a consolidated solid waste capital improvement program.

- * Ms. Schlenker noted \$300,000 had been budgeted for the Convention, Trade, and Spectator Facility (CTS) project. She asked the Executive Officer to explain Metro's role in the program. Executive Officer Gustafson responded that Metro currently served as contract manager and staff for the CTS Committee. The proposed budget assumed continuance of that role through November 1986, he said, and it was not known at this time who would eventually operate the CTS facility.
- * In response to Ms. Schlenker's question about Metro's role in the proposed Portland aquarium facility, Executive Officer Gustafson explained Metro was represented on Portland Commissioner Lindberg's committee. If aquarium plans developed, the Council would then determine its desired role in the project, he said.

At 6:15 p.m., Councilor Hansen called a recess. The Committee reconvened at 6:40 p.m.

ZOO DEPARTMENT

Kay Rich, Zoo Assistant Director, presented an overview of the Zoo's budget and discussed budgeted revenue amounts. He explained revenue and attendance projections had been calculated by Leland & Hobson, financial consultants. He also noted weather was a large factor in determining attendance and revenue amounts.

Administration Division. Mr. Rich reviewed the division's budget, explaining the 3 percent increase in Materials and Services would cover the cost of computer equipment for expanded fund-raising

efforts and additional costs associated with the golden monkey exhibit.

- * Councilor Kafoury asked if the \$10,000 budgeted for a Legislative Liaison position was the same position shared with Executive Management. Mr. Rich said it was the same position.
- * Councilor Kafoury asked if funds budgeted for telephone were for the entire Zoo. Mr. Rich said the budget covered all Zoo phones. The telephone budget was less than last year's because the Zoo had purchased its phone equipment.
- * Councilor Oleson asked if the parking lot plan had been successful. Gene Leo, Zoo Director, reported the satellite and shuttle bus parking arrangement implemented for busy days had worked well. Staff were currently working with the State Department of Transportation to improve the Zoo's access from Sunset Highway.
- * Councilor Frewing asked why \$60,000 was budgeted for elections. Mr. Rich reported although it was hoped the tax base measure would pass in the Primary election, the funds were budgeted in case the measure did not pass. Ms. Sims added that \$30,000 had been budgeted in Management Services' budget to fund the Executive Officer and Council election expenses.
- * Councilor Kafoury asked staff to review costs of the golden monkey exhibit. Mr. Rich said total costs were estimated at \$96,000. Approximately \$50,000 would be spent FY 1986-87 for animal keepers, the closing ceremony and publicity. About \$40,000 would be spend the following year for the Chinese Conservation Fund.
- * Mr. Phillips asked how much of the Administration Division budget was spent for fund-raising efforts. Ellen Lanier, Development Officer, said fund-raising costs were not separated out in the budget, but 1.5 positions were dedicated to fund-raising. She also reviewed major fund-raising efforts and the kinds of costs associated with those campaigns.

A discussion followed about the impact of the golden monkey exhibit on the Zoo, particularly parking, traffic flow, animal safety and liability.

Animal Management Division. Steve McCusker, General Curator, discussed highlights of the division's budget. He requested a part-time office assistant be added to keep up with increasing clerical

demands. He then discussed changes in the animal inventory that would come about in preparation for the Africa Bush exhibit and how those changes influenced the Materials and Services budget. The division was also requesting funds for an IBM compatible computer to tie into a computer network with other zoos.

There were no budget-related questions of Mr. McCusker.

Buildings and Grounds Division. Mr. Rich introduced Alan Goff, the new Buildings and Grounds Manager. Bob Porter, the previous manager and current Construction Manager, presented the budget overview. He proposed adding one custodian and one gardner to keep up with the increased demands of maintenance intensive new exhibit areas. He also noted utility costs were estimated to increase because the new exhibits had more indoor areas and used more electricity.

- * Councilor Kafoury asked if the past electrical problems at the Zoo had been corrected. Mr. Porter said the construction of an electrical substation had eliminated those problems.
- * Councilor Kafoury asked if the current and proposed staff level was adequate to handle the increased demands of new exhibits. Mr. Porter said the two requested positions would allow staff to keep pace with new exhibits. In addition, new equipment and other efficiency measures were being employed.
- * Councilor Oleson asked if special events, such as the summer jazz concerts, increased demands on staff. Mr. Porter replied part-time staff were added to keep up with increased demands. Mr. Rich and Mr. Rathbun confirmed the additional revenue brought in by special events offset extra costs.
- * Mr. Burns asked staff to explain the high salary increase for Maintenance Worker 2 positions. Mr. Porter said during FY 1985-86 temporary workers had been used in this category and those positions were now permanent and were being paid at a higher increment.

Educational Services Division. Jack Delaini, Educational Services Manager, requested adding another audio-visual maintenance person to maintain new exhibit graphics. He also requested another program assistant be added for the Birds of Prey program and a part-time registrar/scheduler be added to sign up participants for education programs.

- * Councilor Frewing asked why the Zoo had two libraries. Mr. Delaini explained the library budgeted under Educational Services was a resource library for volunteers and the

public. The staff library was budget under Animal Management and contained technical material for staff use.

- * In response to Councilor Frewing's question, Mr. Delaini reported staff would not plan summer park and library programs, but would focus on providing more in-Zoo summer programs. Mr. Leo added that outreach would continue via the Zoo speakers' bureau.
- * Mr. Phillips asked how the Zoo's educational programs were evaluated. Mr. Delaini noted programs were evaluated in a number of ways, the most effective way being whether the public continued to respond to each program. Participants were also asked to evaluate some programs. Mr. Delaini thought Metro's Washington Park Zoo programs compared very favorably with other zoos in the areas of variety, revenue received and numbers of programs offered.
- * Mr. Phillips asked what kinds of exhibits and special programs would be offered in new exhibits. Mr. Delaini said each new exhibit featured space dedicated to interpreting the animals housed in that exhibit. The space would be used for graphics, audio-visual and other presentations.
- * Mr. Rose noted it would be helpful if job titles were listed consistently in all of Metro's budget and supporting documents.

Public Relations Division. Jane Hartline outlined the division's goals and reported a part-time position was being proposed to coordinate a traveling exhibit about the Zoo. More funds were budgeted in contractual services to coordinate the jazz concert series which would be reimbursed by Meier & Frank. Ms. Hartline explained the major promotional efforts would include the golden monkey exhibit, the West Bear Grotto renovation and the summer season.

- * Councilor Kafoury asked if the Zoo had plans to attract tourists enroute to the Vancouver, B.C., World's Fair. Ms. Hartline said she and the Zoo Director had specific plans to attract tourists which included articles about the Zoo in Sunset and other West Coast magazines, and distribution of Zoo brochures throughout the Interstate 5 Corridor. She said the golden monkey exhibit would be an excellent draw. Councilor Kafoury said several major conventions (e g., Bar and Architects' Associations) would be held in Vancouver and that staff should coordinate with convention planners to promote the Zoo.

Visitor Services Division. Gayle Rathbun, Visitor Services Manager, reported 3.2 FTE staff were proposed to be added to the budget to handle increased food, retail and train sales.

- * Councilor Frewing asked what specific programs were in place to attract return visitors. Mr. Rathbun said the Zoo had a cooperative arrangement with the Friends of the Zoo to sell annual passes. Better exhibits and facilities were also accomplishing this goal, he said.
- * In response to Ms. Schlenker's question, Mr. Rathbun explained inventory costs were computed on a per capita basis and about 50 percent of the Zoo's operating expenses were paid by non-tax sources. Mr. Rathbun said this percentage would increase to 55 percent with the addition of new exhibits.
- * Councilor Kafoury asked why different amounts had been budgeted for various staff attending the AAZPA Conference. Mr. Rich replied all conference costs were computed by the same formula, but some staff would be staying longer.
- * Councilor Frewing asked if special programs were ever eliminated or downscaled in order to keep expenses in line when new programs were added. Mr. Rich explained as emphasis changed, programs changed. For example, the new budget proposed to emphasize the Birds of Prey program and to phase out the summer Zoo-To-You program for parks and libraries.
- * Councilor Frewing asked if the Zoo cooperated with other institutions for research and scientific purposes. Mr. Rich discussed the Zoo's extensive involvement with the Primate Center and PSU programs. Mr. Rich offered to loan the Councilor a copy of the Zoo's annual research report.
- * Mr. Rose asked if surveys were performed to determine where visitors lived and whether the Zoo could target advertising campaigns to groups not visiting as frequently as others. Ms. Hartline explained current research provided information about the neighborhoods of Zoo visitors. Surveys indicated all the region's neighborhoods were nearly equally represented.
- * Mr. Rose asked if discount admission programs were offered. Mr. Rich discussed special programs such as group discounts, free hours on Tuesday afternoons, and special free days.
- * Mr. Rose stressed attracting children to the Zoo because they, in turn, brought their parents with them. Mr. Rich reported staff conducted school programs in public schools designed in part to attract children to the Zoo.

Zoo Capital Fund. Mr. Rich reviewed the schedule for commencement and completion of major construction programs as outlined in the budget document.

- * In response to Councilor Frewing's question, Mr. Rich said a full-time construction manager had been added during the current fiscal in response to past problems with the Alaska Tundra project.
- * Councilor Frewing asked what precautions were in place to assure construction would not strain the Zoo site. Mr. Rich explained because of the unique geological nature of the site, a thorough soils investigation was required before each construction project commenced. The proposed Education building site had to be changed, for example, because the soils tests revealed the desired location was unsuitable for the building.
- * In response to Mr. Phillips question, Mr. Rich reported \$100,000 budgeted for the Master Plan update was purchasing a study to determine priority construction projects for the future and the feasibility of an off-site aquarium, whether the Children's Zoo and entryway should be relocated, how extensively the Cascades Exhibit area should be developed, and how the parking problem should be addressed.
- * Councilor Hansen requested the Committee be loaned copies of the current Zoo Master Plan.
- * In response to Mr. Rose's question, Mr. Rich explained the source for the capital contingency fund was a transfer from the Zoo operating fund, tax funds designated for capital construction and savings from previous years. The contingency fund was larger this year, he said, because the Education building, planned to be built during the current fiscal year, would not be built until next fiscal year.

GENERAL FUND

Councilor Hansen acknowledged it was late in the evening and there would not be enough time to complete discussion of the General Fund budget. After discussion, the Committee agreed to hear a report on the status of the Zoo and Metro graphics functions and the Public Affairs Department budget overview.

At the request of Ms. Schlenker, Ms. Sims said she would schedule tours of the Metro facilities for interested committee members.

Public Affairs Report. Vickie Rocker, Public Affairs Director, reported the FY 1985-86 Budget Committee had requested staff perform an analysis of Zoo and Downtown graphics operations to determine the feasibility of combining operations with the goal of saving money.

Ms. Rocker explained she had conducted meetings with Zoo and Downtown staff. Each graphics department carefully cited its functions and the following findings were made:

Zoo Graphics

Personnel:	3.5 FTE
Functions:	Producing graphics and signs for exhibits, and visitor facilities and graphics for t-shirts and buttons (85 percent); producing graphics for printed information, advertisements and maps (15 percent)

Downtown Graphics

Personnel:	2.0 FTE
Functions:	Producing graphics for printed information as instructed by other Downtown staff (80 percent); producing Metro publications such as annual reports, newsletters, etc. (10 percent); producing maps (10 percent)

Ms. Rocker reported because each function required different expertise and equipment, it was determined no money would be saved by eliminating staff. She also recommended the two on-site work locations be maintained so that each staff could be conveniently located where work was generated.

Ms. Rocker did outline areas where coordination was being used to save money including the Metro communications program, use of the Zoo darkroom for all photography, establishing a recycling program at the Zoo, cooperative equipment purchases, and shared information on miscellaneous projects.

- * Mr. Phillips asked how coordination would occur to ensure the public was informed about Metro and its responsibilities and services. Ms. Rocker replied the communications program was being planned to respond to this need. The first phase of the program would focus on thorough employee orientation. The next phase would focus on giving Metro's programs a much stronger identity and would inform the public about Metro's programs.

- * Councilor Kafoury suggested staff develop a master plan for Zoo and Downtown public relations activities for the year in order to coordinate major campaigns and eliminate possible competition for media time. Ms. Rocker explained staff were working to coordinate major campaigns although it was unlikely competition for media would result. The media usually assigned different staff to cover Zoo and Downtown Metro events, she said.

Public Affairs Budget. Ms. Rocker distributed summaries of the department's budget which outlined major program emphasis for the new fiscal year. She reported two positions were proposed to be transferred from Solid Waste to Public Affairs. This transfer would be consistent with the department's goals of building a more centralized support service and of attaining more flexibility in assigning work.

- * Mr. Phillips requested a copy of the Public Affairs work plan for the next fiscal year. He said he was especially interested in how staff would communicate Metro to the public.
- * Responding to Councilor Frewing's question, Ms. Rocker said Metro's Public Affairs staff worked cooperatively with the staff of Tri-Met, ODOT, the DEQ and other agencies, mostly to share knowledge and experiences.
- * Councilor Frewing urged Public Affairs give the public the message that many of Metro's programs saved the taxpayers money by providing coordinating services and information to local governments.
- * Mr. Rose asked if Council meeting attendance had increased due to more prominent meeting notices suggested by last year's Budget Committee. Ms. Rocker said it was difficult to determine whether increased attendance was due to special issues before the Council or to the notices. She said, however, that many people had commented they had noticed the ads. They might not have commented before the change, she said.
- * In response to Mr. Rose's question, Ms. Rocker said staff had worked with potential candidates for Metro offices to inform them about policies and issues.
- * Mr. Rose suggested a Metro display be installed at the Zoo. He said because the Zoo attracted over 750,000 visitors a year, it would be an excellent location to educate the public about Metro. Ms. Rocker said staff were investigating what type of exhibit would be most appropriate.

BUDGET MEETING SCHEDULE

After discussion, the committee agreed on the following schedule for future meetings:

April 1	Solid Waste, IRC
April 9	General Fund, other departments as necessary
April 15	Overall Budget Review and Recommendations
April 17	Overall Budget Review and Recommendations (if extra meeting is needed)

- * Responding to Councilor Frewing's question, Ms. Sims said year-to-date budget projections were available for review.
- * Mr. Phillips requested staff report copies of the current auditors' report for the next meeting.
- * Councilor Frewing suggested Committee members discuss Metro's budget with local government officials to get input on suggestions for change.
- * Mr. Rose urged commencing the budget process in early fall. This time schedule would give citizens to opportunity to make changes, he said.

There being no further business, Councilor Hansen adjourned the meeting at 9:40 p.m.

Respectfully submitted,



A. Marie Nelson
Clerk of the Council

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