



# METRO

# Agenda

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1111

**NOTE: NEXT COUNCIL MEETING AT 5:30 P.M., TUESDAY, DECEMBER 22, 1992**

DATE: December 10, 1992  
MEETING: METRO COUNCIL  
DAY: Thursday  
TIME: 5:30 p.m.  
PLACE: Metro Council Chamber

Approx.  
Time\*

Presented  
By

5:30  
(5 min.)

## ROLL CALL/CALL TO ORDER

1. INTRODUCTIONS
2. CITIZEN COMMUNICATIONS TO THE COUNCIL ON NON-AGENDA ITEMS
3. EXECUTIVE OFFICER COMMUNICATIONS

5:35  
(5 min.)

4. CONSENT AGENDA (Action Requested: Motion to Adopt the Consent Agenda)

### 4.1 Minutes of November 12, 1992

5:40  
(5 min.)

## 5. ORDINANCES, FIRST READINGS

- 5.1 Ordinance No. 92-474, An Ordinance Amending Ordinance No. 92-449B Revising the FY 1992-93 Budget and Appropriations Schedule For the Purpose of Funding Increases in the Solid Waste Revenue Fund Operating Account (Action Requested: Referral to the Finance and Solid Waste Committees)

- 5.2 Ordinance No. 92-478, An Ordinance Amending Ordinance No. 92-449B Revising the FY 1992-93 Budget and Appropriations Schedule for the Purpose of Fully Funding the Portland/Oregon Visitor Association Marketing Plan for the Oregon Convention Center (Action Requested: Referral to the Finance Committee)

## 6. ORDINANCES, SECOND READINGS

### REFERRED FROM THE FINANCE COMMITTEE

5:45  
(10 min.)

- 6.1 Ordinance No. 92-475, An Ordinance Amending Ordinance No. 92-449B Revising the FY 1992-93 Budget and Appropriations Schedule for the Purpose of Funding a Hardware Upgrade and Software Support Services Enhancements to Metro's Financial Management System and for Funding Improvements to the Efficiency of Metro's Business Operations PUBLIC HEARING (Action Requested: Motion to Adopt the Ordinance)

Hansen

## 7. RESOLUTIONS

### REFERRED FROM THE REGIONAL FACILITIES COMMITTEE

6:05  
(10 min.)

- 7.1 Resolution No. 92-1721, For the Purpose of Accepting a Donation from Louisiana Pacific Foundation, Waiving Competitive Bidding and Authorizing a Contract with Halstead's Arboriculture Consultants (Action Requested: Motion to Adopt the Resolution)

McFarland

For assistance/services per the Americans with Disabilities Act (ADA), dial TDD 273-5577 or 221-1646, ext. 206.

\* All times listed on this agenda are approximate; items may not be considered in the exact order listed.

7. RESOLUTIONS (Continued)

6:15            7.2 Resolution No. 92-1717, For the Purpose of Adopting the            McFarland  
(20 min.)       Metro Washington Park Zoo's "A Great Zoo - Framework for  
                  the Future" (Action Requested: Motion to Adopt the  
                  Resolution)

REFERRED FROM THE FINANCE COMMITTEE

6:35            7.3 Resolution No. 92-1723A, For the Purpose of Approving a            Wyers  
(10 min.)       Request for Proposals Document for Financial Advisory  
                  Services and Waiving the Requirement for Council Approval  
                  of the Contract and Authorizing the Executive Officer to  
                  Execute the Contract Subject to Conditions (Action  
                  Requested: Motion to Adopt the Resolution)

6:45            8. COUNCILOR COMMUNICATIONS AND COMMITTEE REPORTS  
(10 min.)

6:55            ADJOURN

Meeting Date: December 10, 1992  
Agenda Item No. 4.1

MINUTES

MINUTES OF THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

November 12, 1992

Council Chamber

Councilors Present: Presiding Officer Jim Gardner, Deputy  
Presiding Officer Judy Wyers, Roger  
Buchanan, Tanya Collier, Richard Devlin,  
Ed Gronke, Sandi Hansen, Ruth McFarland,  
Susan McLain, Terry Moore, George Van  
Bergen and Ed Washington

Councilors Absent: None

Also Present: Executive Officer Rena Cusma

Presiding Officer Gardner called the regular meeting to order at  
5:35 p.m.

Presiding Officer Gardner announced Agenda Item Nos. 6.3 and 6.7  
had been removed from the agenda.

Presiding Officer Gardner also announced the next regular Council  
meeting would be held at 5:30 p.m., Tuesday, November 24, 1992.

1. INTRODUCTIONS

Councilor Washington introduced Councilors-Elect Rod Monroe, Jon  
Kvistad, and Mike Gates.

2. CITIZEN COMMUNICATIONS TO THE COUNCIL ON NON-AGENDA ITEMS

None.

3. EXECUTIVE OFFICER COMMUNICATIONS

3.1 Briefing on Region 2040

Andy Cotugno, Director of Planning, gave the briefing on Region  
2040. He said Metro was approaching the end of Phase I of the  
2040 Program and noted the Region 2040: Shaping the Choices for  
Growth newsletter. He said many public meetings had been held  
to-date with more to come. He said staff was almost ready to  
finalize recommendations for Phase II. He noted the Region 2040  
process time table on page 3. Mr. Cotugno noted Ken Gervais,  
Senior Management Analyst, was present to explain changes due the  
adoption of Ballot Measure No. 26-1, Metro Charter. He noted  
Metro was still using the Regional Urban Growth Goals and  
Objectives (RUGGOs) as adopted by the Council in September, 1991.  
He said the Council would review recommendations by staff in  
December. Will be many variations we want to leave open within  
basic parameters.

Mr. Gervais said the Charter required a Future Vision be adopted by the Council in 1994. He said the Charter required a Future Vision which would include issues such as caring capacity, education and economics variables. He said the proposed Future Vision and Metro's current 2040 Program were very close in objectives. He said it would be a waste of energy and resources to have parallel programs and hoped the Council in 1994 would turn 2040 into the Future Vision required by the Charter. He said Metro would have to finish and/or cover the Regional Transportation Plan, air standards, vehicle miles travel and related issues during the two-year transitional period. He said transitioning 2040 into the new Future Vision Program meant a longer process than originally projected.

Mr. Cotugno said Future Vision and 2040 differed with regard to functional plans such as the Urban Growth Boundary (UGB) and the Regional Framework Plan.

Mr. Gervais said the Council could adopt different elements of the Regional Framework Plan in components.

Councilor Devlin asked how much the studies would cost and what the potential resources were. Mr. Cotugno said staff had no specific budget recommendations yet. He said federal transportation funds could be partly used such as federal transportation discretionary funds and said there could be private funding from corporations.

Councilor Van Bergen asked that detailed information be given on exactly what budget impacts there would be. He said the Council was entitled to a detailed representation other than just through the Transportation and Planning Committee. Mr. Cotugno said staff had prepared a draft resolution for consideration at a work session at the November 18 Transportation and Planning Committee meeting. He said Council could schedule a work session to discuss the issues.

Presiding Officer Gardner noted the 2040 Program would turn into a Future Vision Program per the Charter. He said it would cost more than what 2040 had been expected to cost, but that he did not know by how much more. He said this year's budget addressed current needs, but next budget cycle forecast was unknown. He said the Charter's exact meaning and impact was as yet unknown. He said it was a question of what the exactly the next phase would be and what it would cost.

Councilor Van Bergen again expressed concern about unknown costs.

Councilor McLain said the Council would enter a transitional period to determine the source of necessary funds. She urged the Council to come to the Transportation Committee meeting on November 18 when the issues would be addressed. She noted a cable access show with Presiding Officer Gardner, Mr. Cotugno and

herself would also be aired on November 18 on Metro and planning issues.

Councilor Devlin said the Transportation and Planning Committee was holding work sessions on the issues now and also urged the Council to attend the November 18 Transportation and Planning Committee meeting.

Presiding Officer noted a memorandum from Larry Shaw, Legal Counsel, dated November 10, 1992, "Metro Charter Impacts" which addressed how the Charter could impact Metro's planning functions.

### 3.2 Briefing on Metro Headquarters Project

Berit Stevenson, Project Manager, gave Project Briefing Report No. 18 on the Metro Headquarters Project. She said the contractor had reported slippage of one week and that the contractors planned to turn the building over in early March. She said it would take approximately two weeks to move into the new building and gave details on the proposed child care center, furniture and fixtures. She said Metro would take all of the old furniture and would phase in new furniture for replacement costs.

Neil Saling, Director of Regional Facilities, discussed details on the Metro Headquarters Building further. He discussed commercial storefront opportunities on the plaza as proposed by the Portland Development Commission (PDC) leading to a decrease in contingency and said those costs were unanticipated prior to review by the PDC. He noted discussion by the Regional Facilities Committee about building costs and said Committee questions and questions asked by Councilor Wyers were addressed in his memorandum dated November 12 distributed at this meeting, "Metro Regional Center - Space & Cost Considerations."

Councilor Gronke asked if the projected building cost of \$95 per square foot included parking space. Mr. Saling said costs per square foot did not include the garage. He said garage stalls would cost \$950 per stall. Councilor Gronke asked if contract language with Hoffman Marmalejo included recourse for unexpected expenditures. Dan Cooper, General Counsel, said staff had not investigated that course of action yet.

Councilor McLain asked Mr. Saling to explain costs as discussed during Regional Facilities Committee consideration. Mr. Saling said other factors beside contractor costs included improvements to the North Plaza because the PDC Design Committee rejected the original design and requested Metro build kiosks as a commercial opportunity. He estimated the kiosks would cost an additional

\$230,000 and said that amount would come from Contingency. He clarified the true cost was \$460,500, but the design change meant an additional \$230,000 would be withdrawn from Contingency. Councilor Gronke asked why Metro was responsible for the full costs of the design change.

Mr. Saling said staff would discuss scaling the design down to save costs.

Councilor Devlin asked if there was proof that commercial activity would be viable at the site. Mr. Saling said in addition to the kiosks, there would also be interior space on Grand Avenue and said he had talked to vendors who were interested in coffee/deli operations.

Councilor Devlin asked if staff would use value engineering to avoid maintenance six months after opening.

Mr. Saling said staff had avoided the use of wooden panelling, drapes and other similar fixtures and had tried to incorporate value engineering as much as possible.

Councilor Wyers discussed the smaller Contingency fund than was originally projected for this construction phase. She said the Council had not had sufficient oversight on the project as a whole. She asked Mr. Saling how staff could assure the Council the project would stay on budget and the Council would be informed of all details in the future. Mr. Saling offered to meet on a regular basis with Councilor McLain and Casey Short, Council Analyst. Councilor Wyers asked that the Council be informed of change orders as well.

The Council briefly discussed the Regional Headquarters Project further.

#### 4. CONSENT AGENDA

##### 4.1 Minutes of October 8, 1992

REFERRED FROM THE FINANCE COMMITTEE

##### 4.2 Resolution No. 92-1698, For the Purpose of Confirming the Reappointment of Bonnie Kraft to the Investment Advisory Board

Motion: Councilor Devlin moved, seconded by Councilor Hansen, for adoption of the Consent Agenda.

Councilor McFarland stated for the record that her vote on Resolution No. 91-1494C, For the Purpose of Authorizing the Execution of a Sale Agreement for the Acquisition of the Sears Facility, adopted on October 10, 1991, was incorrectly recorded as an aye vote and requested the record be changed to reflect her nay vote on the resolution. She said the change did not change the outcome of the vote.

Vote: Councilors Buchanan, Collier, Devlin, Gronke, Hansen, McFarland, McLain, Moore, Van Bergen, Washington, Wyers and Gardner voted aye. The vote was unanimous and the Consent Agenda was adopted.

5. ORDINANCES, FIRST READINGS

5.1 Ordinance No. 92-473, For the Purpose of Amending Metro Code Sections 5.02.015 and 5.02.065, Relating to Disposal Charges at Metro Facilities, and Declaring an Emergency

Presiding Officer Gardner announced Ordinance No. 92-473 was first read at the October 22, 1992, Council meeting and was scheduled for first reading at this meeting again in error. He noted the Solid Waste Committee would consider the ordinance at its November 17 meeting.

6. RESOLUTIONS

6.1 Resolution No. 92-1702, For the Purpose of Accepting a Second Group of Nominees to the Metro Committee for Citizen Involvement (CCI)

Motion: Councilor Moore moved, seconded by Councilor Devlin, for adoption of Resolution No. 92-1702.

Councilor Moore gave the Transportation and Planning Committee's report and recommendations. She explained the resolution would appoint a second of group of nominees to the Metro Committee for Citizen Involvement (CCI) as listed in Exhibit A.

Vote: Councilors Devlin, Gronke, Hansen, McFarland, McLain, Moore, Van Bergen, Washington, Wyers and Gardner voted aye. Councilors Buchanan and Collier were absent. The vote was unanimous and Resolution No. 92-1702 was adopted.



6.2 Resolution No. 92-1682, For the Purpose of Designating the New Metro Headquarters Building as "Metro Regional Center"

Motion: Councilor Washington moved, seconded by Councilor Hansen, for adoption of Resolution No. 92-1682.

Councilor Washington gave the Regional Facilities Committee's report and recommendations. He explained the resolution would permanently name the Metro Headquarters Building "Metro Regional Center."

Vote: Councilors Collier, Devlin, Gronke, Hansen, McFarland, McLain, Moore, Van Bergen, Washington, Wyers and Gardner voted aye. Councilor Buchanan was absent. The vote was unanimous and Resolution No. 92-1682 was adopted.

Presiding Officer Gardner noted as previously announced at the beginning of this meeting that Agenda Item No. 6.3 had been removed from the agenda.

6.4 Resolution No. 92-1686, For the Purpose of Entering into a Multi-Year Contract with the Most Qualified Proposer by Authorizing Issuance of a Request for Proposals for a Comprehensive Waste Stream Characterization Study

Motion: Councilor Wyers moved, seconded by Councilor Hansen, for adoption of Resolution No. 92-1686.

Councilor Wyers gave the Solid Waste Committee's report and recommendations. She explained the study would sample material as it arrived at the transfer station(s), that generator-based sorts would be performed, and user surveys would be conducted so that Metro could gather information on waste disposal habits and waste substreams per Metro's Stipulated Order under the Department of Environmental Quality (DEQ).

Councilor Van Bergen asked Council Analyst John Houser to research costs further. Councilor Wyers concurred with Councilor Van Bergen's request.

Vote: Councilors Collier, Devlin, Gronke, Hansen, McFarland, McLain, Moore, Van Bergen, Washington, Wyers and Gardner voted aye. Councilor Buchanan was absent. The vote was unanimous and Resolution No. 92-1686 was adopted.

6.5 Resolution No. 92-1678, For the Purpose of Recognizing the Model Illegal Dumping Ordinance as Meeting the Requirements of Chapter Four of the Regional Solid Waste Management Plan

Motion: Councilor Wyers moved, seconded by Councilor Hansen, for adoption of Resolution No. 92-1678.

Councilor Wyers gave the Solid Waste Committee report and recommendations. She said the resolution was the result of legislation passed by the 1991 State Legislature to allow illegal dumping offenses to be brought before hearings officers for adjudication. She noted the resolution had undergone thorough review by the Solid Waste Policy Advisory Committee.

Vote: Councilors Collier, Devlin, Gronke, Hansen, McFarland, McLain, Moore, Van Bergen, Washington, Wyers and Gardner voted aye. Councilor Buchanan was absent. The vote was unanimous and Resolution No. 92-1678 was adopted.

6.6 Resolution No. 92-1695, For the Purpose of Adopting the Recreation Master Plan for Smith and Bybee Lakes Management Area

Motion: Councilor McLain moved, seconded by Councilor Hansen, for adoption of Resolution No. 92-1695.

Councilor McLain gave the Transportation and Planning Committee's report and recommendations. She explained Exhibit A which gave Trust Fund details and discussed future budget impact. She said the Master Plan would establish a plan for trails and an interpretative center. She noted committee discussion November 10 on the Americans with Disabilities Act and its impact on trails, meaning, purpose, criteria and other relevant details. She said the Master Plan was reviewed again by the Management Committee and returned for Council Committee consideration and recommendation.

Councilor McFarland noted she served as chair of the Management Committee for Smith & Bybee Lakes which are adjacent to the St. Johns Landfill. She said the Master Plan would deal with problems caused by the landfill, but that no taxpayer funds would be spent. She said a fund specifically set up for that purpose would be used. She said the Management Committee worked extremely hard on the area's usefulness as an Urban Wildlife area and urged the Council to adopt the resolution.

*value of projects*

*to region*

Councilor Moore said the Master Plan would provide a wonderful educational opportunity in an area heretofore primarily associated with the landfill.

Vote: Councilors Collier, Devlin, Gronke, Hansen, McFarland, McLain, Moore, Van Bergen, Washington, Wyers and Gardner voted aye. Councilor Buchanan was absent. The vote was unanimous and Resolution No. 92-1695 was adopted.

6.7 Resolution No. 92-1701, For the Purpose of Funding Greenspaces Projects to Restore and Enhance Urban Wetlands, Streams, and Riparian Corridors, and Upland Sites

Motion: Councilor McLain moved, seconded by Councilor Devlin, for adoption of Resolution No. 92-1701.

Councilor McLain gave the Transportation and Planning Committee's report and recommendations.

Councilor Devlin noted this resolution meant 32 projects would have been completed within two years and that Metro was assured of federal funding in the third year for projects.

*because of matching grants (projects rec. addl. matching funds)*  
Councilor McFarland noted because funds were leveraged with matching grants, Metro received \$1 million last year and hopefully would receive a similar amount this year or possibly more. Councilor McFarland noted the excellent work performed by Mel Huie, Senior Regional Planner, on the projects.

Presiding Officer Gardner noted as previously announced at the beginning of this meeting that Agenda Item No. 6.8 had been removed from the agenda.

7. COUNCILOR COMMUNICATIONS AND COMMITTEE REPORTS

Councilor Van Bergen distributed his November 9, 1992 memorandum "Performance Audit Contract with Specific Scope of Work." He said Councilor Collier originally proposed the idea of performing annual audits and said Metro's contracting functions would be audited this year.

Councilor Moore asked how the FY 1992-93 audit would conform with Metro Auditor's Office to begin operations in January 1995 per the Metro Charter adopted in the General Election November 3, 1992.

Don Carlson, Council Administrator, explained the contract with Talbot Korvala & Warwick was a three-year contract to end June

*rec. addl. matching funds*  
*Met 10*  
*at this*  
*get funds*  
*funds leveraged*  
*because had to*  
*rec. grant*

30, 1995. He said the elected auditor will come on board January 1995. He said in the past, audits had been performed during the first half of the fiscal year to make better project budget forecasts for next half of the fiscal year. He said the Auditor could take over whatever project was on-going at that time for six months

Councilor Wyers said the Charter made substantial changes to Metro's current contracting process. She said the audit could look at contracts on a day-to-day basis as well.

Presiding Officer Gardner said the Council could choose not to begin the authorize the audit for 1995 until the Auditor decided what he/she wanted to audit.

Presiding Officer Gardner referred the Council to Mr. Carlson's memorandum dated November 12, 1992, "List of Immediate Actions to Implement the Charter" and assigned action topics to the five Council committees. The Council discussed, and decided to hold, workshops on November 30 and December 7 to discuss Charter implementation issues.

Presiding Officer Gardner distributed his November 12, 1992, memorandum, "Consolidation Agreement Amendments," and discussed the City/Metro/Oregon Arena Corporation Agreement to Offset Admission Tax. He said the Council would consider the amended agreement at the November 24 Council. The Council discussed the amended agreement further.

Presiding Officer Gardner explained the Portland Trailblazers would manage and operate the new arena and the Memorial Coliseum. He said for the Blazers to do so, Metro had to transfer the Coliseum back to the City of Portland. He said also contained in the Memorandum of Understanding (MOU) was that if Metro adopted a regional tax to support the regional recreational facilities, the two facilities would be exempted from that tax. He said attorneys were working on specific language at this time including issues related to the costs of specific employees including reimbursement of vacation time and employment compensation. He said there would be additional expenses related to tort liability. He said still to be resolved was who would pay liability costs. He said there was discussion of who would pay the first \$300,000 and said the City would probably pay it.

Councilor Collier said the original idea that all of the regional facilities would be managed by the same entity was now forgotten because the Blazers wanted the Coliseum. She said the Council consistently signed agreements that were detrimental to the agency and worried about Metro's facilities being in competition

with the Coliseum. She said when one entity managed all facilities, events were properly routed. She said she did not want to adversely affect the Blazer's arrangement with the City, but said different issues needed to be considered in the agreement.

Councilor Devlin said policy had been continued and noted that if the Blazers built a facility anywhere in the region, the Coliseum would turn into a white elephant. The Council discussed the issues further.

Councilor Gronke objected to feeling pressured into adopting the agreement for the sake of the Blazers. Presiding Officer Gardner noted at some point, \$2-3 million in seismic improvements had to be made to the Coliseum which he said Metro could not afford to do.

Executive Officer Cusma said discussion of the agreement had been ongoing for years. She said because of the Blazer's marketing, Metro would have increased funds for the other facilities. She said there had been discussion about having some sort of oversight with the Metropolitan Exposition-Recreation Commission (MERC) over the OAC. She said also there had been reluctance to complete Phase II of the Consolidation Agreement because no one wanted responsibility until long-term financing was achieved.

Councilor Devlin said Executive Officer Cusma was correct, but noted on page 23 new language meant ownership would be upfront, but said the agreement should be more than just a verbal understanding. Councilor Collier said that language should be included in the agreement. Presiding Gardner said the agreement had to be adopted by December 1. Councilor McLain said if consolidation was not achieved at a certain level, Metro could give the facilities back to the City.

Councilor Van Bergen said the issues were between Metro and the City. He did not see why firm language could not be included now and said the Council had not yet discussed offset admission tax issues.

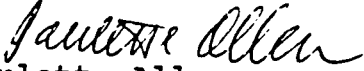
Councilor Collier concurred with Councilor Van Bergen. She said it was impossible to achieve goals without a firm bottom line and said there should be accountability with public funds. She said it had always been difficult to make MERC responsive to Metro concerns because there were too many layers of government involved. She said with regard to marketing dollars that if the Blazers could spend so much more money marketing their

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facility(s), it would be unfair to other facilities with less money for advertising. The Council discussed the issues further.

All business having been attended to, Presiding Officer Gardner adjourned the meeting at 8:19 p.m.

Respectfully submitted,

  
Paulette Allen  
Clerk of the Council

Meeting Date: December 10, 1992  
Agenda Item No. 5.1

ORDINANCE NO. 92-474

## STAFF REPORT

IN CONSIDERATION OF ORDINANCE NO. 92-474 FOR THE PURPOSE OF AMENDING ORDINANCE NO. 92-449 REVISING THE FY 1992-93 BUDGET AND APPROPRIATION SCHEDULE FOR THE PURPOSE OF FUNDING INCREASES IN THE SOLID WASTE REVENUE FUND OPERATING ACCOUNT.

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Date: December 1, 1992

Presented by: Sam Chandler

### BACKGROUND AND ANALYSIS

The Metro Household Hazardous Waste Collection Facility has served over 9,000 customers since it opened. Last May, when it became clear that usage at the facility would far exceed original estimates, staff informed the Council Solid Waste Committee that if usage remained at these levels, a budget amendment for additional staff would be necessary. In subsequent updates and presentations before Council, staff outlined new waste management techniques, recycling efforts and cost-cutting measures in detail, again noting the need for additional funding if usage trends continued.

Projections made during the facility planning process assumed the facility would receive materials from 50 Metro area residents week. An unexpected and consistently high number of users, slightly more than **200 residents per week**, has resulted in significantly greater quantities of materials to be disposed. In addition, more of the waste received requires special, labor-intensive processing than had been anticipated.

The Hazardous Waste Program encompasses a great deal more than operations at the fixed facility alone. Hazardous waste technicians are also assigned to perform load checks at the transfer stations, process and dispose of orphan hazardous waste, freon collection in compliance with Clean Air Act rules, and environmental compliance monitoring during closure of the St. Johns Landfill. Additionally, the Hazardous Waste Program involves providing hazardous waste processing and disposal for the Washington Park Zoo and planning for and conducting satellite collection events for areas of the region that are not conveniently served by fixed facilities.

After maximizing operational efficiencies and cutting disposal costs at the Metro South facility, it is now evident that the program requires additional funding. Staff has conducted a thorough analysis (see Attachment 2) of possible remedies. Two options are summarized below; and a breakdown of appropriation transfers associated with each are outlined in Attachment 1.

#### Option #1

Option #1 involves a transfer from contingency to Materials and Services for additional disposal costs and supplies to maintain minimum operations at both Household Hazardous Waste facilities and to reimburse the Operations Division budget for extra expenditures incurred to-date for temporary employees.



Additional appropriations required	
Disposal	646,197
Supplies	50,000
Temporary Services	31,339
<b>Total</b>	<b>\$727,536</b>

Savings in current budget that will offset anticipated costs	
St. Johns Landfill security	(47,908)
Scalehouse	(40,000)
Misc. Personal Services	(20,000)
<b>Total</b>	<b>(\$107,908)</b>

Total amount needed from contingency for the remainder of FY 1992-93: **\$619,628**

### Option 2

Option #2 requires a transfer of appropriations from Materials and Services to Personal Services AND a transfer from contingency to provide the following:

- 11 additional FTE (Hazardous Waste Technicians) to staff both the facility that is currently operating and the new Metro Central Household Hazardous Waste facility;
- Necessary supplies, uniforms and training for the above;
- Reimbursement for extra expenditures incurred to-date for temporary employees;
- Two "environmental specialist" positions (2 FTE, one Hazardous Waste Technician and one Hazardous Waste Specialist); and
- Equipment and related supplies. (This cost will be offset with revenue from fees charged for disposing of refrigerators and reductions in closure costs for the St. Johns Landfill).

Additional appropriations required	
11 FTE w/fringe (also temps)	274,974
Supplies	50,000
Training	10,000
Personal Protective Equip	25,000
2 FTE Environ. Services	53,042
Supplies, Equip. for above	36,208
<b>Total</b>	<b>\$449,224</b>

Savings in current budget that will offset anticipated costs	
St. Johns Landfill security	(47,908)
Scalehouse	(40,000)
Misc. Personal Services	(20,000)
Savings in disposal cost	(195,600)
<b>Total</b>	<b>(\$303,508)</b>

Total amount to be transferred from contingency for the remainder of FY 1992-93: **\$145,717**

## **RECOMMENDED ACTION:**

The recommended action is Option #2 above since it will save considerable disposal cost. Detailed below is a description of each program component and a justification of why the budget amendment is necessary for that component.

### **Program Component: Increase in FTEs (Hazardous Waste Technicians)**

The largest portion of operational expense for the Household Hazardous Waste Facility has been for transportation and disposal of drummed wastes. The second largest operational cost is labor. The Household Hazardous Waste Plan projected that staffing needs for the facility would be met with three technicians and one supervisor chemist. These four employees would accept household hazardous waste from an estimated 50 customers per week.

It is now evident that participation projections made during the facility planning process were significantly underestimated. Usage of approximately **200 plus customers per week** has resulted in greater overall quantities of materials collected. This, coupled with a higher-than-expected amount of labor-intensive wastes such as paints, has created an urgent need to increase the number of technicians at the existing facility.

The new Metro Central Household Hazardous Waste Facility, the siting of which is required by state statute, is scheduled to come on line in March 1993. That facility will serve the densely populated areas of Northwest, North and Northeast Portland. Based on our practical experience of facility operation, the actual staffing requirement is ten technicians and one supervisor for each facility with a shared chemist. It should be noted that the more labor-intensive aspects of facility operation result in significant disposal cost savings.

It is possible to run a household hazardous waste collection program by receiving materials, sorting them, and immediately putting them into drums for further handling by an existing hazardous waste management contractor company. However, significant savings are obtained by utilizing trained staff on-site to process materials so that they are shipped in the form required by the ultimate disposal/storage facility. In order to achieve these savings, a wide variety of solvent-based materials are removed from their original containers and consolidated into 55-gallon drums, a process known as bulking.

Operations staff has been highly innovative in managing the materials received at the Metro South facility. Staff has prepared a detailed explanation of the various costs associated with bulking, lab packing, unknown analysis, and latex processing, included as Attachment 2.

The following table shows clearly how utilizing the skills of Metro's highly trained staff results in a significant cost savings over the option of contracting for the same services. Shown is the current cost to dispose of bulked solvent-based materials, compared with the cost to dispose of loose-packed solvent-based materials when the contractor does bulking. The contractor charges are based on information supplied by bidders for the hazardous waste transport and disposal contract established through the competitive bid process. Also shown are the savings realized by Metro by using our trained staff for maximum processing.

	<i>Metro Cost</i>	<i>Contractor Charge</i>	<i>Metro Savings</i>	<i>Monthly Savings</i>
<b>Solvent-based Materials</b>	7.62/gallon	17.07/gallon	9.45/gallon	28,350
<b>Latex Paint</b>	3.30/gallon	7.50/gallon	4.20/gallon	11,088
<b>Unknowns</b>	4.17/each	17.00/each	12.83/each	21,560

During the course of a full year, a savings of \$732,00 would be realized.

The Metro South facility is dangerously understaffed. From the first day of operation, the facility received a much higher level of participation than was anticipated in the planning process, resulting in an extremely heavy workload for the technicians. The current staff still must work overtime on a daily basis in order to process incoming waste according to regulatory requirements before closing the facility. Even with emergency assistance provided by Operations professional staff and other trained volunteers, overtime costs at the facility average about \$8,000 per month.

As a stop-gap measure, the Operations Division attempted to meet immediate staffing needs with temporary employees. The program currently uses three temporary employees with a total incurred cost of \$28,233 since July, 1992. Staff researched use of temporary employees at other household hazardous waste facilities and concluded that temporary employees who bulked solvents were at risk without proper training. The household hazardous waste facility in Minnesota uses short-term temporary employees for bulking solvents and has experienced seven reported cases of chemical exposure injuries out of twenty employees over the span of one year. Staff drew the conclusion that temporary employees who do not have proper training should not be used for work that places them at risk of chemical exposure.

#### **Program Component: Freon Collection in Compliance with Clean Air Act Rule**

On July 1, 1992, new Clean Air Act rules governing the release of chlorofluorocarbons (CFCs) into the atmosphere went into effect. Freon is a type of CFC. Since July, Metro Operations employees have been processing freon containing equipment (refrigerators, freezers, air conditioners, freon tanks, etc.) in order to comply with the new rules. Several vendors who once accepted refrigerators from the public have stopped taking them, resulting in a dramatic increase in the number of units received at Metro facilities. It is evident that, at current flows, one (1) FTE is needed to process freon from both transfer stations. To manage the increase in the number of refrigerators received at our facilities, staff has proposed in a separate action that Metro establish a fifteen dollar (\$15.00) per residential unit and twenty dollar (\$20.00) per commercial unit charge for receiving and processing all freon containing equipment. The projected revenue from this charge is estimated to be \$ 72,000 in the first year, which will cover expenditures for the program component including labor, supplies and equipment. To pay for this necessary program requires \$35,792 (including fringe) in Personal Services funds, \$8,000 capital costs and amortization for equipment, and \$28,208 for supplies from the Materials and Services funds. The Materials and Services costs include incidental equipment and supplies, maintenance, travel between the two transfer stations, fuel costs, personal protective equipment and contingency.

<b>Budget impact</b>	<i>Personal Services</i>	<i>Capital Equipment</i>	<i>Mat'ls &amp; Services</i>
Annualized cost	\$35,792	\$8,000	\$28,208

**Program Component: Gas Monitoring at St. Johns Landfill**

During the St. Johns Landfill Closure Project we have discovered that gas monitoring, gas system maintenance, ground and surface water sampling and technical monitoring can be accomplished by a Metro employee more efficiently and at a significantly lower cost than with using the services of the closure contractor or from other service providers. Fully-loaded contractor costs are in the \$50.00 per hour price-range with very limited scheduling flexibility. Our employee, who will have greater site-specific expertise in water and gas system maintenance and monitoring, will cost about \$25.00 per hour including fringe with an estimated additional \$5.00 per hour for support services. This employee will be utilized at other Metro sites (with comparable cost savings) to perform all required environmental monitoring tasks. Therefore, one (1) FTE is indicated to accomplish the job. All monitoring functions are contemplated to be permanent tasks.

By authorizing this position, Metro will decrease the moneys needed for closure at St. Johns Landfill, which are already budgeted, and lower operating expenditures at all other sites. Funds need to be transferred to Operations and Personnel Services in the amount of \$54,110 for FY 92-93.

<b>Budget impact</b>	<i>Personal Serv's</i>
Annualized cost	\$54,110

**Program Component: Mid-year adjustments**

- *Temporary employees at Metro South Household Hazardous Waste Facility*

In order to keep the HHW facility functioning, temporary employees have been used since July to help process the waste in accordance with the procedures outlined in this report. The expenditure to-date is equivalent to one full-time employee, or \$31,339.

<b>Budget impact</b>	<i>Personal Serv's</i>
Annualized cost	\$31,339

- ***Training and Uniforms***

The proposed addition of thirteen employees would result in necessary increased expenditures in two additional line items. Uniforms, which includes up-front purchase costs for respirators, protective boots and appropriate clothing, should be increased by \$25,000, and training should increase by \$10,000.

Budget impact	<i>Mat's &amp; Serv's</i>
Annualized cost	\$35,000

- ***HHW Supplies***

As noted above, the HHW is using \$11,000 worth of supplies each month. Additional appropriation is required for freon expense in the amount of \$36,208. Supplies include drums for shipping waste, absorbent for lab-packing and other items necessary to process waste according to transport and disposal requirements. This line item was under-funded in the current budget and will need an additional \$86,208 to balance in FY 1992-93.

Description of cost impact	<i>Mat's &amp; Serv's</i>
Annualized cost	\$86,208

### **Cost Reductions**

The Operations Division is concerned with efficiency. In an effort to identify necessary funds to run the Hazardous Waste Program, staff has explored other areas within the Division where long-term, on-going cost reductions could be made. The following examples demonstrate two areas identified by staff where fund transfers may be made within the Division.

#### ***Security Services at St Johns Landfill***

The current budget authorizes 2 FTE safety security employees for the St. Johns Landfill. These two positions are no longer needed. During FY 92-93 budget development, staff predicted that some security would need to be provided for the gas system, rolling stock, and general site monitoring at the St. Johns Landfill. The closure project has progressed so well that, with the monitoring presence noted above coupled with a lack of on-site activity by contractors this winter, it is clear that no security is needed. Staff recommends applying these funds to the proposed FTE increases as indicated. This amounts to a savings of \$47,908.

#### ***Savings from Reduced Scalehouse Staffing***

Both the St. Johns Landfill and compost facility were allocated funds for scalehouse operation for FY 1992-93. Again, since the St. Johns Landfill closure project summer phase was completed on time and the compost facility will remain closed, no scalehouse presence is needed for the remainder of this fiscal year. This results in a savings of 1.5 FTE, or \$40,000. Personal Services

accounts will accrue \$20,000 in additional savings in miscellaneous support costs and vacancies. Total savings therefore, as a result of the reduction in staff is \$60,000.

## SUMMARY

Two Household Hazardous Waste (HHW) Facilities could be staffed with the current authorized nine technicians, two supervisors and a chemist. However, as our analysis suggests, the cost of disposal would increase by \$57,975 per month at current levels of participation and quantities, or \$695,700 on an annual basis. With the scheduled opening of HHW Central on March 1, 1993 the total annual increase for two facilities in this fiscal year would be \$841,797 since we have assumed that two facilities will collect 166% of what one facility collects now.

Based on the data and experience available at this time we project total disposal expenses for two facilities in FY 1992-93 to be \$974,400 with increased staff authorization. Current FY budget for disposal is \$1,170,000. Therefore we will under-spend the current disposal budget by \$195,600 at current levels if we process the waste in-house.

In the event no additional funds are allocated for either increased disposal or increased processing labor it is likely that the service provided would have to be severely curtailed. In previous presentations staff looked at several options that may, on first glance, allow us to limit expenditures. After further analysis, options such as eliminating recycling, limiting hours open to the public or closing the facility have proven to offer no real cost savings or efficiencies.

If no funds are available it would be necessary to reduce our participation levels by 90 customers per week for the rest of the fiscal year in order to have sufficient moneys to pay for disposal and supplies. As noted in the prior analysis limiting the days open tends to compress participation into the remaining days. Therefore, it is likely that to maintain a 300-400 per month customer count the facility could only be open one day a month. Neither facility was designed to accommodate that kind of schedule. Long lines, poor process flows, errors, a probable violation of our Oregon City permit and a questionable adherence to state law are probable outcomes of such a drastic schedule.

In FY 1993-94, with both facilities operating full-time (compared to three months of operation in FY 92-93 at HHW Central) the total disposal costs without additional staff will be \$2,491,462 vs. \$1,336,780 estimated disposal cost with additional staff.

The addition of 1.7 FTE for A-fuel bulking, 1.6 FTE for unknown identification, 0.25 FTE for reuse, and 2.45 FTE for latex processing increases the total staffing needs to ten (10) technicians and one (1) supervisor per facility or a total of twenty (20) FTE technicians and two (2) supervisors and one (1) chemist. We currently have authority for nine (9) FTE, two (2) supervisors and one (1) chemist. The proposed increase would cost approximately \$436,600 per year.

**STAFF RECOMMENDATION:**

As illustrated in the tables above, maintaining the straight disposal option (Option 1) will result in an increase in total expenditures of \$619,628 for the remainder of FY 92-93. Adoption of Option 2 will result in an increase in total operations expenditures of \$145,717 for FY 1992-93. Staff recommends that Option 2 be adopted; that the budget for Operations be amended to authorize an additional 13 FTE, and expenditures be increased by \$145,717.

**EXECUTIVE OFFICER RECOMMENDATION**

The Executive Officer recommends approval of Ordinance No. 92-474.

SC/RN:ay/gbc  
nagy/STAF1030.RPT

Attachment 1

Analysis of Household Hazardous Waste Disposal Costs

21-Oct-92

	← Option #1 - Current Budget Plus →			← Option #2 →	
	Total Current Budget	Unbudgeted Add'l Cost	Total Cost of Option #1	Total Cost of Option #2	
	FTE	FTE	FTE	FTE	
<b>Personal Services</b>					
<b>HHW WASTE PROGRAM - Disposal</b>					
Facilities Supt.	16,686	0.30	16,686	0.30	16,686 0.30
Senior SW Planner (Asst. Supt.)	14,252	0.30	14,252	0.30	14,252 0.30
Associate Management Analyst	17,912	0.46	17,912	0.46	17,912 0.46
Program Coordinator	110,190	3.00	110,190	3.00	110,190 3.00
Hazardous Waste Specialists	128,540	4.00	128,540	4.00	128,540 4.00
Hazardous Waste Technicians	139,453	5.00	139,453	5.00	307,328 16.00
	<u>427,033</u>	<u>13.06</u>	<u>427,033</u>	<u>13.06</u>	<u>594,908 24.06</u>
Temporary Employees		28,233	28,233		28,233
Overtime	7,218		7,218		16,218
Fringes (11%)	173,701	3,106	176,806		243,567
	<u>607,952</u>	<u>13.06</u>	<u>31,339 0.00</u>	<u>639,290 13.06</u>	<u>882,926 24.06</u>
<b>(FREON AND GAS MONITORING)</b>					
Hazardous Waste Technician					15,084 1.00
Hazardous Waste Specialist					22,803 1.00
					<u>37,887 2.00</u>
Fringes					15,155
					<u>53,042</u>
<b>Total Environ. Services Program</b>					
<b>Total Personal Services</b>	<u>607,952</u>	<u>13.06</u>	<u>31,339 0.00</u>	<u>639,290 13.06</u>	<u>935,968 26.06</u>
<b>Materials &amp; Services (both programs)</b>					
Other Supplies	6,600	50,000	56,600		92,808
Disposal - Hazardous Material	1,170,000	646,197	1,816,197		974,400
Training, Tuition, Conferences	24,500		24,500		34,500
Uniform Supply & Cleaning Services	24,000		24,000		49,000
Other M&S Lineitems	315,006		315,006		315,006
	<u>1,540,106</u>	<u>696,197</u>	<u>2,236,303</u>		<u>1,465,714</u>
<b>TOTAL APPROPRIATION</b>	<u>2,148,058</u>	<u>13.06</u>	<u>727,536 0.00</u>	<u>2,875,594 13.06</u>	<u>2,401,683 26.06</u>

Option #1		Option #2	
Current appropriation for HHW - FY 92-93	2,148,058	Current appropriation for HHW - FY 92-93	2,148,058
Option #1 - total appropriation required:	2,875,594	Less prorated cost (for partial year) of Option	2,401,683
	=====		=====
	-727,536		-253,625
Less existing savings in PS		Less existing savings in PS	
Security Guards (St. Johns)	47,908	Security Guards (St. Johns)	47,908
Misc. PS savings (vacancies, etc.)	20,000	Misc. PS savings (vacancies, etc.)	20,000
Scalehouse technicians (1.5 FTE))	40,000	Scalehouse technicians (1.5 FTE))	40,000
	=====		=====
<b>Contingency Transfer</b>	<b>-619,628</b>	<b>Contingency Transfer</b>	<b>-145,717</b>
		<b>Transfer from M&amp;S to PS</b>	<b>74,392</b>



## ATTACHMENT 2

### HAZARDOUS WASTE PROGRAM ANALYSIS

The Operations Division of the Solid Waste Department has conducted an ongoing analysis of the Household Hazardous Waste Facility operations from the opening last February to the present. The following report contains the results of staff analysis and includes recommendations.

The largest portion of operational expense for the Household Hazardous Waste Facility has been for transportation and disposal of drummed wastes. The second largest operational cost is labor. It is now evident that estimates made during the facility planning process were understated.

During the facility planning process, it was expected that three technicians and one supervisor chemist would be sufficient to staff the facility. These four employees would accept household hazardous waste from an estimated 50 customers per weekend. In actual practice, an unexpectedly high participation level of 200 plus customers per weekend, coupled with higher than expected proportion of labor-intensive wastes such as paints resulted in significantly greater quantities of materials collected than predicted. The actual amount requires a staff of ten technicians and one supervisor for each facility with a shared chemist.

It should be noted that the more labor-intensive aspects of facility operation result in significant overall cost savings. It is possible to run a household hazardous waste collection program by receiving materials, sorting them, and immediately putting them into drums for further handling by an existing hazardous waste management contractor company. However, some significant savings are obtained by utilizing trained staff on-site to process materials so that they are shipped in the form required by the ultimate disposal/storage facility. Currently, in Metro's program, in order to achieve these savings a wide variety of solvent-based materials are removed from their original containers and consolidated into 55-gallon drums, a process known as bulking.

Staff has prepared a detailed explanation of the various costs associated with bulking, lab packing, unknown analysis, and latex processing. In all instances the amounts quoted are derived from vendor prices as experienced at the current facility or from direct inquiries to other similar facilities around the country.

#### Cost to dispose of bulked solvent-based materials: (current and proposed practice)

Average disposal price per 55-gallons (70% @ \$190-A fuel liquid, 20% @ \$325-recycled paint, and 10%@\$550- fuel sludge)	\$253.00
Estimated labor cost per 55-gallons (estimated 6 person-hours per drum)	\$106.00
Estimated materials cost per 55-gallons (cost of drum plus disposable safety equipment)	\$60.00

total cost per 55-gallons	\$419.00
cost per gallon	\$7.62
Cost to dispose of loose-packed solvent-based materials when the contractor does bulking:	
Disposal price per 55-gallon drum	\$450.00
Estimated labor cost per 55-gallon drum (loading and handling of drum and returned empty containers)	\$9.00
Estimated materials cost per 55-gallon drum (cost of disposable safety equipment- drum is returned)	\$2.00
total cost per 55-gallon drum	\$461.00
average gallons contained in loose-packed drum-27	
cost per gallon	\$17.07

(If we use the standard established in other hazardous waste facilities, i.e., Seattle, San Francisco, of 18 gallons per drum, the cost is \$25.66 per gallon.)

This results in a savings of \$9.45 for every gallon of solvent-based material sent bulked instead of loose-packed. Considering that we process about 3000 gallons of solvent based materials in a month, this results in an estimated net savings of \$28,350 per month even with the increase in labor from \$9.00 to \$106.00 per drum.

In the course of a typical operating day, 140 unlabelled containers of waste are received at the facility. About 40% of these are paints, which are categorized quickly and inexpensively. Of the remaining unknowns, about two-thirds can be identified sufficiently for disposal purposes in two or three minutes, consuming only twenty cents worth of test tubes and other disposable supplies. The remaining unknowns take more time, although rarely does it take more than fifteen minutes of work and a few dollars in supplies to identify even the most difficult items. Using the identification scheme developed by our chemist at the facility, the equivalent of two staff persons working full time and the expenditure of about \$800 in supplies each month is all that is required to identify all unlabeled containers received. This totals about \$7,000 per month.

By comparison, a facility in Washington sets aside all unknowns for identification and removal by a disposal contractor. They are charged \$1,100 per drum of unknowns for this service. Assuming that the disposal portion of the work only accounts for about \$250 of this fee (based on our average per drum disposal price), about \$850 is being charged for identification services. Estimating 50 containers per drum, this amounts to \$17 per unknown. At our facility, that would add up to \$28,560 per month, or about \$21,000 more than our current cost.

Several types of materials received at the HHW are currently being given away for reuse, following certain product quality and safety guidelines. This program requires approximately 15

hours per week of labor, of which 10 hours is above and beyond the time it would take to process that same material for disposal. The avoided disposal cost of the items given away in a month is an estimated \$1,300. While the net savings for this program is only about \$500 per month, the additional benefit of reusing the materials as opposed to disposal should also be considered.

Latex paint is currently separated into three categories, and each category is managed differently. Costs were determined as follows:

1) HazWaste portion-high in lead an mercury-5%

Disposal price per gallon	\$5.45
Estimated labor cost per gallon	\$2.50
Estimated materials cost per gallon (cost of drum plus disposable safety equipment)	\$0.80
cost per gallon	\$8.75

2) Solidified portion-frozen, soured or otherwise poor quality waste paint-35%

Disposal price per gallon (solid waste fees only)	\$0.20
Estimated labor cost per gallon	\$2.50
Estimated materials cost per gallon (disposable safety equipment, solidifying chemicals)	\$0.50
cost per gallon	\$3.20

3) Recycled portion-60%

Disposal price per gallon (estimated 5 hr/wk interacting with recipients)	\$0.20
Estimated labor cost per gallon	\$2.50
Estimated materials cost per gallon (disposable safety equipment only- drums returned)	\$0.20
cost per gallon	\$2.90

Therefore, the weighted average disposal cost per gallon for latex is:

$$(.6 \times 2.90) + (.35 \times 3.20) + (.05 \times 8.75) = \underline{\$3.30} \text{ per gallon}$$

**Alternate disposal scenarios - comparison**

A. Do no recycling, bulk all paint together, send it to our current disposal contractor:

Disposal price per gallon	\$5.45
Estimated labor cost per gallon (lower because no sorting done)	\$1.25
Estimated materials cost per gallon (cost of drum plus disposable safety equipment)	\$0.80
cost per gallon	\$7.50

B. Do no recycling, do no bulking, send loose-packed paint to our current contractor:

Our contractor has not quoted us a price for doing this, but based on our experience with solvent based paints, it would certainly be significantly higher per gallon than bulked material, probably around \$4.00 more per gallon, for a total expense of \$11.50 per gallon.

C. Enter into a contract similar to that recently negotiated in Seattle with a contractor who is able to take away loose-packed latex and recycle a portion of it:

Disposal price per 55-gallon drum	\$107.00
Estimated labor cost per 55-gallon drum (loading and handling of drum)	\$9.00
Estimated materials cost per 55-gallon drum (cost of disposable safety equipment- drum is returned)	\$2.00
total cost per 55-gallon drum	\$118.00
average gallons contained in loose-packed drum- 18 (this number calculated in Seattle)	
cost per gallon	\$6.55

(As with A fuels our number of gallons is an average of 27 which if applied to latex results in a cost of \$4.33 per gallon or \$1.43 difference or \$3,575 per month.)

Under this scenario, we would spend an additional \$3.25 on each gallon of latex received, totaling about \$8125 additional expenses in a month.

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

AN ORDINANCE AMENDING ORDINANCE NO. )  
92-449B REVISING THE FY 1992-93 BUDGET )  
AND APPROPRIATIONS SCHEDULE FOR THE )  
PURPOSE OF FUNDING INCREASES IN THE )  
SOLID WASTE REVENUE FUND OPERATING )  
ACCOUNT )

ORDINANCE NO. 92-474

Introduced by Rena Cusma,  
Executive Officer

WHEREAS, The Council of the Metropolitan Service District has reviewed and considered the need to transfer appropriations within the FY 1992-93 Budget; and

WHEREAS, The need for a transfer of appropriation has been justified; and

WHEREAS, Adequate funds exist for other identified needs; now, therefore,

**THE COUNCIL OF THE METROPOLITAN SERVICE DISTRICT HEREBY ORDAINS:**

1. That Ordinance No. 92-449B, Exhibit B, FY 1992-93 Budget, and Exhibit C, Schedule of Appropriations, are hereby amended as shown in the column titled "Revision" of Exhibits A and B to this Ordinance transferring \$145,717 from the Solid Waste Revenue Fund Contingency to the Operating Account, Operations Division and adding 12.0 FTE Hazardous Waste Technicians and 1.0 FTE Hazardous Waste Specialist.

2. This Ordinance being necessary for the immediate preservation of the public health, safety and welfare, an emergency is declared to exist, and this Ordinance takes effect upon passage.

ADOPTED by the Council of the Metropolitan Service District this \_\_\_\_\_ day of

\_\_\_\_\_, 1992.

\_\_\_\_\_  
Jim Gardner, Presiding Officer

ATTEST:

\_\_\_\_\_  
Clerk of the Council

Exhibit A  
Ordinance No. 92-474

FISCAL YEAR 1992-93		CURRENT BUDGET		REVISION		PROPOSED BUDGET	
ACCT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>SOLID WASTE REVENUE FUND: Operating Account (Operations)</b>							
<u>Personal Services</u>							
511121	SALARIES-REGULAR EMPLOYEES (full time)						
	Facilities Superintendent	1.00	55,620		0	1.00	55,620
	Sr. Solid Waste Planner	1.00	47,508		0	1.00	47,508
	Assoc. Management Analyst	1.00	39,081		0	1.00	39,081
	Facilities Mgmt Project Coordinator	3.00	110,190		(5,000)	3.00	105,190
	Hazardous Waste Specialist	4.00	128,540	1.00	22,803	5.00	151,343
	Site Manager II	1.00	37,548		0	1.00	37,548
	Site Manager I	2.00	65,877		(1,000)	2.00	64,877
511221	WAGES-REGULAR EMPLOYEES (full time)				0		
	Hazardous Waste Technician	5.00	139,453	12.00	182,959	17.00	322,412
	Scalehouse Technician	14.00	308,476		(8,285)	14.00	300,191
511225	WAGES-REGULAR EMPLOYEES (part time)				0		
	Scalehouse Technician	3.65	75,906	(1.50)	(28,570)	2.15	47,336
511231	WAGES-TEMPORARY EMPLOYEES (full time)				0		
	Security Guards	2.00	34,220	(2.00)	(34,220)	0.00	0
	Hazardous Waste Temporaries		0	1.00	28,233	1.00	28,233
511400	OVERTIME		53,500		9,000		62,500
512000	FRINGE		438,368		54,189		492,557
<b>Total Personal Services</b>		<b>37.65</b>	<b>1,534,287</b>	<b>10.50</b>	<b>220,109</b>	<b>48.15</b>	<b>1,754,396</b>
<u>Materials &amp; Services</u>							
521100	Office Supplies		15,361		0		15,361
521110	Computer Software		8,000		0		8,000
521220	Custodial Supplies		1,804		0		1,804
521260	Printing Supplies		7,401		0		7,401
521290	Other Supplies		10,050		86,208		96,258
521400	Fuels & Lubricants		5,500		0		5,500
521530	Maintenance & Repairs Supplies-Vehicles		2,500		0		2,500
521540	Maintenance & Repairs Supplies-Equipment		114,300		0		114,300
523900	Freight In		1,900		0		1,900
524130	Promotion/Public Relations		13,900		0		13,900
524190	Misc. Professional Services		606,467		0		606,467
524210	Data Processing Services		55,000		0		55,000
525110	Utilities-Electricity		27,000		0		27,000
525120	Utilities-Water & Sewer		48,000		0		48,000
525610	Maintenance & Repairs Services-Building		18,000		0		18,000
525620	Maintenance & Repairs Services-Grounds		2,000		0		2,000
525630	Maintenance & Repairs Services-Vehicles		2,500		0		2,500
525640	Maintenance & Repairs Services-Equipment		150,250		0		150,250
525710	Equipment Rental		4,100		0		4,100
525733	Operating Lease Payments-Other		120,000		0		120,000
526200	Ads & Legal Notices		4,580		0		4,580
526310	Printing Services		35,700		0		35,700
526410	Telephone		37,540		0		37,540
526420	Postage		1,000		0		1,000
526500	Travel		12,725		0		12,725
526610	Disposal Operations		7,684,159		0		7,684,159
526611	Disposal Operations-Transportation		10,858,637		0		10,858,637
526612	Disposal Operations-Landfill Disposal		18,837,873		0		18,837,873
526613	Disposal Operations-Hazardous Material		1,170,000		(195,600)		974,400
526800	Training, Tuition, Conferences		51,205		10,000		61,205
526910	Uniform Supply & Cleaning Services		49,000		25,000		74,000
528100	License, Permits, Payments to Other Agencies		20,875		0		20,875
<b>Total Materials &amp; Services</b>			<b>39,977,327</b>		<b>(74,392)</b>		<b>39,902,935</b>
<b>TOTAL EXPENDITURES</b>		<b>37.65</b>	<b>41,511,614</b>	<b>10.50</b>	<b>145,717</b>	<b>48.15</b>	<b>41,657,331</b>

Exhibit A  
Ordinance No. 92-474

FISCAL YEAR 1992-93		CURRENT BUDGET		REVISION		PROPOSED BUDGET	
ACCT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>SOLID WASTE REVENUE FUND:General Expenses</b>							
	Total Interfund Transfers		4,792,924		0		4,792,924
599999	Contingency		5,761,340		(145,717)		5,615,623
599990	Unappropriated Fund Balance		7,884,666		0		7,884,666
	Total Contingency and Unapprop. Balance		13,646,006		(145,717)		13,500,289
<b>TOTAL REVENUE FUND EXPENDITURES</b>		<b>90.20</b>	<b>90,812,850</b>	<b>10.50</b>	<b>0</b>	<b>100.70</b>	<b>90,812,850</b>



**Exhibit B**  
**Schedule of Appropriations**  
**Ordinance No. 92-474**

	Current Appropriation	Revision	Proposed Appropriation
<b>SOLID WASTE REVENUE FUND</b>			
<b>Administration</b>			
Personal Services	\$460,937	\$0	\$460,937
Materials & Services	\$98,709	\$0	\$98,709
Subtotal	\$559,646	\$0	\$559,646
<b>Budget and Finance</b>			
Personal Services	\$412,392	\$0	\$412,392
Materials & Services	\$1,079,368	\$0	\$1,079,368
Subtotal	\$1,491,760	\$0	\$1,491,760
<b>Operations</b>			
Personal Services	\$1,534,287	\$220,109	\$1,754,396
Materials & Services	\$39,977,327	(\$74,392)	\$39,902,935
Subtotal	\$41,511,614	\$145,717	\$41,657,331
<b>Engineering &amp; Analysis</b>			
Personal Services	\$654,317	\$0	\$654,317
Materials & Services	\$163,075	\$0	\$163,075
Subtotal	\$817,392	\$0	\$817,392
<b>Waste Reduction</b>			
Personal Services	\$526,503	\$0	\$526,503
Materials & Services	\$1,615,848	\$0	\$1,615,848
Subtotal	\$2,142,351	\$0	\$2,142,351
<b>Planning</b>			
Personal Services	\$328,312	\$0	\$328,312
Materials & Services	\$497,563	\$0	\$497,563
Subtotal	\$825,875	\$0	\$825,875
<b>Recycling Information and Education</b>			
Personal Services	\$311,823	\$0	\$311,823
Materials & Services	\$232,700	\$0	\$232,700
Subtotal	\$544,523	\$0	\$544,523
<b>Debt Service Account</b>			
Debt Service	\$2,754,458	\$0	\$2,754,458
Subtotal	\$2,754,458	\$0	\$2,754,458
<b>Landfill Closure Account</b>			
Materials & Services	\$16,210,481	\$0	\$16,210,481
Subtotal	\$16,210,481	\$0	\$16,210,481

**Exhibit B**  
**Schedule of Appropriations**  
**Ordinance No. 92-474**

	Current Appropriation	Revision	Proposed Appropriation
<b>SOLID WASTE REVENUE FUND (continued)</b>			
Construction Account			
Capital Outlay	\$1,090,000	\$0	\$1,090,000
Subtotal	\$1,090,000	\$0	\$1,090,000
Renewal and Replacement Account			
Capital Outlay	\$540,000	\$0	\$540,000
Subtotal	\$540,000	\$0	\$540,000
General Account			
Capital Outlay	\$1,051,603	\$0	\$1,051,603
Subtotal	\$1,051,603	\$0	\$1,051,603
Master Project Account			
Debt Service	\$2,834,217	\$0	\$2,834,217
Subtotal	\$2,834,217	\$0	\$2,834,217
General Expenses			
Interfund Transfers	\$4,792,924	\$0	\$4,792,924
Contingency	\$5,761,340	(\$145,717)	\$5,615,623
Subtotal	\$10,554,264	(\$145,717)	\$10,408,547
Unappropriated Balance	\$7,884,666	\$0	\$7,884,666
<b>Total Solid Waste Revenue Fund Requirements</b>	<b>\$90,812,850</b>	<b>\$0</b>	<b>\$90,812,850</b>

**All Other Appropriations Remains As Previously Adopted**

Meeting Date: December 10, 1992  
Agenda Item No. 5.2

ORDINANCE NO. 92-478

## **STAFF REPORT**

### **CONSIDERATION OF ORDINANCE NO. 92-478 AMENDING ORDINANCE NO. 92-449B REVISING THE FY 1992-93 BUDGET AND APPROPRIATIONS SCHEDULE FOR THE PURPOSE OF FULLY FUNDING THE PORTLAND/OREGON VISITOR ASSOCIATION MARKETING PLAN FOR THE OREGON CONVENTION CENTER**

---

Date: November 27, 1992

Presented by: Dominic Buffetta

## **FACTUAL BACKGROUND AND ANALYSIS**

As part of the FY 1992-93 budget process, POVA identified its needs to market the Oregon Convention Center and submitted their budget to the Metropolitan Exposition-Recreation Commission. There was disagreement between the Commission and POVA as to the amount that was necessary for the purpose intended. During budget deliberations, the Metro Council urged the Commission and POVA to continue negotiations to reach an agreement, and placed \$320,000 in the Oregon Convention Center Fund's contingency for eventual settlement of the issue. The Metropolitan Exposition-Recreation Commission and POVA have agreed to raise POVA's budget to \$1,276,500, an increase of \$193,085. In addition, both parties have agreed to a new billing system which details expenditure items into a reimbursement for actual costs and hours spent on marketing the Oregon Convention Center. MERC Resolution No. 209, passed by the Commission on November 18, 1992, approves the new billing system and requests the Metro Council to release the contingency funds necessary to fully fund the increased POVA budget.

This action requests the transfer of \$193,085 from the Oregon Convention Center Fund's contingency to Materials & Services, Miscellaneous Professional Services to fund this purpose.

## **EXECUTIVE OFFICER'S RECOMMENDATION**

The Executive officer recommends adoption of Ordinance No. 92-478 transferring \$193,085 from the Oregon Convention Center Fund's Contingency to Materials & Services to fund the increase in the POVA contract.

kr:ord92-93:pova:sr.doc  
November 27, 1992

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

AN ORDINANCE AMENDING ORDINANCE NO. )  
92-449B REVISING THE FY 1992-93 BUDGET )  
AND APPROPRIATIONS SCHEDULE FOR )  
THE PURPOSE OF FULLY FUNDING THE )  
PORTLAND/OREGON VISITOR ASSOCIATION )  
MARKETING PLAN FOR THE OREGON )  
CONVENTION CENTER )

ORDINANCE NO. 92-478

Introduced by Rena Cusma,  
Executive Officer

WHEREAS, The Council of the Metropolitan Service District has reviewed and considered the need to transfer appropriations within the FY 1992-93 Budget; and

WHEREAS, The need for a transfer of appropriation has been justified; and

WHEREAS, Adequate funds exist for other identified needs; now, therefore,

THE COUNCIL OF THE METROPOLITAN SERVICE DISTRICT HEREBY ORDAINS:

1. That Ordinance No. 92-449B, Exhibit B, FY 1992-93 Budget, and Exhibit C, Schedule of Appropriations, are hereby amended as shown in the column titled "Revision" of Exhibits A and B to this Ordinance transferring \$193,085 from the Oregon Convention Center Fund's Contingency to Materials & Services to fully fund the Portland/Oregon Visitor Association marketing plan for the Oregon Convention Center.

2. This Ordinance being necessary for the immediate preservation of the public health, safety and welfare, an emergency is declared to exist, and this Ordinance takes effect upon passage.

ADOPTED by the Council of the Metropolitan Service District this \_\_\_\_\_ day of \_\_\_\_\_, 1992.

\_\_\_\_\_  
Jim Gardner, Presiding Officer

ATTEST:

\_\_\_\_\_  
Clerk of the Council

**Exhibit A  
Ordinance No. 92-478**

FISCAL YEAR 1992-93		CURRENT BUDGET		REVISION		PROPOSED BUDGET	
ACCT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>OREGON CONVENTION CENTER OPERATING FUND</b>							
<b>Total Personal Services</b>		<b>89.33</b>	<b>2,804,847</b>	<b>0.00</b>	<b>0</b>	<b>89.33</b>	<b>2,804,847</b>
<u>Materials &amp; Services</u>							
521100	Office Supplies		29,800		0		29,800
521290	Other Supplies		101,300		0		101,300
521292	Small Tools		7,940		0		7,940
521310	Subscriptions		450		0		450
521320	Dues		6,910		0		6,910
521400	Fuels & Lubricants		3,500		0		3,500
521540	Maintenance and Repair Supplies -Equipment		20,000		0		20,000
524120	Legal Fees		3,000		0		3,000
524130	Promotion/Public Relations		97,902		0		97,902
524190	Misc. Professional Services		1,165,915		193,085		1,359,000
525110	Utilities-Electricity		375,000		0		375,000
525120	Utilities-Water and Sewer		47,500		0		47,500
525130	Utilities-Natural Gas		50,000		0		50,000
525150	Utilities-Sanitation Services		25,000		0		25,000
525610	Maintenance & Repair Services-Building		78,000		0		78,000
525640	Maintenance & Repair Services-Equipment		50,555		0		50,555
525710	Equipment Rental		11,600		0		11,600
526200	Ads & Legal Notices		22,400		0		22,400
526310	Printing Services		74,400		0		74,400
526320	Typesetting and Reprographics		10,200		0		10,200
526410	Telephone		120,000		0		120,000
526420	Postage		14,006		0		14,006
526500	Travel		41,590		0		41,590
526690	Concession/Catering Contract		1,961,350		0		1,961,350
526691	Parking Contract		49,160		0		49,160
526700	Temporary Help Services		5,750		0		5,750
526800	Training, Tuition, Conferences		10,000		0		10,000
526910	Uniforms and Cleaning		11,700		0		11,700
529500	Meetings		2,000		0		2,000
529800	Miscellaneous		7,050		0		7,050
525740	Capital Lease Payments-Office Equipment		6,500		0		6,500
<b>Total Materials &amp; Services</b>			<b>4,410,478</b>		<b>193,085</b>		<b>4,603,563</b>
<b>Total Capital Outlay</b>			<b>303,487</b>		<b>0</b>		<b>303,487</b>
<b>Total Interfund Transfers</b>			<b>793,971</b>		<b>0</b>		<b>793,971</b>
<u>Contingency and Unappropriated Balance</u>							
599999	Contingency		670,000		(193,085)		476,915
599990	Unappropriated Balance						
	* Restricted		400,000		0		400,000
	* Unrestricted		2,905,758		0		2,905,758
<b>Total Contingency and Unappropriated Balance</b>			<b>3,975,758</b>		<b>(193,085)</b>		<b>3,782,673</b>
<b>TOTAL EXPENDITURES</b>		<b>89.33</b>	<b>12,288,541</b>	<b>0.00</b>	<b>0</b>	<b>89.33</b>	<b>12,288,541</b>

**Exhibit B**  
**Schedule of Appropriations**  
**Ordinance No. 92-478**

	Current Appropriation	Revision	Proposed Appropriation
<b>OREGON CONVENTION CENTER OPERATING FUND</b>			
Personal Services	\$2,804,847	\$0	\$2,804,847
Materials & Services	\$4,410,478	\$193,085	\$4,603,563
Capital Outlay	\$303,487	\$0	\$303,487
Intertund Transfers	\$793,971	\$0	\$793,971
Contingency	\$670,000	(\$193,085)	\$476,915
Unappropriated Balance	\$3,305,758	\$0	\$3,305,758
<b>Total Oregon Convention Center Operating Fund Requirements</b>	<b>\$12,288,541</b>	<b>\$0</b>	<b>\$12,288,541</b>

**ALL OTHER APPROPRIATIONS REMAIN AS PREVIOUSLY ADOPTED**

Meeting Date: December 10, 1992  
Agenda Item No. 6.1

ORDINANCE NO. 92-475





**METRO**

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

# Memorandum

**DATE:** December 4, 1992

**TO:** Metro Council  
Executive Officer  
Interested Parties

**FROM:** Paulette Allen, Clerk of the Council *PA*

**RE:** AGENDA ITEM NO. 6.1; ORDINANCE NO. 92-475

The Finance Committee report on Ordinance No. 92-475 will be distributed in advance to Councilors and available at the December 10, 1992, Council meeting.

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

AN ORDINANCE AMENDING ORDINANCE NO. )  
92-449B REVISING THE FY 1992-93 BUDGET )  
AND APPROPRIATIONS SCHEDULE FOR )  
THE PURPOSE OF FUNDING A HARDWARE )  
UPGRADE AND SOFTWARE SUPPORT )  
SERVICES ENHANCEMENTS TO METRO'S )  
FINANCIAL MANAGEMENT SYSTEM AND )  
FOR FUNDING IMPROVEMENTS TO THE )  
EFFICIENCY OF METRO'S BUSINESS )  
OPERATIONS )

ORDINANCE NO. 92-475

Introduced by Rena Cusma,  
Executive Officer

WHEREAS, The Council of the Metropolitan Service District has reviewed and considered the need to transfer appropriations within the FY 1992-93 Budget; and

WHEREAS, The need for a transfer of appropriation has been justified; and

WHEREAS, Adequate funds exist for other identified needs; now, therefore,

THE COUNCIL OF THE METROPOLITAN SERVICE DISTRICT HEREBY ORDAINS:

1. That Ordinance No. 92-449B, Exhibit B, FY 1992-93 Budget, and Exhibit C, Schedule of Appropriations, are hereby amended as shown in the column titled "Revision" of Exhibits A and B to this Ordinance transferring \$20,817 from the Support Service Fund Contingency to the Information Services Division of the Finance and Management Information Department for the purposes of funding a hardware upgrade and software support services enhancements to metro's financial management system and for funding improvements to the efficiency of Metro's business Operations

2. This Ordinance being necessary for the immediate preservation of the public health, safety and welfare, an emergency is declared to exist, and this Ordinance takes effect upon passage.

ADOPTED by the Council of the Metropolitan Service District this \_\_\_\_\_ day of \_\_\_\_\_, 1992.

\_\_\_\_\_  
Jim Gardner, Presiding Officer

ATTEST:

\_\_\_\_\_  
Clerk of the Council

**Exhibit A  
Ordinance No. 92-475**

FISCAL YEAR 1992-93		CURRENT BUDGET		REVISION		PROPOSED BUDGET	
ACCT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT

For Information Only

**SUPPORT SERVICES FUND: Finance & Management Information (Information Systems)**

<b>Total Personal Services</b>		<b>13.30</b>	<b>675,910</b>	<b>0.00</b>	<b>0</b>	<b>13.30</b>	<b>675,910</b>
<u>Materials &amp; Services</u>							
521100	Office Supplies		16,000		0		16,000
521110	Computer Software		10,600		10,762		21,362
521291	Small Tools		900		0		900
521310	Subscriptions		3,500		0		3,500
521320	Dues		500		0		500
521540	Maintenance & Repairs Supplies-Equipment		600		0		600
524190	Misc. Professional Services		2,200		0		2,200
524310	Management Consulting Services		8,000		0		8,000
525640	Maintenance & Repairs Services-Equipment		74,869		0		74,869
525710	Equipment Rental		800		0		800
526200	Ads & Legal Notices		300		0		300
526310	Printing Services		150		0		150
526410	Telephone		1,500		0		1,500
526440	Delivery Services		400		0		400
526500	Travel		6,500		0		6,500
526700	Temporary Help Services		1,000		0		1,000
526800	Training, Tuition, Conferences		14,600		0		14,600
526900	Misc Other Purchased Services		500		0		500
529500	Meetings		200		0		200
525740	Capital Lease Payments-Furniture & Equipment		185,840		0		185,840
<b>Total Materials &amp; Services</b>			<b>328,959</b>		<b>10,762</b>		<b>339,721</b>
<u>Capital Outlay</u>							
571500	Purchases-Office Furniture & Equipment		91,760		10,055		101,815
<b>Total Capital Outlay</b>			<b>91,760</b>		<b>10,055</b>		<b>101,815</b>
<b>TOTAL DIVISION EXPENDITURES</b>		<b>13.30</b>	<b>1,096,629</b>	<b>0.00</b>	<b>20,817</b>	<b>13.30</b>	<b>1,117,446</b>

**Exhibit A**  
**Ordinance No. 92-475**

FISCAL YEAR 1992-93		CURRENT BUDGET		REVISION		PROPOSED BUDGET	
ACCT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>SUPPORT SERVICES FUND: Finance &amp; Management Information Department</b>							
<b>Total Personal Services</b>		<b>43.75</b>	<b>1,973,222</b>	<b>0.00</b>	<b>0</b>	<b>43.75</b>	<b>1,973,222</b>
<u>Materials &amp; Services</u>							
521100	Office Supplies		59,494		0		59,494
521110	Computer Software		18,135		10,762		28,897
521111	Computer Supplies		480		0		480
521240	Graphics/Reprographic Supplies		500		0		500
521260	Printing Supplies		59,140		0		59,140
521290	Other Supplies		1,865		0		1,865
521291	Small Tools		900		0		900
521310	Subscriptions		5,300		0		5,300
521320	Dues		7,230		0		7,230
521540	Maintenance & Repairs Supplies-Equipment		600		0		600
524110	Accounting & Auditing Services		85,000		0		85,000
524190	Misc. Professional Services		46,200		0		46,200
524310	Management Consulting Services		8,000		0		8,000
525640	Maintenance & Repairs Services-Equipment		156,189		0		156,189
525710	Equipment Rental		800		0		800
526200	Ads & Legal Notices		1,100		0		1,100
526310	Printing Services		6,300		0		6,300
526320	Typesetting & Reprographics Services		500		0		500
526410	Telephone		1,500		0		1,500
526420	Postage		115,000		0		115,000
526440	Delivery Services		1,300		0		1,300
526500	Travel		14,922		0		14,922
526700	Temporary Help Services		2,800		0		2,800
526800	Training, Tuition, Conferences		25,650		0		25,650
526900	Misc Other Purchased Services		20,500		0		20,500
528100	License, Permits, Payments to Other Agencies		50,200		0		50,200
528200	Election Expense		75,000		0		75,000
529500	Meetings		500		0		500
529800	Miscellaneous		1,000		0		1,000
525740	Capital Lease Payments-Furniture & Equipment		199,610		0		199,610
<b>Total Materials &amp; Services</b>			<b>965,715</b>		<b>10,762</b>		<b>976,477</b>
<u>Capital Outlay</u>							
571500	Purchases-Office Furniture & Equipment		115,560		10,055		125,615
<b>Total Capital Outlay</b>			<b>115,560</b>		<b>10,055</b>		<b>125,615</b>
<b>TOTAL DEPARTMENT EXPENDITURES</b>		<b>43.75</b>	<b>3,054,497</b>	<b>0.00</b>	<b>20,817</b>	<b>43.75</b>	<b>3,075,314</b>

**Exhibit A**  
**Ordinance No. 92-475**

FISCAL YEAR 1992-93		CURRENT BUDGET		REVISION		PROPOSED BUDGET	
ACCT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>SUPPORT SERVICES FUND:General Expenses</b>							
<u>Interfund Transfers</u>							
581513	Trans. Indirect Costs to Bldg. Fund-Metro Center		311,347		0		311,347
581513	Trans. Indirect Costs to Bldg. Fund-Headquarters		79,418		0		79,418
581615	Trans. Indirect Costs to Insur. Fund-Gen'l		15,156		0		15,156
581615	Trans. Indirect Costs to Insur. Fund-Workers' Comp		31,571		0		31,571
<b>Total Interfund Transfers</b>			<b>437,492</b>		<b>0</b>		<b>437,492</b>
<u>Contingency and Unappropriated Balance</u>							
599999	Contingency						
	* General		250,000		(20,817)		229,183
	* Builders License		8,790		0		8,790
599990	Unappropriated Fund Balance-Contractors License		121,250		0		121,250
<b>Total Contingency and Unapp. Balance</b>			<b>380,040</b>		<b>(20,817)</b>		<b>359,223</b>
<b>TOTAL FUND EXPENDITURES</b>		<b>83.35</b>	<b>6,484,836</b>	<b>0.00</b>	<b>0</b>	<b>83.35</b>	<b>6,484,836</b>

**Exhibit B**  
**Schedule of Appropriations**  
**Ordinance No. 92-475**

	Current Appropriation	Revision	Proposed Appropriation
<b>SUPPORT SERVICES FUND</b>			
Finance and Management Information			
Personal Services	\$1,973,222	\$0	\$1,973,222
Materials & Services	\$965,715	\$10,762	\$976,477
Capital Outlay	\$115,560	\$10,055	\$125,615
<b>Subtotal</b>	<b>\$3,054,497</b>	<b>\$20,817</b>	<b>\$3,075,314</b>
Regional Facilities			
Personal Services	\$559,185	\$0	\$559,185
Materials & Services	\$295,036	\$0	\$295,036
Capital Outlay	\$40,400	\$0	\$40,400
<b>Subtotal</b>	<b>\$894,621</b>	<b>\$0</b>	<b>\$894,621</b>
Personnel			
Personal Services	\$473,133	\$0	\$473,133
Materials & Services	\$98,111	\$0	\$98,111
Capital Outlay	\$13,250	\$0	\$13,250
<b>Subtotal</b>	<b>\$584,494</b>	<b>\$0</b>	<b>\$584,494</b>
Office of General Counsel			
Personal Services	\$414,900	\$0	\$414,900
Materials & Services	\$18,819	\$0	\$18,819
Capital Outlay	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$433,719</b>	<b>\$0</b>	<b>\$433,719</b>
Public Affairs			
Personal Services	\$619,738	\$0	\$619,738
Materials & Services	\$75,015	\$0	\$75,015
Capital Outlay	\$5,220	\$0	\$5,220
<b>Subtotal</b>	<b>\$699,973</b>	<b>\$0</b>	<b>\$699,973</b>
General Expenses			
Interfund Transfers	\$437,492	\$0	\$437,492
Contingency	\$258,790	(\$20,817)	\$237,973
<b>Subtotal</b>	<b>\$696,282</b>	<b>(\$20,817)</b>	<b>\$675,465</b>
Unappropriated Balance	\$121,250	\$0	\$121,250
<b>Total Support Services Fund Requirements</b>	<b>\$6,484,836</b>	<b>\$0</b>	<b>\$6,484,836</b>

**ALL OTHER APPROPRIATIONS REMAIN AS PREVIOUSLY ADOPTED**

## **STAFF REPORT**

CONSIDERATION OF ORDINANCE NO. 92-475 AMENDING ORDINANCE NO. 92-449B REVISING THE FY 1992-93 BUDGET AND APPROPRIATIONS SCHEDULE FOR THE PURPOSE OF FUNDING A HARDWARE UPGRADE AND SOFTWARE SUPPORT SERVICES ENHANCEMENTS TO METRO'S FINANCIAL MANAGEMENT SYSTEM AND FOR THE PURPOSE OF FUNDING IMPROVEMENTS TO THE EFFICIENCY OF METRO'S BUSINESS OPERATIONS

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Date: November 18, 1992

Presented by: Jennifer Sims  
Ann Clem

### **FACTUAL BACKGROUND AND ANALYSIS**

This action amends the Finance and Management Information Department's budget in the Information Services Division to provide for a hardware upgrade and enhanced software services support to the financial management system and to improve the efficiency of the agency's business operations. Each request will be discussed separately below.

#### **Hardware Upgrade**

The mainframe computer supporting the financial management system software has a battery backup power source. The life cycle of the battery is 5 years and its life cycle terminates October, 1993. Information Services Division is recommending we replace the battery during the move to the new Metro Center facility. The computer will not be in use during the process of moving, therefore, it is a window of opportunity to replace the battery. The battery is normally sold for \$5,055.00, but if we purchase it within the next 30 days we can do so at a cost of \$4,055.00. The \$4,055.00 includes the cost of installation, shipping, and refurbishing the machine cabinet.

This action requests the transfer of \$4,055.00 from the Support Service Fund contingency to capital outlay in the Finance and Management Information department.

#### **Software Support Services**

MGSI, the company who developed and implemented our financial management software system, was acquired by SCT. SCT is administering a new and formalized support agreement effective January 1, 1993. The cost of the support agreement is \$8,010 for the time period of January 1, 1993 through June 30, 1993. MGSI currently supports our software system and will continue to do so at no cost to Metro until January 1, 1993. Without this support service, MGSI can charge Metro at the rate of \$75.00 per hour for all support, inclusive of telephone calls, and we become a lower priority to clients with the service agreement. This support service arrangement is essential to the on-going operation of our financial management system.

This action requests the transfer of \$8,010.00 from the Support Service Fund contingency to Material & Services in Finance and Management Information department.

Improved efficiency to Metro's Business Functions

Information Services Division proposes the purchase of four (4) personal computers to be used as follows: as a substitute for when someone's computer is being repaired; when a person is hired temporarily to perform a short duration project; to accommodate new employees of Metro for a short period of time until the department can purchase a computer for them; to allow machines for ISD to instruct people on the use of METNET; to accommodate other situations where computers are needed on a short term basis. We are requesting the purchase of four (4) personal computers, complete with software, at a cost of \$2188.00 each.

This action requests the transfer of \$6,000.00 from the Support Service Fund contingency to capital outlay in Finance and Management Information department to cover the acquisition of the computers and requests the transfer of \$2752.00 to Materials & Services in Finance and Management Information department to cover the cost of software.

EXECUTIVE OFFICER'S RECOMMENDATION

The Executive officer recommends adoption of Ordinance No. 92-475 transferring \$20,817 from the Support Service Fund Contingency to the Information Services Division of the Finance and Management Information Department for the purpose of funding a hardware upgrade and software services enhancements to Metro's financial management system and for funding improvements to the efficiency of Metro's business operations



Meeting Date: December 10, 1992  
Agenda Item No. 7.1

RESOLUTION NO. 92-1721



**METRO**

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

# Memorandum

**DATE:** December 4, 1992

**TO:** Metro Council  
Executive Officer  
Interested Parties

**FROM:** Paulette Allen, Clerk of the Council *PA*

**RE:** AGENDA ITEM NO. 7.1; RESOLUTION NO. 92-1721

The Regional Facilities Committee will meet on Tuesday, December 8, to consider Resolution No. 92-1721. Committee reports will be distributed in advance to Councilors and available at the Council meeting December 10.

BEFORE THE CONTRACT REVIEW BOARD  
OF THE METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF ACCEPTING )  
A DONATION FROM LOUISIANA PACIFIC )  
FOUNDATION, WAIVING COMPETITIVE )  
BIDDING AND AUTHORIZING A )  
CONTRACT WITH HALSTEAD'S )  
ARBORICULTURE CONSULTANTS )

RESOLUTION NO. 92-1721

Introduced by Rena Cusma,  
Executive Officer

WHEREAS, Louisiana Pacific Foundation has utilized Halstead's Arboriculture Consultants to locate six (6) mature Douglas fir trees for the Zoo's new Roosevelt Elk Exhibit; and

WHEREAS, Louisiana Pacific Foundation is offering an \$18,000 donation to Metro specifically for the relocation and replanting of those trees contingent upon the work being performed by Halstead's Arboriculture Consultants; and

WHEREAS, the Metro Council as public contract review board declares that pursuant to Metro Code Chapter 2.04.041 (c) the use of Halstead's Arboriculture Consultants for this project is a sole source transaction not subject to competitive bidding since this single exemption will not encourage favoritism or substantially diminish competition for public contracts and will result in substantial cost savings and project enhancement for the Zoo; now therefore,

BE IT RESOLVED,

That the Contract Review Board declares the use of Halstead's Arboriculture Consultants under the terms stated above to be a sole source procurement exempt from competitive bidding, and directs the Executive Officer to execute appropriate contract(s) for the acceptance of the donation and relocation and planting of the trees.

ADOPTED by the Contract Review Board of the Metropolitan Service District this  
\_\_\_\_\_ day of \_\_\_\_\_, 1992.

\_\_\_\_\_  
Jim Gardner, Presiding Officer

## STAFF REPORT

FOR THE PURPOSE OF AUTHORIZING AN EXEMPTION TO METRO CODE CHAPTER 2.04.050 TO ENTER INTO A SOLE SOURCE CONTRACT WITH HALSTEAD'S ARBORICULTURE CONSULTANTS FOR THE RELOCATION AND PLANTING OF TREES IN THE ZOO'S ELK EXHIBIT.

Date: November 19, 1992

Presented by: Rob Rudd

### FACTUAL BACKGROUND AND ANALYSIS

The Metro Washington Park Zoo is in the process of constructing a new Roosevelt Elk exhibit, located at the base of its principal Oregon/Cascades exhibit. This exhibit will encompass 2.1 acres of developed exhibit space, and house 3 female and 1 male Roosevelt elk. In addition to a visitor viewing area and holding areas for the elk, extensive landscaping and seeding of the exhibit will be completed.

The Rocky Mountain Elk Foundation, a nationally organized and highly respected organization advised that trees planted in the exhibit should provide needed shelter and sun protection. Based on this finding, the Zoo investigated ways to locate large trees for the exhibit.

The Metro Washington Park Zoo asked the Louisiana Pacific Corporation in October of 1992 to assist in locating and transporting six large (40-50 feet tall) Douglas fir for installation in the exhibit. These trees would provide shade in the summer, and protection from the elements during the winter. These trees will also provide a visual cue to visitors about the elks' natural habitat.

The Zoo and Louisiana Pacific Corporation began working with a volunteer arborist in determining the feasibility of relocating these extremely large trees to the Zoo. After extensive study by experts at Louisiana Pacific and by David Halstead, arborist, it was determined that the trees could be relocated to the Zoo, but at considerable expense (\$18,000).

At this point, Louisiana Pacific offered to donate to the Zoo the sum of \$18,000 to pay for the expenses of relocating the trees and planting them at the Zoo. This decision was made based on two principal factors: 1) their interest in the exhibit, and in supporting the Zoo in its efforts, and 2) their confidence in the experience of Mr. Halstead to perform the very difficult and complicated task of moving these trees.

The Metro Washington Park Zoo now requests an exemption from the public bid procedures to enter into a sole source contract based on the following factors:

1. Halstead's Arboriculture Consultants is uniquely qualified to perform this type of tree removal and tree relocation. At present, no other firms in the area perform this sort of work on the level required by the project. Halstead's has had a consistent track record of successful tree relocations similar to this project, and has received national acclaim for their work in this area.

2. Louisiana Pacific Corporation has based its decision to donate \$18,000 in cash support to the project based on their confidence in Halstead Arboriculture Consultants. This trust has evolved during the period of time of planning the project, and was crucial in convincing Louisiana Pacific to fund the project from their own resources.

#### BUDGET IMPACTS

Funds were secured entirely through a private donation from the Louisiana Pacific Foundation for this project.

Contract No. 902776

PUBLIC CONTRACT

THIS Contract is entered into between the METROPOLITAN SERVICE DISTRICT, a municipal corporation, whose address is 2000 S.W. First Avenue, Portland, Oregon 97201-5398, hereinafter referred to as "METRO," and HALSTEAD'S ARBORICULTURAL CONSULTANTS, INC., whose address is P.O. Box 1182, Tualatin, Oregon 97062, hereinafter referred to as the "CONTRACTOR."

THE PARTIES AGREE AS FOLLOWS:

ARTICLE I

SCOPE OF WORK

CONTRACTOR shall perform the work and/or deliver to METRO the goods described in the Scope of Work attached hereto as Attachment A. All services and goods shall be of good quality and, otherwise, in accordance with the Scope of Work.

ARTICLE II

TERM OF CONTRACT

The term of this Contract shall be for the period commencing November 18, 1992 through and including June 30, 1992.

ARTICLE III

CONTRACT SUM AND TERMS OF PAYMENT

METRO shall compensate the CONTRACTOR for work performed and/or goods supplied as described in Attachment B. Metro shall not be responsible for payment of any materials, expenses or costs other than those which are specifically included in Attachment B.

#### ARTICLE IV

##### LIABILITY AND INDEMNITY

CONTRACTOR is an independent contractor and assumes full responsibility for the content of its work and performance of CONTRACTOR's labor, and assumes full responsibility for all liability for bodily injury or physical damage to person or property arising out of or related to this Contract, and shall indemnify and hold harmless METRO, its agents and employees, from any and all claims, demands, damages, actions, losses, and expenses, including attorney's fees, arising out of or in any way connected with its performance of this Contract. CONTRACTOR is solely responsible for paying CONTRACTOR's subcontractors. Nothing in this Contract shall create any contractual relationship between any subcontractor and METRO.

#### ARTICLE V

##### TERMINATION

METRO may terminate this Contract upon giving CONTRACTOR seven (7) days written notice. In the event of termination, CONTRACTOR shall be entitled to payment for work performed to the date of termination. METRO shall not be liable for indirect or consequential damages. Termination by METRO will not waive any claim or remedies it may have against CONTRACTOR.

#### ARTICLE VI

##### INSURANCE

CONTRACTOR shall maintain such insurance as will protect CONTRACTOR from claims under Workers' Compensation Acts and other

employee benefits acts covering all of CONTRACTOR's employees engaged in performing the work under this Contract; and from claims for damages because of bodily injury, including death and damages to property, all with coverage limits satisfactory to METRO. Liability insurance shall have minimum coverage limits of at least the dollar amounts listed in ORS 30.270. Additional coverage may be required in the Scope of Work attached hereto. This insurance must cover CONTRACTOR's operations under this Contract, whether such operations be by CONTRACTOR or by any subcontractor or anyone directly or indirectly employed by either of them. CONTRACTOR shall immediately increase the amounts of liability insurance required to reflect any changes in Oregon Law so that the insurance provided shall cover, at a minimum, the maximum liability limits under the Oregon Tort Claims Act.

If required in the Scope of Work attached hereto, CONTRACTOR shall provide METRO with a certificate of insurance complying with this article and naming METRO as an insured within fifteen (15) days of execution of this Contract or twenty-four (24) hours before services under this Contract commence, whichever date is earlier.

CONTRACTOR shall not be required to provide the liability insurance described in this Article if an express exclusion relieving CONTRACTOR of this requirement is contained in the Scope of Work.



## ARTICLE VII

### PUBLIC CONTRACTS

All applicable provisions of ORS chapters 187 and 279, and all other terms and conditions necessary to be inserted into public contracts in the State of Oregon, are hereby incorporated as if such provision were a part of this Agreement, including, but not limited to, ORS 279.310 to 279.320. Specifically, it is a condition of this contract that Contractor and all employers working under this Agreement are subject employers that will comply with this agreement.

## ARTICLE VIII

### ATTORNEY'S FEES

In the event of any litigation concerning this Contract, the prevailing party shall be entitled to reasonable attorney's fees and court costs, including fees and costs on appeal to any appellate courts.

## ARTICLE IX

### QUALITY OF GOODS AND SERVICES

Unless otherwise specified, all materials shall be new and both workmanship and materials shall be of the highest quality. All workers and subcontractors shall be skilled in their trades. CONTRACTOR guarantees all work against defects in material or workmanship for a period of one (1) year from the date of acceptance or final payment by METRO, whichever is later. All guarantees and warranties of goods furnished to CONTRACTOR or

subcontractors by any manufacturer or supplier shall be deemed to run to the benefit of METRO.

#### ARTICLE X

##### OWNERSHIP OF DOCUMENTS

All documents of any nature including, but not limited to, reports, drawings, works of art and photographs, produced by CONTRACTOR pursuant to this agreement are the property of METRO and it is agreed by the parties hereto that such documents are works made for hire. CONTRACTOR does hereby convey, transfer and grant to METRO all rights of reproduction and the copyright to all such documents.

#### ARTICLE XI

##### SUBCONTRACTORS; DISADVANTAGED BUSINESS PROGRAM

CONTRACTOR shall contact METRO prior to negotiating any subcontracts and CONTRACTOR shall obtain approval from METRO before entering into any subcontracts for the performance of any of the services and/or supply of any of the goods covered by this Contract.

METRO reserves the right to reasonably reject any subcontractor or supplier and no increase in the CONTRACTOR's compensation shall result thereby. All subcontracts related to this Contract shall include the terms and conditions of this agreement. CONTRACTOR shall be fully responsible for all of its subcontractors as provided in Article IV.

If required in the Scope of Work, CONTRACTOR agrees to make a good faith effort, as that term is defined in METRO's Disadvantaged Business Program (Section 2.04.160 of the Metro Code) to reach the goals of subcontracting \_\_\_\_\_ percent of the contract amount to Disadvantaged Business Enterprise and \_\_\_\_\_ percent of the contract amount to Women-Owned Business Enterprise. METRO reserves the right, at all times during the period of this agreement, to monitor compliance with the terms of this paragraph and METRO's Disadvantaged Business Program.

## ARTICLE XII

### RIGHT TO WITHHOLD PAYMENTS

METRO shall have the right to withhold from payments due CONTRACTOR such sums as necessary, in METRO's sole opinion, to protect METRO against any loss, damage or claim which may result from CONTRACTOR's performance or failure to perform under this agreement or the failure of CONTRACTOR to make proper payment to any suppliers or subcontractors.

If a liquidated damages provision is contained in the Scope of Work and if CONTRACTOR has, in METRO's opinion, violated that provision, METRO shall have the right to withhold from payments due CONTRACTOR such sums as shall satisfy that provision. All sums withheld by METRO under this Article shall become the property of METRO and CONTRACTOR shall have no right to such sums to the extent that CONTRACTOR has breached this Contract.

## ARTICLE XIII

### SAFETY

If services of any nature are to be performed pursuant to this agreement, CONTRACTOR shall take all necessary precautions for the safety of employees and others in the vicinity of the services being performed and shall comply with all applicable provisions of federal, state and local safety laws and building codes, including the acquisition of any required permits.

## ARTICLE XIV

### INTEGRATION OF CONTRACT DOCUMENTS

All of the provisions of any bidding documents including, but not limited to, the Advertisement for Bids, General and Special Instructions to Bidders, Proposal, Scope of Work, and Specifications which were utilized in conjunction with the bidding of this Contract are hereby expressly incorporated by reference. Otherwise, this Contract represents the entire and integrated agreement between METRO and CONTRACTOR and supersedes all prior negotiations, representations or agreements, either written or oral. This Contract may be amended only by written instrument signed by both METRO and CONTRACTOR. The law of the state of Oregon shall govern the construction and interpretation of this Contract.

ARTICLE XV

ASSIGNMENT

CONTRACTOR shall not assign any rights or obligations under or arising from this Contract without prior written consent from METRO.

HALSTEAD'S ARBORICULTURAL  
CONSULTANTS, INC.

METROPOLITAN SERVICE DISTRICT

By: \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT B

SCOPE OF WORK

## I. GENERAL

1. Contractor shall broom clean all work areas and road ways, remove debris as needed, and in no event less frequently than once per day.
2. Contractor shall provide and maintain safety barriers as needed to protect visitors, Zoo employees, Contractors employees and materials at all times.
3. Tools and materials must be kept out of the reach of Zoo employees and visitors.
4. Staging of materials shall not impede access to parking areas or to buildings.
5. Contractors' employees must park in designated areas. Vehicles may be brought to the job site to unload materials and tools, but then must be removed to designated parking areas.
6. Contractor shall access the site from Gate "A" which is located just west of the main Zoo entrance.
7. Insurance Requirements
  1. The contractor shall purchase and maintain at the contractor's expense, the following types of insurance covering the contractor, its employees and agents.
    - A. Broad form comprehensive general liability insurance covering personal injury, property damage, and bodily injury with automatic coverage for premises and operations and product liability. The policy must be endorsed with contractual liability coverage.
    - B. Automobile bodily injury and property damage liability insurance.

Insurance coverage shall be a minimum of \$500,000 per occurrence. If coverage is written with an annual aggregate limit, the aggregate limit shall not be less than \$1,000,000.

METRO, its councilors, departments, employees, and agents shall be named as an ADDITIONAL INSURED. Notice of any material change or policy cancellation shall be provided to METRO thirty (30) days prior to the change.

8. Warranty Requirements

Contractor and all subcontractors shall provide at least a one-year written warranty on all materials and workmanship. Where any manufacturer of any component of the project provides a warranty of a longer period, the longer period shall be recognized for that component. Furnish two copies of all warranties bound neatly into a folder or loose-leaf binder, clearly labeled with the name of the project. The project shall not be considered complete until this documentation is received and approved by the Zoo.

9. As-Built Documents

Contractor shall furnish one reproducible copy of all as-built information, clearly showing the location and extent of variation from the design documents for any aspect of the project. The project shall not be considered complete until this documentation is received and approved by the Zoo.

II. TERMS OF PAYMENT

1. The maximum payable under this contract is \$18,000.00 (Eighteen Thousand and No/100th Dollars)
2. The Contractor may render monthly progress billings on the form provided to:  
Metro  
Accounts Payable  
Accounting Division of Finance and Management Information  
2000 SW First Avenue  
Portland, Oregon 97201-5398  
  
Forward a copy of the invoice to:  
Metro Washington Park Zoo  
Design Services Division  
4001 SW Canyon Road  
Portland, Oregon 97221  
  
Attn: Buck Miller - Project Coordinator
3. Contractor shall receive payment of approved invoices within thirty (30) days.

III. PLANTING

- A. Furnish and install six (6) Douglas Fir trees is Elk Meadow. The trees shall be:
  1. 40-50 feet tall
  2. Have a canopy approximately 16' in diameter at 8' above the ground.

3. Have a trunk diameter of approximately 18"
4. Be dug up, balled, burlapped, transported to the site, and planted at the Washington Park Zoo in locations as directed by Zoo Project Manager.
5. Contractor shall use all care and diligence usually associated with the handling and planting of such mature trees.

B. The work shall include:

1. Excavation of the trees from their present location
2. Restoration of the original site
3. Handling, loading, and transportation to the Zoo
4. Excavation for planting in Elk Meadow
5. Purchase and installation of soil amendments as required
6. Restoration of the new site
7. Removal from the site and legal disposal of all surplus materials



Meeting Date: December 10, 1992  
Agenda Item No. 7.2

RESOLUTION NO. 92-1717

## REGIONAL FACILITIES COMMITTEE REPORT

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RESOLUTION NO. 92-1717, ADOPTING THE METRO WASHINGTON PARK ZOO'S  
"A GREAT ZOO - FRAMEWORK FOR THE FUTURE"

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Date: November 30, 1992                      Presented by: Councilor McFarland

**COMMITTEE RECOMMENDATION:** At its November 10, 1992 meeting the Regional Facilities Committee voted unanimously to recommend Council adoption of the Metro Washington Park Zoo's 25-year plan, "A Great Zoo - Framework for the Future," and directed staff to prepare a resolution adopting the plan, for Council consideration. All committee members were present and voting.

**COMMITTEE DISCUSSION/ISSUES:** Zoo Director Sherry Sheng discussed the elements of the plan at three Regional Facilities Committee meetings, on August 25, September 22, and November 10, 1992. The first briefing focused on the process used to develop the plan and the ideas to guide Zoo operations that the plan contains. The second briefing focused on the physical modifications and capital improvements to the Zoo that constitute the plan's vision of what the physical layout of the Zoo could become.

At the third meeting, on November 10, Ms. Sheng presented the plan document to the committee. She said the approach to this plan was different from past Zoo Master Plans in that it is smaller, and focused more on concepts rather than specific elements. It is to be used as a philosophical document intended to guide policy and program development over the long term; other, short-term plans will continue to guide operational and budget policies. Ms. Sheng added that many of the elements of the plan have already been put in place, in order to test whether they actually work.

The theme of the plan is geared around the concept of "A Great Zoo," rather than the biggest or most profitable. The goal is to achieve what is set out in the plan, in order to become a great zoo. For that reason, most of the plan's components should not be controversial: taken together, they establish a philosophy which is to serve as a benchmark for the zoo, and which can be used as a yardstick against which to measure performance. Ms. Sheng discussed the issue of cost - what will it cost to implement the plan? She said there are two ways to look at that question. First, the zoo will continue to operate, to open its doors to some one million people per year, and to pay its expenses. Given that premise, the plan addresses how the zoo will direct its resources in a slightly different way and train its staff to appreciate their role with zoo visitors in a different light. In this way, the plan will not lead to increased costs. Second, the physical improvements, organized into five phases, do have financial costs associated with them. Those improvements total some \$100 million. Ms. Sheng said she hoped to raise private dollars to build small portions of each new exhibit, rather than ask the voters to approve a large project all at once. In this way, the thought is that

interest will be sustained among the public because there will continue to be new attractions. In the meantime, fund raising for the large portions of the new exhibits will continue. She discussed specific plans for adding elk meadow, cougar, and black bear exhibits, with one coming each year for three years. These will form the first pieces of the Oregon exhibit. She said this would result in increases in both revenues and operating expenses.

Councilor Gronke asked what those operating costs would be. Ms. Sheng said annual operating costs for the entire \$16 million Oregon exhibit would be some \$228,000; operating costs for the smaller incremental pieces would be much smaller. She added that the zoo plans to apply for outside operational support from the federal government and private foundations. Work has also begun to increase capital funding from the corporate sector, to include funds for the Oregon exhibit. She cautioned, however, that obtaining private funding is difficult because the zoo receives tax revenue. Zoo staff is working with the Friends of the Zoo on a study to determine the feasibility of obtaining major capital contributions from the private sector.

Councilor McLain asked when the study would be done. Ms. Sheng said it is scheduled for next spring. She added that Zoo staff is working with the Friends on a five-year plan for fund-raising for capital and operating money. Councilor McLain asked whether Zoo planning was being coordinated with other potential projects, such as the End of the Oregon Trail. Ms. Sheng said the Zoo fund-raising efforts take into account other programs and projects, to see where Zoo projects fit in with donors' priorities.

Councilor Collier discussed projects and programs that had either recently failed to receive voter approval for funding or had not yet gone before the voters. She said there are many worthwhile programs that still need public funding, and encouraged Zoo staff to coordinate their efforts with the Facilities Funding Task Force that is preparing a proposal for funding regional cultural facilities and programs. Councilor McLain agreed with Councilor Collier. Ms. Sheng said the funding issue will take a long time to work out, and until that is decided, the Zoo needs to continue its entrepreneurial efforts in order to upgrade its facilities and keep attendance up.

Councilor McLain discussed the 25-year plan in general, saying she agreed that there is not much in it that would be controversial but that it does not give guidance in terms of fiscal priorities or projected costs. She asked Ms. Sheng where one could determine what those fiscal priorities are. Ms. Sheng replied that she resisted putting those numbers and priorities in the long-term plan because those priorities can change; they are reviewed and adjusted regularly through budgets and five-year financial plans. She reiterated that the 25-year plan is mostly a philosophical document that lays out goals, but which does not commit the Council to funding any specific programs or projects. Individual policy and program decisions in the future should be judged against the master

plan to see how and to what extent they conform with the plan. Councilor McLain encouraged Ms. Sheng to include in the plan document a listing of the projected costs for each of the five phases of capital improvements the plan discusses.

Councilor McFarland said she thinks the plan is consistent with the direction Zoo staff was given when it first embarked on preparing it. She said the cost considerations will come before the Council when they are actually proposed. Council adoption of the plan will not interfere with Council's ability to review and amend, if necessary, any of the budget-related items that will subsequently be proposed. She pointed out the difficulty in making accurate financial projections, citing as an example the effects of Ballot Measure 5 on Zoo revenues. Passage of the property tax limitation was not anticipated when the Council originally approved master plan funding. She said the plan was not intended to be a budget document, and it does contain much valuable information on how the Zoo is to be run. She moved that the committee approve the plan and direct staff to prepare a resolution for Council consideration which would adopt the plan.

The final version of the plan which is before the Council for consideration includes a breakdown of costs for each of the proposed five phases of capital improvements, as Councilor McLain requested. It also includes a copy of the Zoo's brochure which discusses the capital improvement plan. Finally, the resolution contains a statement in the Be It Resolved section which clarifies that "adoption of the plan does not obligate the Council to fund any portion of the plan."

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF ADOPTING THE	)	RESOLUTION NO. 92-1717
METRO WASHINGTON PARK ZOO'S "A	)	
GREAT ZOO - FRAMEWORK FOR THE	)	Introduced by the
FUTURE"	)	Executive Officer

WHEREAS, the Metro Washington Park Zoo is the state's top paid attraction, and continued success of the zoo depends on clear policy and programmatic directions for the future; and

WHEREAS, members of the Metro Council devoted time to participate in a planning process with Metro Executive staff, community representatives, Friends of the Zoo, and zoo staff which developed future directions for the zoo; and

WHEREAS, members of the Regional Facilities Committee have reviewed recommendations put forth by those involved in the planning process in 1991 and 1992; and

WHEREAS, the Regional Facilities Committee on 10 November 1992 approved the proposed document, "A Great Zoo - Framework for the Future", to provide a philosophical framework to guide the zoo staff in their current and future programs and projects;

WHEREAS, total estimated cost of implementing the five phases of Zoo Capital expansion outlined in the plan is \$100 million; now, therefore

BE IT RESOLVED,

That the Council of the Metropolitan Service District adopt the document "A Great Zoo - Framework for the Future" and its companion publication "Caring Now for the Future of Life - Master Plan, Metro Washington Park Zoo" to guide zoo operations and facility improvement. Adoption of the plan does not obligate the Council to fund any portion of the plan; allocation of funds will require separate reviews and actions by this Council.

ADOPTED by the Council of the Metropolitan Service District  
this \_\_\_\_\_ day of \_\_\_\_\_, 1992.

Jim Gardner, Presiding Officer

1717.res  
November 12, 1992

METRO WASHINGTON PARK ZOO

# A great zoo

Framework for the Future



METRO WASHINGTON PARK ZOO  
TWENTY-FIVE YEAR PLAN

# Being vs. doing

## A philosophical framework

All “master plans” are about getting bigger and better. Most define the future with highly-detailed descriptions about new programs and capital projects. By the time such plans are two or three years old, however, they are often collecting dust on a bookshelf. What planners often forget is that program plans and building projects must change to reflect changing awareness of our community, increasingly sophisticated expectations of our visitors and new technologies that redefine “state-of-the-art” every day.

By contrast, this plan is more about philosophy than details. It talks less about what we are going to “do”, and more about how we are going to “be.” It talks not just about “how” we are going to get bigger and better, but what “bigger and better” means. It first shares our vision of what “being a great zoo” is all about and then articulates the first steps from where we are to where we want to be.

This plan is a definition of the framework within which we will make decisions about programs and projects, not just today, but into the future. As such, it will be fresh and meaningful not just for now, but for years to come.



# A "living" document

## Our process then and now

**T**his plan is the result of a three-step process. Before we started making plans for the future, we felt it necessary to go back to the most basic level and explore the reasons we exist and the urgency that lies behind aspiring to greatness. Thus in 1989, after input from hundreds of visitors, policy makers, supporters and staff, zoo managers retreated for two sessions to clarify our philosophy and beliefs. The result: our vision and values.

The second step, which began in 1990, was a series of workshops with Metro councilors, Friends of the Zoo Board members, zoo staff and many forward-thinking people from the community. We focused our discussions in seven different areas, and each of the groups met over a seven-month period. They helped us outline what being a great zoo entailed and painted, in broad brush strokes, a picture of our future.

The next step was to figure out how we were going to get from where we were to where we wanted to be. Zoo managers took the material from the workshops back to discussions with their staffs. The results of their discussions make up the majority of this document.

This plan is a living document. It will continue to guide all our work, from quarterly work plans, annual budget proposals, to five-year programs and financial plans.

# Our vision and values

**C**ARING NOW FOR THE FUTURE OF LIFE is the zoo's vision and driving force for the 25-Year Plan. Inspired by a series of surveys and intense discussions in 1989, this vision and eight accompanying values articulate our reason for being and remind us daily of our responsibilities, capabilities and opportunities.

**ANIMALS CONNECT PEOPLE TO THE WHOLE OF LIFE** The zoo is the only place most people will see an endangered species. Looking at a Siberian tiger takes on new meaning when the observer realizes the few hundred left in the wild will be gone by the turn of the century. As ambassadors for their wild counterparts our animals help visitors understand and appreciate the broader issues of how animals and humans can survive together.

**THE ROOTS OF MEANINGFUL ACTION ARE CARING RELATIONSHIPS** If we can get people to care about animals and their plight in the wild, we can inspire personal action that will help solve the world's problems. Dividends come from other kinds of relationships fostered at the zoo, as well. Meaningful action comes when staff and volunteers care about visitors, when management

cares about staff and when the zoo cares about the community at large. In addition, we recognize the zoo as a setting where families relate to one another and strengthen their bonds. We strive to encourage this interaction through our facilities and programs.

**EVERY PERSON MAKES A DIFFERENCE IN THE QUALITY OF LIFE**

Our message is one of hope rather than despair. Our policies and programs reflect our belief that individual actions by our visitors, staff and volunteers will collectively make a big difference.

**THE FUTURE DEPENDS ON OUR REVERENCE FOR LIFE**

Reverence for nature sometimes seems a lost value in our society of urban and suburban dwellers. Children are insulated from the natural world and their impact upon it. The zoo

must go beyond offering biological facts. We must reach not only our visitor's minds, but also their hearts. The future of life depends on it.

**DIVERSITY IS ESSENTIAL TO THE BALANCE OF LIFE** We value and promote diversity in everything we do. This applies to biodiversity in the global setting, the diverse opinions and viewpoints represented in our decision making, and the zoo's endeavors to serve people of all ages, physical abilities, ethnic and cultural backgrounds, and those with varying levels of knowledge and interest.

**WE MEET LIFE'S CHALLENGES THROUGH DISCOVERY, EXPLORATION AND SHARING** We have challenges in carrying out our mission. We need to make sure that we are seeing the big picture, exploring new options and technologies and sharing knowledge with others. We also know that our visitors will internalize our message best through their

own exploration and discovery. We are challenged to find new ways of communicating our message and sharing our enthusiasm and reverence for nature.

**FUN IS BASIC** In spite of the seriousness of our mission, we can't lose sight of one of the main reasons people come to the zoo. If our visitors have fun, they will come again and again. If we can make learning fun, people learn more. Fun sustains the energy and enthusiasm of our staff and volunteers. Our enthusiasm is then contagious, infecting visitors and our community.

**WE LIVE OUR VALUES** Our declared values are more than words. When you come to the zoo, you will see them in action – not just in signs and education programs, but in our extensive in-house recycling program and other business practices, our animal selection and policies, and the way we treat our visitors and staff.

# Our definition of “a great zoo”

**W**e aspire to be a zoo

that...

- Carries a clear and urgent conservation message to visitors and the community
- Plays a leadership role in global conservation through breeding, planning and research
- Delights visitors aesthetically, intellectually and spiritually
- Touches millions of people and reaches out to diverse audiences
- Listens to and serves the needs of visitors
- Provides the very best care for its animals
- Sets a sterling example in “earth friendly” operations
- Capitalizes on the passion and energy of staff and volunteers
- Is a major contributor to the livability and economy of the community.
- Is enthusiastically supported by the community

# A great ZOO

carries a clear and urgent  
conservation message to visitors  
and the community

The world's human population has doubled since 1950, and another 50% increase is expected in the next 25 years.

Most of the population growth, and the most direct pressure on animal habitats, is from developing countries. However, the less direct, but greater source of pressure, is from countries like the U.S. We have only 5% of the world's population, but consume 30 to 60% of the world's resources.

As the largest environmental education organization in the state, we share our knowledge about conservation with millions of people. Animals from fragile environments such as rainforests and frozen tundras are displayed and talked about, as are the connections between human activities and the demise of habitats. By helping others to learn about and take action in activities like recycling, energy conservation and backyard "naturescaping," we encourage personal responsibility and actions for helping to save animals from extinction.

Our current on-grounds education programs include stage presentations — such as our Birds of Prey Show, interactive signs and opportunities for visitors to talk with volunteers and staff. During the busy months, Kongo Rangers discuss West African culture and rainforest ecology, keepers give informal talks and feeding demonstrations and volunteers staff "Animal Talk" stations.

For those who want to learn even more, we offer a full schedule of weekend and summer activities for children,

adults, families and organized groups. "Zoo Experiences," overnight "ZooZnoozes," tours of natural areas and lectures by visiting field researchers are all part of our ongoing commitment to sharing our knowledge.

**Greatness in conservation education programs means...**

- Choosing animal species that offer the best possibilities for educating visitors
- The zoo's vision and values are shared through a variety of quality, entertaining experiences
- Visitors are stimulated, inspired and empowered toward personal action
- Visitors learn about animals, the ecosystems they inhabit, and the indigenous cultures of their human neighbors
- We offer opportunities to learn about rarely seen Northwest animals
- The zoo is a laboratory for teachers, students, scientists and visitors
- We present the opportunity for a close, personal and real experience with wildlife not available elsewhere in the metropolitan area

Number of endangered or threatened animal species in Oregon: 22

Number of endangered or threatened marine species off Oregon's coast: 11

Number of endangered or threatened species in the United States: more than 700

Projected number of endangered species in world: 5000

Projected number of extinct species in the world by the year 2015: 1 million

Frequency of extinction: one species every 15 minutes

**Taking greatness in conservation education to the next level means...**

- Simulate world travel — the experience of cultures and ecosystems
- Designing programs that are relevant to the vision and values, promote positive personal action, and are the best use of our resources
- Using new technology, living history interpretation and other innovative techniques

- Partnering with other education and environmental organizations to maximize resources and reach larger and more diverse audiences

**In one year:**

1,100,00 people visit the zoo  
200,000 people attend zoo events  
64,000 students attend zoo assembly programs  
84,000 students visit the zoo with their class  
138,000 people watch the on-site Birds of Prey show  
4,000 people a year participated in zoo classes

**The first steps...**

- Re-shape animal collection to re-shape learning
- Increase on-grounds living history programs (which use live actors to interpret cultures)
- Increase education activities during zoo events
- Develop new programs, including an on-site tour program and an after-school program
- Work with schools on using the zoo as a resource for science education and train teachers to help us teach, both in schools and in the zoo
- Develop a Zoo School in partnership with the Portland Public Schools
- Produce videos for use in the zoo and in schools
- Develop new partnerships with organizations sharing our commitment to environmental education
- Update interpretive presentations at the Alaska Tundra

# A great zoo takes a leadership role in global conservation through breeding and research

**O**ur zoo is currently the leading zoo in the world in breeding the endangered Asian elephant. The history of our involvement spans 30 years, and includes being home to the first Asian elephant born in a zoo in the Western Hemisphere, pioneering work in safely housing and maintaining the more dangerous males, clocking the female estrus cycle and work in pheromone research. We also participate in cooperative breeding programs for ten other endangered species, and have significant leadership roles in national and/or global efforts to save seven of these species.

Our conservation research program, which utilizes university students and professors, is a model for other zoos. Information gained through our research helps us understand the animals' needs for physical, mental and reproductive well-being. This information is shared with other zoos as well as with organizations managing wild populations.



### Greatness in global species conservation means...

- Stepping beyond our boundaries by cooperating with other zoos and organizations in planning for the future of animals in zoos and in the wild
- Participating and providing leadership in national and global management plans for endangered species such as Species Survival Plans (SSPs), and Taxon Advisory Groups (TAGs)
- Increasing the number of endangered and threatened species we maintain and breed
- Continuing to conduct research which contributes to the knowledge base of all institutions

#### *Our role in global conservation*

Some people think zoo animals would be better off in the wild. The sad news is that for Siberian tigers, orangutans and many other animals, the wild is all but gone.

While other conservation organizations save habitat and conduct research in foreign countries, the role of zoos is to save enough individuals of each species to maintain adequate gene pools and viable populations. Our hope is that someday, if habitats can be acquired or re-established, the descendents of our animals can be released to re-populate or re-vitalize the wild.

### Taking our species conservation efforts to the next level means...

- Supporting global efforts which advance conservation of endangered animals in our collection
- Expanding our leadership role in at least two additional SSPs, two studbooks and one TAG
- Taking a leadership role in developing the science of animal husbandry
- Developing laboratory facilities which will allow us to use new technologies and achieve breakthroughs in reproductive research
- Using the zoo as a place to study and breed endangered Oregon animals
- Developing off-exhibit facilities so we will have more space to house endangered animals

### The first steps...

- Build the Center for Species Survival (CSS) to breed and study endangered animals off exhibit
- Establish research links with South East Asian countries to facilitate elephant artificial insemination work
- Continue to publish North American studbooks for Asian elephants and mountain zebras and expand the scope of the François langur studbook from North American to international. Increase participation in SSPs and studbooks by one
- Continue to use research findings to improve husbandry, increase breeding and add to the global knowledge base on rare animals
- Upgrade training of keepers so they are more knowledgeable in animal behavior and can better facilitate research and artificial insemination procedures with minimal stress to animals
- As natural attrition occurs in the animal collection, replace currently exhibited species with those that would be more likely to benefit from zoo-based breeding programs

#### *Endangered species at the Metro Washington Park Zoo:*

African slender-snouted crocodile  
Andean condor  
Asian elephant  
Asiatic black bear  
Black rhinoceros  
Chimpanzee  
Diana monkey  
Hanuman's langur  
Humboldt penguin  
L'Hoest's monkey  
Grey wolf  
Jaguar  
Malayan sun bear  
Mandrill  
Orangutan  
Red-ruffed lemur  
Ring-tailed lemur  
Siamang  
Siberian tiger  
Snow leopard  
Spectacled bear  
White-cheeked gibbon

# A great zoo

delights visitors aesthetically,  
intellectually and spiritually

With every exhibit we build, we learn more about how to create realistic and memorable experiences for our visitors. Our newest exhibits transport visitors to the wild places where animals live and let them experience the sights, sounds, and even the smells of a foreign place.

In the course of a few hundred steps, you can find yourself in the middle of the Alaska Tundra, the heart of Oregon's Cascade Mountains and the swamps of the West African rain forest.

In addition to encountering the animals that live there, you will see the plants and perhaps even the people. In our newest exhibit, the Africa Rain Forest, you also learn about conservation issues facing that ecosystem and how the choices you make as a consumer have an impact.

Between exhibits, you can relax, enjoy beautiful gardens and sculptures, and delight in being outdoors in a beautiful setting.

The new zoo entrance will be centered on the parking lot, across from the new west-side light rail exhibit. The architects describe it as "a reflection of the state's majestic scenery . . . with forest-green glass, brilliant-colored totems and tall rock walls with cascading waterfalls."

**Greatness in visitor experience means...**

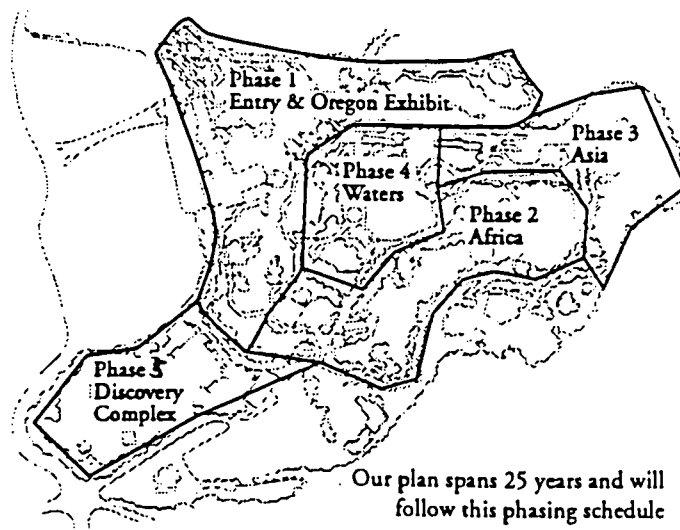
- Exhibits transport people out of Oregon and into foreign places and ecosystems
- Visitors are intrigued with our active and social animals and want to learn more about them
- Visitors can easily find their way around the zoo
- Physical comfort, safety and access is assured for all visitors
- The plant collection enhances the visitor experience aesthetically and educationally
- Facilities and grounds are well maintained

**Taking visitor experience to the next level means...**

- Developing five zones of exhibits — Oregon, Waters, Asia, Africa, The Discovery Complex
- Developing a circular path that links all major exhibits
- Emphasizing “flagship species” (large, active, popular animals) as anchors for exhibit
- Further developing our environmental enrichment program to increase animal activity and well-being
- Each major zone of the zoo will offer opportunities for close-up viewing and petting of small animals (i.e. the new pygmy goat exhibit in the Africa exhibit)
- Using underwater viewing and new technology to allow visitors to be closer to animals
- Developing the plant collection to enhance the natural look of the zoo, create simulated environments in new exhibits, and provide educational opportunities
- Use a preventative maintenance program in caring for grounds and buildings

### The first steps...

- Build an Oregon Exhibit that displays animals from the coast, desert, mountains, rivers and wetlands. Phase I includes elk, cougars and American black bears
- Remodel the outside elephant viewing area
- Design and begin construction of a new zoo entry, convenient to the parking lot and light rail stop
- Improve the train ride with plantings, new sound systems and track renovations
- Form a tree-lined boulevard along the central walkway
- Install new signs to direct visitors to exhibits
- Plant and sign demonstration gardens that show homeowners how to provide habitat for wildlife around their homes
- Improve access to exhibits for visitors in wheelchairs and strollers and others who are physically challenged
- Set up a preventative maintenance program for buildings and vehicles



# A great ZOO touches millions of people and reaches out to diverse audiences . . .

**W**e can't be all things to all people, but we can try! The best way to carry our vision into our diverse community is by reaching people on many different fronts.

People who might not otherwise come to the zoo are attracted by our legendary summer concerts and catered events such as company picnics. Our haunted train runs in October. In December, the zoo is filled with holiday lights. We have summer camps, weekend classes, and sleep-overs.

We attract visitors with our beautiful gardens and noteworthy sculpture. Our banquet room has attracted everything from weddings to business seminars. Our highly-trained 800+ volunteer corps offers people of all ages opportunities to get more involved.

We invite business participation through promotional partnerships. We help the education community by offering materials and special training for teachers. We work with environmental organizations and government agencies. For our special events, we form partnerships with everyone from model train and gardening clubs to the state's motion picture and nursery industries.

If people can't visit us, we find them where they are. Our Speakers Bureau goes out to community organizations. Our

#### *Our demographics* Ages:

##### Children

1-3: 46%

4-6: 32%

7-10: 19%

11+: 12%

##### Adults

18-29: 33%

30-44: 67%

45-54: 16%

55-64: 10%

65+: 8%

#### Where they're from:

Metropolitan Portland:

52%

Elsewhere in Oregon:

16%

Out of state: 32%

57.5% of local residents have visited the zoo at least once in the past year and 15% have visited more than three times.

Zoo Outpost visits shopping malls and community events. Look for our calliope in local parades. Our volunteer ZooGuides take our message to schools, nursing homes and hospitals. Our Birds of Prey program offers assembly programs in area schools.

### **Greatness in reaching out to the public means...**

- Everyone in the region is touched by the zoo
- We serve a wide spectrum of people of varying income levels, races, ages and interests
- Metro area residents feel ownership and pride in the zoo
- There are many opportunities for participation beyond visiting the zoo
- Increasing attendance to 1.5 million over the next ten years

A small sampling of the diverse groups that have worked with the zoo on projects and events:

Oregon Department of Fish and Wildlife  
Portland Public Schools  
The Bamboo Society  
Al Kader Temple (Shriners)  
The Tualatin Valley Model Railway Club  
Oregon Landscape Contractors Association  
Local churches  
The Harley Davidson Club  
Girl Scouts of America  
Audubon Society of Portland

### **Taking public outreach to the next level means...**

- A strategic plan guides all marketing activities and maximizes the impact of zoo programs, exhibits and events
- Developing and promoting events to attract new and diverse audiences
- Aggressively marketing catered events and block tickets to corporations, conventions and other groups
- Promoting new exhibits to stimulate attendance
- Using marketing research to focus and evaluate promotional strategies
- Multiplying our outreach resources by developing mutually beneficial promotions with local companies

- Developing promotional strategies to reach under-served audiences
- Promoting our accessibility to visitors with physical challenges

#### **The first steps...**

- Triple our bookings of catered events and blocks of tickets
- Partner with the state's horticultural industry to produce ZooBloom, a new three-week spring floral event
- Increase attendance by enlarging and improving ZooLights and ZooBoo to excite and further promote attendance
- Promote the new west-side light rail as a way to come to the zoo
- Develop scholarships for underserved audiences for our fee-based programs
- Work with social service agencies to design ways of reaching the financially disadvantaged
- Produce self-guided tour brochures and audio tapes for visitors with physical challenges
- Update our marketing plan to guide media relations, advertising and promotions
- Refine and evaluate our outreach programs



# A great ZOO listens to and serves the needs of visitors

**A**nimals and people.

They are the reason we exist. To share our knowledge of and communicate our message about animals and conservation is our prime concern.

In order to do that in the best way possible, we have to know and understand our visitors — their likes and dislikes, what they want to learn, and their current knowledge levels and interests.

For many years we have used gate surveys to find out the preferences of our visitors. In the past year we have begun exploring new methods of seeking more in-depth visitor input into everything from animal selection to signs, to food menus.

We want our visitors to know we care about them and are committed to serving them. In return, we want them to take ownership in and care for their zoo. We need their participation in our important mission and our future.

*What our visitors tell us on surveys:*

The Africa Rain Forest is their favorite exhibit, followed by the monkeys and bears exhibits.

93% said their visit was enjoyable

73% were satisfied with the quality of the food

5% think the food is too expensive

5% don't like the smell in the penguinarium

2% are disappointed because we don't have kangaroos

63% like the idea of after-school programs

95% think we do a good job of keeping the grounds clean and well-maintained

### **Greatness in serving visitors means...**

- Visitors are treated with the great care and respect that embodies our vision and values
- Each visitor has a memorable experience that offers emotional and intellectual fulfillment
- Physical comfort, safety and access is assured for all visitors
- Visitors have input into new exhibits and programs and assist with evaluation of existing exhibits

### **Taking visitor service to the next level means...**

- Involving visitors in the design of new exhibits through front-end and formative evaluation techniques
- Using structured techniques to evaluate visitor's reactions to new facilities, programs and signs
- Designing new facilities and renovating existing facilities to maximize access for visitors, regardless of their physical abilities
- Exceed accessibility standards mandated by the American Disabilities Act (ADA)
- Balancing activity areas with places that are restful and tranquil
- Emphasizing customer service training and delivery in all zoo divisions
- Offering a state-of-the-art security and safety program

### **The first steps...**

- Implement programs and standards in all zoo divisions for improving visitor experience and seeking visitor input
- Develop a community resource panel to assist the zoo in planning
- Offer budget incentives to staff for improving the visitor experience
- Build a new entry to welcome, orient and prepare guests for their visit
- Rely on visitor input to develop the new Oregon Exhibit
- Develop a system for informal group interviews with visitors on a variety of topics
- Modify facilities which do not meet standards set by the American Disabilities Act (ADA)
- Provide on-going training for our safety and security staff

# A GREAT ZOO provides the very best care for its animals

**B**eing in charge of the last individuals of an endangered species is a huge responsibility, and one we have never taken lightly.

*How do you entertain a polar bear or a jaguar?*

In our new environmental enrichment program, keepers and research staff create clever diversions to keep our animals active. Their ideas have included hiding food treats under piles of sticks and logs, placing food on the top of a swinging log that must be climbed, putting seeds in a ball poked with tiny holes and introducing live fish into the animal's swimming pools.

In many cases, little is known about the needs of these animals. In our work, we not only strive to take the best care of our animals, but to add to our base of knowledge. We do this through conducting conservation research and seeking out applicable research results from other sources.

Our keeper staff is perhaps the finest in the country. Our location, reputation and competitive pay scales have helped us attract experienced, educated and well-trained people who are committed to the animals in their care.

On another front, we are pioneering research in "environmental enrichment". This involves seeking ways to encourage a wide range of natural behaviors and keep animals mentally and physically active.

Greatness in animal care means...

- Providing physical and social environments for the animals that contribute to their well being
- Keeping the animals physically fit, mentally alert and in top condition

- Utilizing available technology and knowledge in caring for the animals
- Having a knowledgeable and well-trained animal care staff

#### Taking animal care to a new level means...

- Increasing staff proficiency through training and updating of operational procedures
- Updating facilities to provide optimal care for our animals; adding more space and building off-site facilities
- Choosing animals that will be comfortable in Oregon's climate; planning geographic themes for new exhibits with this in mind
- Acquiring and integrating new knowledge of animal care in daily operations and facility design
- Providing training opportunities for colleagues in other countries
- Continuing to pioneer work in environmental enrichment for animals

#### *One day's diet for one female Asian Elephant*

- 1 100 lb. bale of timothy hay
- 20-80 pounds of lettuce, carrots and other produce
- 1 gallon rolled oats
- 1.5 gallons of specially formulated pellet feed
- 30-50 gallons of water
- various vitamin and mineral supplements
- 1/2 case of treats (apples, carrots, etc.)

#### The first steps...

- Expand our environmental enrichment program to include more animal areas and using more creative techniques
- Update our keeper training programs and written husbandry manuals
- Remodel elephant indoor holding area and outdoor front yard
- Remodel the animal hospital and quarantine facility
- Increase the veterinary, curatorial and research staffs

# A great EOC sets a sterling example in "earth friendly" operations

**I**f we are to teach conservation to millions, we must first make sure we are following our own advice. We live by the words "reduce, re-use, recycle."

Three years ago, we conducted an environmental audit of all our operations. Since then, many positive changes have occurred. That we recycle every scrap of paper is a given. We also recycle everything from the plastic flatware to wires on hay bales and darkroom chemicals.

An energy audit revealed where we could save in heating and electrical use, and as a result, we instituted a variety of energy-saving measures. We also instituted water conservation measures, began making stipulations in contracts — such as accepting only American-grown beef and recycled paper plates and towels — and sought out the least toxic products for buildings and grounds maintenance.

Representatives from every zoo division make up a task force that continually looks for new ways to improve.

To make sure the example we are setting is noticed, we use signs on the grounds to tell our visitors what we are doing, and why, in an effort to inspire them to do the same.

When we say we reduce, re-use and recycle everything possible — we mean it! Just think of the "waste" more than 650 animals can leave behind. Our 13 elephants produce a truckload of manure a day! We aren't daunted — we use their "ZooDoo" to fertilize and mulch our flower beds, and sell the rest to local gardeners.

### Greatness in "earth friendly" operations means...

- Involving our entire staff in looking for and implementing further ways to reduce, re-use and recycle
- Continuing our search for the most environmentally safe products
- Using new technology and products to save energy

What do you do with thousands of strips of baling wire? Hundreds of plastic ice cream buckets? Empty Monkey Chow bags? Recycling at the zoo is an adventure, and everyone participates. Even the animals get in the act. We use newspapers to line small animal enclosures, sort animal food into used, but washable, plastic bags and give our orangutans used cardboard boxes for toys.

### Taking "earth friendly" operations to the next level means...

- Implementing more energy and water saving measures
- Purchasing energy efficient appliances and vehicles
- Using energy efficiency as a major criterium in design of new buildings
- Encouraging our suppliers and contractors to support us in these efforts

### The first steps...

- Replace all lights with energy-saving bulbs; place lights and other electrically-run units on timers so they shut off after zoo hours
- Filter and re-use water in appropriate animal areas, and conserve water through more efficient gardening methods
- Upgrade insulation in buildings
- Replace mechanical equipment as necessary with equipment that is more energy efficient
- Install a heat recovery system in our feline building
- Establish a turf maintenance program using only organic products
- Recycle building materials from demolition projects
- Increase our use of plastic wood (made from recycled materials) for signs, picnic tables and other structures
- Expand a manure and yard debris composting program and re-use the product on grounds and in Portland area parks
- Produce a new series of signs around the grounds pointing out recycling and energy and water efficiency measures



# A GREAT ZOO

capitalizes on the passion and energy of staff and volunteers

**O**ur greatness comes from the enthusiasm and tireless energy of our staff and volunteers.

The zoo is a very special place that attracts dedicated people, paid or not, who believe in our vision and values and want to play a part in making the zoo a better place for animals and humans.

Our staff is made up of hard working, committed and highly professional individuals. We believe in them, and encourage them to grow and learn continually. Since 1991, dozens of staff members have graduated from a five-session course in leadership training.

The zoo cannot exist without volunteers. From a handful of pioneers in 1972, our program has grown to a corps of 550 adults and 150 youth who regularly donate their time. Another 700 persons a year volunteer less regularly or on a one-time basis.

Volunteers assist with education programs, in animal areas and in administrative offices. They undertake leadership and supervisory roles in planning and coordinating events and programs. The volunteer ranks include writers, artists, carpenters, and computer experts. We even have a volunteer group that lovingly washes and polishes our trains on a weekly basis.

Our volunteers collectively log 74,000 hours a year, the equivalent of 37 additional staff positions. The value of their services is more than a half million dollars a year.

Twelve keepers from our zoo have received national awards from the American Association of Zookeepers.

### **Greatness in leadership means...**

- Treating our staff and volunteers as capable leaders and providing each person with opportunities to contribute and grow professionally
- All staff and volunteers are committed to our vision and values
- We recruit large numbers of volunteers
- Managers are committed to supporting staff and volunteers in the areas of leadership and personal growth
- Volunteers are fully integrated into the zoo "family" and know they are appreciated, personally and professionally

### **Taking greatness in leadership to a new level means...**

- Continuing to train managers to facilitate the leadership of staff and volunteers
- Expanding the number and quality of training programs for volunteers
- Upgrading staff orientation and training programs

### **The first steps...**

- Continue to provide leadership training for key staff
- Expand the ZooTeen and adult volunteer programs
- Continue to increase the number and quality of jobs for volunteers
- Expand the number and quality of training programs for volunteers
- Train all staff to fully use and show appreciation for volunteers
- Start a horticultural volunteer program

A great zoo  
is a major contributor to the  
livability and economy of the  
community

In 1991, the zoo contributed \$30 million to the regional economy. In addition to being the state's number one fee-based attraction, the zoo brings direct benefits to regional businesses. One way is by helping to attract visitors to the region, or at least giving them a reason to stay longer. While in town, visitors contribute to the economy as they dine, shop, attend other attractions and stay overnight. We also help local businesses by providing new avenues to reach their local customers through sponsorship opportunities and co-promotions.

On a more basic level, we simply add to the quality of life in the Metropolitan area. A great zoo, along with great parks, museums and libraries, is another aspect that makes our region attractive to residents and businesses alike. Having a great zoo makes for happier, well-rounded, and better-educated people, which in turn increases the greatness of the community.

The zoo is one of the features that attracts vacationers to come to Portland and causes them to stay in town longer when they come. The zoo draws more than 300,000 visitors from outside the region in a year, and an estimated 20% stay in town overnight. The average expenditure of an overnight visitor is \$90 per day.

The zoo spends \$6 million per year purchasing goods and services in the region and supports the equivalent of 180 full-time employees on its payroll.

### **Greatness in community enrichment means...**

- Becoming a destination attraction
- Benefiting the local economy by attracting visitors to the region and increasing their length of stay
- Entering into partnerships that benefit other businesses, organizations and government agencies
- Serving as a place that celebrates the greatness of our region
- Serving the cultural needs of the community by providing a setting for performing and fine arts
- Incorporate art into all new exhibits

We think arts and animals are a great combination. On the zoo grounds are many animal sculptures by local and nationally known artists. Our fine arts gallery in the primate building has featured the works of local painters, wildlife photographers and illustrators. We have the finest outdoor concert stage in the region and have used it for music, dance, and theater. Our Elephant Museum features paintings by Salvador Dali, an etching by Henry Moore and many other unusual depictions of elephants.

### **Taking the next step in enriching our community means...**

- Developing and promoting new exhibits which attract additional visitors to the region
- Increasing the number of non-resident visitors by 30%
- Developing promotional packages with hotels, shopping centers and other attractions that market to Oregon travelers
- Partnering with local businesses on mutually-beneficial promotional campaigns aimed at local residents
- Forming partnerships with arts and cultural organizations
- Continuing our participation and leadership in community-wide planning for the arts

### **The first steps...**

- Double the amount of advertising aimed at visitors to Oregon
- Tie in the opening of the new Elk Meadow exhibit with state and regional promotion of the Oregon Trail and direct our visitors to places where they can view elk in the wild
- Work with the Portland/Oregon Visitors Association and other businesses and attractions to co-promote Portland to Oregon residents outside the Metro area
- Develop packages for tour operators for ZooBloom and ZooLights
- Look for new opportunities to integrate fine arts into the zoo experience

# A great zoo is enthusiastically supported by the community

**T**o be a great zoo takes more than words on paper or good intentions. It takes money, time and materials which come from the partnerships we form with our community and all its members.

Taxpayers of the Metropolitan Service District have been supportive of the zoo by approving an operating tax base and funding for new exhibits. Hundreds of volunteers support the zoo through a most precious commodity — their time. Our fast growing "Friends of the Zoo" (a private, non-profit entity organized to support the zoo) now numbers 21,000 member households.

Corporations and foundations have been especially generous to the zoo, underwriting special events, funding education and outreach programs, and supporting capital projects. Zoo fund-raising events have brought community support to the zoo in a variety of new ways.

## **Greatness in inspiring community support means...**

- Inspiring the confidence of taxpayers and the elected officials (Metro executive officer and councilors) who oversee our operation

The Metro Washington Park Zoo is more than one hundred years old — the oldest zoo west of the Mississippi. It started as the private animal collection of a local pharmacist, and was taken over by the city of Portland in 1887. In 1976, its governance was transferred to the Metropolitan Service District, through which it receives financial support from taxpayers in Multnomah, Washington and Clackamas counties.

Donations from corporations to the zoo amount to more than \$850,000 per year. In-kind donations of goods and services amount to another \$400,000 a year.

- Minimizing the burden on taxpayers through enterprise revenues (admissions, food and gift sales, train rides, catered events and fund-raising events)
- Strengthening the Friends of the Zoo
- Developing creative and mutually beneficial partnerships with local and national businesses and corporations
- Providing attractive opportunities for individuals and foundations to support the zoo financially

#### Taking community support to the next level means...

- Developing new sources of funding for capital projects
- Developing new partnerships with local and national businesses
- Increasing volunteer involvement from the community
- Providing 50% of our budgetary needs through non-tax sources

#### The first steps...

- Establish a capital campaign framework for the zoo 25-Year Plan
- Further strengthen and expand private and corporate foundation support of the zoo
- More aggressively pursue federal and state grant support for the zoo
- Establish a planned giving program
- Broaden corporate sponsorship of zoo special events and programs
- Strengthen our partnership with the Friends of the Zoo
- Establish volunteer involvement in new ways

Roster of talented individuals who spawned the big ideas that shaped the zoo's outlook.

**Structure and Funding**

Ron Cease  
Dan Heagerty  
Ken Martin  
McKay Rich  
David Saucy  
Dan Spalding

**Education**

Steve Andrews  
Teresa Brandon  
Gary Conkling  
Dave Cox  
Richard Devlin  
Mike Houck  
Paula Kurth  
David Mask  
Judy Stuart  
Roger Yerke

**Market Study & Economic Impact**

Charles Ahlers  
Kay Bryant  
Dean Bolen  
Jane Hartline  
Jim Gardner  
Steve Giblin  
Wendy Hughson  
James MacGregor  
Ellen Lanier-Phelps  
Ron Schmidt

**Animal Collection**

Lynn Dixon-Loacker  
Jim Doherty  
Don Farst  
Mike Keele  
Ruth McFarland  
Jill Mellen  
Dennis Pate  
Claire Puchy  
Michael Schmidt  
Robert Willems

**Visitor Experience**

Jennifer Agnew  
Tom DeJardin  
Mark Dillon  
Jane Hartline  
David Miller  
Judy Munro  
Margie Pate  
Dee Wright

**Physical Facilities**

Jennifer Agnew  
David Bell  
Tracey Clark  
Dick Engstrom  
Jane Hartline  
Charles Jordan  
David Mask  
Mark Reed  
Dennis Pate  
Ellen Lanier-Phelps

**External Environment**

Bruce Allen  
Alice Jacobsen  
Charlotte Kennedy  
David Knowles  
McKay Rich  
El Sheldon  
Kirk Taylor

Zoo Director Y. Sherry Sheng  
facilitated all the discussions



# METRO WASHINGTON PARK ZOO

## MEMO

DATE: November 4, 1992  
TO: Members of Regional Facilities Committee  
FROM: Y. Sherry Sheng, Zoo Director  
RE: Zoo Master Plan

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After two years of workshops and reviews, the zoo presents to you the attached draft Master Plan for consideration.

Before you peruse this document, I want to clarify our intent behind this work.

### What the plan is

- An articulation of who we are and what we stand for.
- A big picture of what the future zoo looks like and feels like.
- A direction to guide our work now and in the future.
- A concept for physical improvements.
- A list of tasks that will get us started.

### What it isn't

- A list of all things we will do to bring the future into the present.
- A design of all future exhibits.

Because I hold a bias against voluminous planning documents which are often too intimidating to be useful, I opted for brevity. This Plan will remain relevant by guiding all of our on-going work -- from quarterly work programs, to budget proposals, to 5-year financial and program plans.

You have heard a couple of briefings on the content of this document and the process we used to create these ideas. I look forward to further reviewing this framework for the future with you at the November 10 meeting.

c: Dick Engstrom

YSS:kb

Meeting Date: December 10, 1992  
Agenda Item No. 7.3

RESOLUTION NO. 92-1723A



**METRO**

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

# Memorandum

**DATE:** December 4, 1992

**TO:** Metro Council  
Executive Officer  
Interested Parties

**FROM:** Paulette Allen, Clerk of the Council *PA*

**RE:** AGENDA ITEM NO. 7.3; RESOLUTION NO. 92-1723A

The Finance Committee report will be distributed in advance to Councilors and available at the Council meeting December 10.

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF APPROVING )  
A REQUEST FOR PROPOSALS )  
DOCUMENT FOR FINANCIAL )  
ADVISORY SERVICES AND WAIVING )  
THE REQUIREMENT FOR COUNCIL )  
APPROVAL OF THE CONTRACT AND )  
AUTHORIZING THE EXECUTIVE )  
OFFICER TO EXECUTE THE )  
CONTRACT SUBJECT TO )  
CONDITIONS )

RESOLUTION NO. 92-1723-A

Introduced by Rena Cusma

WHEREAS, Section 2.04.033 (b) of the Metro Code requires the Council of the Metropolitan Service District to approve **[any document which is subject to competitive bidding or Request for Proposals procedures]** the issuance of a Request for Proposal for certain contracts which commit the District to expend funds in future fiscal years; and

WHEREAS, the contract for Financial Advisory Services requires Council approval, and the Request for Proposals document has been filed with the Council Clerk; now, therefore,

BE IT RESOLVED,

1. That the Council of the Metropolitan Service District approves the Request for Proposals for Financial Advisory Services attached as Exhibit A hereto and authorizes immediate release for response by vendors or proposers.

2. That subject to the conditions in Exhibit B attached hereto waives the requirement for Council approval of the contract and authorizes the Executive Officer to execute the contract if the conditions are met.

ADOPTED by the Council of the Metropolitan Service District this \_\_\_\_ day of December, 1992.

---

Jim Gardner, Presiding Officer



*Request  
for Proposals*

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For Financial  
Advisory Services

**METRO**

*Finance & Management Information  
Department  
Finance Division  
2000 SW First Avenue  
Portland, OR 97201-5398  
(503) 221-1646*

*Printed on recycled paper*

# REQUEST FOR PROPOSALS FINANCIAL ADVISORY SERVICES

## I. INTRODUCTION

The Metropolitan Service District (Metro) is requesting proposals from qualified firms to perform financial advisory services. The term of the contract will be for a period of three (3) years starting January 1, 1993. Proposals are due by 5:00 p.m. on Monday, January 4, 1993, in Metro's business offices at 2000 S.W. First Avenue. Details concerning the project and proposal are contained in this document.

## II. BACKGROUND

The Metropolitan Service District (Metro), established by voters in the region in May 1978, was the nation's first directly elected regional government. A new charter was passed by the voters of the district in November 1992. Metro serves the urban areas of Clackamas, Multnomah and Washington counties (including 24 cities), with a population of approximately one million persons. Metro is governed by an Executive Officer elected region-wide, and by Councilors elected from subdistricts (13 currently reducing to 7 starting in January 1995).

Metro is responsible for addressing issues of regional significance that cut across traditional city and county boundaries.

Through Metro's charter the service district has a variety of specific authorized functions. The district shall adopt a Future Vision for the region with an outlook for at least a 50-year period addressing but not limited to: (1) use, restoration and preservation of regional land and natural resources for the benefit of present and future generations, (2) how and where to accommodate the population growth for the region while maintaining a desired quality of life for its residents, and (3) how to develop new communities and additions to the existing urban areas in well-planned ways. The district shall adopt a regional framework plan addressing: (1) regional transportation and mass transit systems, (2) management and amendment of the urban growth boundary, (3) protection of lands outside the urban growth boundary for natural resource, future urban or other uses, (4) housing densities, (5) urban design and settlement patterns, (6) parks, open spaces and recreational facilities, (7) water sources and storage, (8) coordination, to the extent feasible, of Metro growth management and land use planning policies with those of Clark County, Washington, and (9) planning responsibilities mandated by state law. Metro is also authorized to exercise the following functions: (1) Acquisition, development, maintenance of operation of: (a) a metropolitan zoo, (b) public cultural, trade, convention, exhibition, sports, entertainment, and spectator facilities, (c) facilities for the disposal of solid and liquid waste, and (d) a system of parks, open spaces and recreational facilities of metropolitan concern; (2) Disposal of solid and liquid waste; (3) Metropolitan aspects of natural disaster planning and response coordination; (4) Development and marketing of data; and (5) Any other function required by state law or assigned to Metro by the voters. Metro may impose, levy and collect taxes and may issue revenue bonds, general and special obligation bonds, certificates of participation and other obligations.

Currently Metro owns and operates the Metro Washington Park Zoo and the Oregon Convention Center. Metro operates the Civic Stadium, Civic Auditorium, and the Portland Center for the Performing Arts. Metro is responsible for disposal of the region's solid waste. Further, Metro provides regional land use, growth management, and environmental planning, as well as regional transportation planning throughout the metro area. A more detailed description of Metro services may be found in Attachment A to the Request for Proposal.

### III. SCOPE OF WORK

All work of the financial advisor will be coordinated through the Director of Finance & Management Information. Principal contacts will include the Financial Planning Manager and key staff personnel of the operating department for which a project is being performed.

The selected financial advisor will be required to perform the following:

#### A. Bond Debt Administration and Support

1. Assist Metro in reviewing reports furnished by Metro's paying agent/registrar, on request.
2. Make presentations to the Metro Council, Council Committees, Bond Counsel, and/or staff as needed.
3. Provide other services normally provided to clients which relate to bond sales, such as assistance in preparation of preliminary and final official statements, scheduling and structuring sales/instruments, contact with rating agencies.

#### B. Metropolitan Exposition-Recreation Commission

Advise the Commission regarding alternative financing strategies for capital improvements required for existing facilities operated by the Commission (Oregon Convention Center, Civic Stadium, Civic Auditorium, and the Performing Arts Center). Also advise the Commission regarding financing alternatives for possible new facilities that may be added through intergovernmental agreement or constructed in the future. Advise the Commission on future financing plans for on-going operations of its facilities.

#### C. General Government Financial Advice

1. On request, assist Metro with its investment policies. This may include advice on compliance with federal arbitrage regulations.
2. Assist Metro in the coordination, preparation and update of long range financial and capital improvements plans. Assist in establishing and monitoring financial indicators and in reviewing and updating agency financial policies.

3. Assist Metro in researching and analyzing various ongoing funding and financing alternatives. Provide assistance with identifying, researching and implementing new funding sources under Metro's home rule charter.
4. Assist Metro on certain other matters which may come to Metro's attention which would require the expertise of a financial consultant.

#### D. Additional Projects

It is expected that financial advice will be required on some of the following projects and potential projects.

1. Regional Transportation Planning Funding
2. Zoo Light Rail Terminal Funding
3. Pricing of Data Resource Center Services
4. Greenspaces Capital and Operations Funding
5. End of the Oregon Trail Funding
6. Zoo Facilities Projects Funding
7. Wilsonville Solid Waste Transfer Station

### IV. CONTENTS OF PROPOSAL

- A. Organization of Firm
  1. How is the firm organized? Partnership, Corporation or Sole Proprietorship?
  2. How will its resources be put to work for Metro?
- B. Personnel
  1. What individuals would be assigned to Metro? Please provide resumes.
  2. What would be their availability?
  3. What additional professional resources would be available?
  4. What technical capabilities are available?
- C. List your most recent financial advisory relationships. Please include the names, addresses, and phone numbers of contact persons. Briefly describe the work performed, including the dollar amount of the issues or other financings.
- D. Describe you firm's past experience with similar type of work, as described in the Scope of Work, for government agencies and/or special districts.
- E. Identify any known or potential conflicts of interest in performing the scope of work.
- F. Outline your firm's experience with the major rating agencies. Discuss this experience and its potential applicability to Metro.
- G. Describe any innovations you have developed or worked on which would benefit Metro. Briefly outline the problem, your solution and the results.



- H. Compensation - Please explain the firm's proposed fee schedule for the work proposed. If the firm proposes that Metro bear the costs of incidental expenses, clearly state what type of incidental expenses Metro will be expected to bear. The firm should submit a proposal on a time and materials basis with a not-to-exceed price stated for the proposal. Hourly rates of the personnel assigned to the project should be provided.

Metro does not foresee circumstances in which the Financial Advisor would also participate as bond underwriter.

An annual budget not to exceed \$60,000 has been established for this contract.

- I. Please attach a recent representative example of a municipality's official statement in which you acted as financial advisor.

V. **PROPOSAL INSTRUCTIONS**

- A. Deadline and Submission of Proposals

Three copies of the proposal shall be furnished to Metro addressed to:

Jennifer Sims  
Director of Finance and Management Information  
Metropolitan Service District  
2000 S.W. First Avenue  
Portland, OR 97201-5398

Proposals will not be considered if received after 5:00 p.m., Monday, January 4, 1993. Postmarks are not acceptable.

- B. Basis for Proposals

This RFP represents the most definitive statement Metro will make concerning the information upon which proposals are to be based. Any verbal information that is not contained in this RFP will not be considered by Metro in evaluating the proposals. All questions relating to the RFP must be submitted in writing to Jennifer Sims, Director of Finance and Management Information. Any questions which in the opinion of Metro warrant a written reply or RFP amendment will be furnished to all parties receiving a copy of this RFP. Metro will not respond to questions received after Tuesday, December 29, 1992.

- C. Minority Business Program

In the event that any subcontracts are to be utilized in the performance of this agreement, the Proposer's attention is directed to Metro Ordinance No. 92-466A which will be effective December 24, 1992, and thereafter will establish the language of Metro Code provisions 2.04.100.

The following program information is intended to succinctly outline the prime action steps required of all Bidders/Proposers. It is not a substitute for and shall not be construed as a complete recital of all issues, concerns, and program instructions contained within that ordinance. Therefore, all Bidders/Proposers are specifically advised to consult the original document for definition of the specific terminology contained herein and complete insight into all program requirements.

Copies of that document are available from the Procurement and Contracts Division of Regional Facilities, Metro, Room 340, Metro Center, 2000 S.W. First Avenue, Portland, OR 97201-5398, or call (503) 221-1646, Ext 280.

Metro extends equal opportunity to all persons and specifically encourages Minority Businesses to access and participate in this and all Metro projects, programs and services.

Metro prohibits discrimination against any person or firm based upon race, color, national origin, sex, sexual orientation, age, religion physical handicap, political affiliation or marital status.

Metro specifically requires all Bidders/Proposers to demonstrate and document good faith efforts reasonably expected to produce and maximize the opportunities for subcontractor and supplier involvement by Minority Business Enterprises.

For purposes of this program, performing, documenting, and certifying compliance with all of the actions outlined on the attached form shall constitute a rebuttable presumption that the Bidder/Proposer has made the good faith efforts required by this program.

The attached Program Compliance Form (PCF) is the basis for recording and documenting the completion of the above-listed actions. Completion of the attached form and documentation of all six (6) actions listed on the form are mandatory. Failure to complete and submit the form at the time of Bid opening or Proposal submission and/or any required documentation subsequently requested, will result in rejection of the Bid or Proposal as nonresponsive to Metro's procurement requirements.

By signing the form, the Bidder/Proposer thereby certifies that it has not discriminated against MBEs in obtaining any subcontracts for this project, and that its documented good faith efforts were reasonably expected to result in participation by those enterprises in this project.

Conversely, failure to provide such documentation by the Bid or submission deadline shall create a rebuttable presumption that the respondent has not made a good faith effort as required by the program.

Furthermore, Metro reserves the right, at all times during the subsequent course of any awarded contract, to monitor compliance with the terms of this program, require additional written documentation or proof of good faith efforts, and depend upon the Contractor's immediate compliance.

D. Women-Owned Business Program

In the event that any subcontracts are to be utilized in the performance of this agreement, the Proposer's attention is directed to Metro Ordinance No. 92-466A which will be effective December 24, 1992, and thereafter will establish the language of Metro Code provisions 2.04.200.

The following program information is intended to succinctly outline the prime action steps required of all Bidders/Proposers. It is not a substitute for and shall not be construed as a complete recital of all issues, concerns, and program instructions contained within that ordinance. Therefore, all Bidders/Proposers are specifically advised to consult the original document for definition of the specific terminology contained herein and complete insight into all program requirements.

Copies of that document are available from the Procurement and Contracts Division of Regional Facilities, Metro, Room 340, Metro Center, 2000 S.W. First Avenue, Portland, OR 97201-5398, or call (503) 221-1646, Ext 280.

Metro extends equal opportunity to all persons and specifically encourages Women-owned Businesses to access and participate in this and all Metro projects, programs and services.

Metro prohibits discrimination against any person or firm based upon race, color, national origin, sex, sexual orientation, age, religion physical handicap, political affiliation or marital status.

Metro specifically requires all Bidders/Proposers to demonstrate and document good faith efforts reasonably expected to produce and maximize the opportunities for subcontractor and supplier involvement by Women-owned Business Enterprises.

For purposes of this program, performing, documenting, and certifying compliance with all of the actions outlined on the attached form shall constitute a rebuttable presumption that the Bidder/Proposer has made the good faith efforts required by this program.

The attached Program Compliance Form (PCF) is the basis for recording and documenting the completion of the above-listed actions. Completion of the attached form and documentation of all six (6) actions listed on the form are mandatory. Failure to complete and submit the form at the time of Bid opening or Proposal submission and/or any required documentation subsequently requested, will result in rejection of the Bid or Proposal as nonresponsive to Metro's procurement requirements.

By signing the form, the Bidder/Proposer thereby certifies that it has not discriminated against WBEs in obtaining any subcontracts for this project, and that its documented good faith efforts were reasonably expected to result in participation by those enterprises in this project.

Conversely, failure to provide such documentation by the Bid or submission deadline shall create a rebuttable presumption that the respondent has not made a good faith effort as required by the program.

Furthermore, Metro reserves the right, at all times during the subsequent course of any awarded contract, to monitor compliance with the terms of this program, require additional written documentation or proof of good faith efforts, and depend upon the Contractor's immediate compliance.

## **VI. GENERAL PROPOSAL AND CONTRACT CONDITIONS**

- A. **Limitation and Award** - This Request for Proposals does not commit Metro to the award of a contract, nor to pay any costs incurred in the preparation and submission of proposals in anticipation of a contract. Metro reserves the right to accept any or all proposals received as the result of this request, to negotiate with all qualified sources, or to cancel all or part of this RFP.
- B. **Contract Type** - Metro intends to award a personal services contract with the selected firm for this project. A copy of the standard contract form which the successful consultant will be required to execute is attached.
- C. **Billing Procedures** - Proposers are informed that the billing procedures of the selected firm are subject to the review and prior approval of Metro before reimbursement of services can occur. A monthly billing, accompanied by a progress report, will be prepared for review and approval.
- D. **Validity Period and Authority** - The proposal shall be considered valid for a period of at least ninety (90) days and shall contain a statement to that effect. The proposal shall contain the name, title, address and telephone number of an individual or individuals with authority to bind any company contacted during the period in which Metro is evaluating the proposal.

## **VII. EVALUATION CRITERIA**

Firms responding to the Request for Proposals will be evaluated on the basis of the following:

- 1. **General (15 points)**
  - a. **Organization of proposal**
  - b. **Responsiveness to the purpose and scope of services.**
  - c. **Use of subconsultants and compliance with Metro's Disadvantaged Business Program, if appropriate.**

2. Personnel (30 points)
  - a. Experience and qualifications of personnel assigned to this project determined from material provided
  - b. Availability of personnel assigned
  - c. Additional professional resources available
3. Organization and Experience of Firm (30 points)
  - a. How will the firm's resources be put to work for Metro?
  - b. Past experience with similar type of work for government agencies and/or special districts.
  - c. Previous experience with the major rating agencies
  - d. Favorable references from previous financial advisory relationships
4. Cost of services. (25 points)

All firms submitting proposals will be notified when a consultant has been selected. Metro reserves the right to reject any or all proposals, to waive irregularities and technicalities and to accept the proposal deemed most advantageous to the District.

ATTACHMENT A

METRO SERVICES

Metro Washington Park Zoo

Metro owns and operates a 64-acre zoo. This facility is a major cultural, educational and recreational attraction drawing visitors from throughout Oregon and the Pacific Northwest. Average annual attendance is 1,000,000 persons which is the largest admission attraction in the state.

The Zoo is funded through two major sources: 1) enterprise revenues (admission fees, concessions revenues, etc.); and 2) a property tax. Since Metro began operating the Zoo, there have been a number of improvements. These include the Cascades Stream and Pond Exhibit, the Alaska Tundra Exhibit, the Africa Exhibit, the Africa Rain Forest and remodeling of the Penguinarium, West Bear Grottos, the primate facilities and the administration and entranceway facilities. A Master Plan proposes improvements to exhibits as well as investments to improve the function of the Visitor Services and parking areas. The Zoo has not used debt financing for any improvements since Metro began its operation.

Solid Waste

Metro is responsible for disposal of approximately one million tons of waste per year. This includes planning, developing and managing the region's landfills and transfer stations, and providing recycling promotion, education and local assistance programs. It does not include collection.

Metro through its operations directly handles approximately 600,000 tons of waste each year. To accomplish this Metro owns and contracts the operation of two transfer stations, the Metro South Station and the Metro Central Station. The waste is sent to the Columbia Ridge landfill with which Metro has a long term contract. A compost facility may come back on line in 1993.

Plans for another transfer station for handling solid waste in the Wilsonville area are currently being evaluated.

Funding for solid waste operations is paid entirely through user fees. No taxes are used to fund these services. A solid waste master bond ordinance has been adopted and revenue bonds issued for capital construction. Construction of the Metro Central Transfer Station was funded by Waste System Revenue Bonds of \$28,500,000. Construction of the Riedel Oregon Compost Company, Inc. Project was funded by Waste Disposal Project Revenue Bonds of \$26,605,000. Credit Suisse will be responsible for payment of the Compost Project bonds until and unless the operating performance specifications are met.

### Local Government Services

Metro coordinates a variety of special services to local governments in the region, including: transportation planning, regional data research and analysis, development services, technical services to local governments and monitoring the urban growth boundary.

Through the Joint Policy Advisory Committee on Transportation, Metro works with local governments to secure and allocate federal highway and transit funds for the region. The Regional Transportation Plan, currently being updated, will be a guide to highway and transit improvements needed to the year 2005 in the tri-county area. Additionally, with a regional computerized data base, the Data Resource Center provides demographic data and analysis to private and public sectors. A regional population and employment forecast to the year 2005 has been updated.

The Planning Department also provides land-use, economic development and public facility planning services for the Metro region. Through administration of the urban growth boundary, Metro defines land to be used for urban development during the next 20 year. Metro also helps local governments prepare and update their comprehensive land use plans. The department also provides services to local governments through professional training workshops, intern and grant application assistance and a directory of regional governments.

Local government services are funded by three primary sources: 1) Metro excise taxes; 2) local government assessment dues (based on population) as authorized by the state legislature; and 3) state and federal grants. Because the Planning departments provide professional services, there is no capital or debt service requirements at this time.

### Oregon Convention Center

The Oregon Convention Center opened in August 1990. The convention center site is on Portland's east side near the Memorial Coliseum. The facility has 200,000 square feet of exhibit and meeting space plus 200,000 square feet for support facilities.

Metro has established the Metropolitan Exposition-Recreation Commission to oversee marketing and operations. The Portland/Oregon Visitors Association, under contract to Metro E-R Commission, directs a national marketing campaign aimed at convention and trade show organizers.

### Metro Center Building Construction

Major renovation and reconstruction of a building for Metro headquarters operations should be completed in April 1992. Construction of the Metro Headquarters Building Project is being funded by \$22,990,000 of General Revenue Bonds.

**CONDITIONS FOR WAIVER OF COUNCIL APPROVAL**

The Council of the Metropolitan Service District waives the requirement for the Council approval of the Financial Advisory Services contracts, subject to the following conditions:

1. The amount of the three year contract for all services shall not exceed \$60,000 annually.
2. The service provided shall conform in all material respects to the specifications set out in the Request for Financial Advisory Services.



## PERSONAL SERVICES CONTRACT

The attached personal services contract represents a standard document approved by Metro General Counsel.

Any proposed changes in the language or construction of the document must be raised and resolved as a part of the RFP process.

METRO reserves the right to reevaluate alternative proposals if the finalist later requests material changes to this contract form.

Project \_\_\_\_\_  
Contract No. \_\_\_\_\_

## PERSONAL SERVICES AGREEMENT

THIS AGREEMENT is between the METROPOLITAN SERVICE DISTRICT, a municipal corporation organized under ORS Chapter 268, referred to herein as "Metro," located at 2000 S.W. First Avenue, Portland, OR 97201-5398, and \_\_\_\_\_, referred to herein as "Contractor," located at \_\_\_\_\_.

In exchange for the promises and other consideration set forth below, the parties agree as follows:

1. Duration. This personal services agreement shall be effective \_\_\_\_\_ and shall remain in effect until and including \_\_\_\_\_, unless terminated or extended as provided in this Agreement.
2. Scope of Work. Contractor shall provide all services and materials specified in the attached "Exhibit A -- Scope of Work," which is incorporated into this Agreement by reference. All services and materials shall be provided by Contractor in accordance with the Scope of Work, in a competent and professional manner. To the extent that the Scope of Work contains additional contract provisions or waives any provision in the body of this Agreement, the Scope of Work shall control.
3. Payment. Metro shall pay Contractor for services performed and materials delivered in the amount(s), manner and at the time(s) specified in the Scope of Work for maximum a sum not to exceed \_\_\_\_\_ AND \_\_\_\_\_/100THS DOLLARS (\$\_\_\_\_\_).
4. Insurance.
  - a. Contractor shall purchase and maintain at the Contractor's expense, the following types of insurance, covering the Contractor, its employees, and agents:
    - (1) Broad form comprehensive general liability insurance covering bodily injury and property damage, with automatic coverage for premises, operations, and product liability. The policy must be endorsed with contractual liability coverage; and
    - (2) Automobile bodily injury and property damage liability insurance.
  - b. Insurance coverage shall be a minimum of \$500,000 per occurrence. If coverage is written with an annual aggregate limit, the aggregate limit shall not be less than \$1,000,000.
  - c. Metro, its elected officials, departments, employees, and agents shall be named as ADDITIONAL INSUREDs. Notice of any material change or policy cancellation shall be provided to Metro 30 days prior to the change or cancellation.

d. Contractor, its subcontractors, if any, and all employers working under this Agreement are subject employers under the Oregon Workers' Compensation Law and shall comply with ORS 656.017, which requires them to provide Workers' Compensation coverage for all their subject workers. Contractor shall provide Metro with certification of Workers' Compensation insurance including employer's liability. If Contractor has no employees and will perform the work without the assistance of others, a certificate to that effect may be attached, as Exhibit B, in lieu of the certificate showing current Workers' Compensation.

e. If required by the Scope of Work, Contractor shall maintain for the duration of this Agreement professional liability insurance covering personal injury and property damage arising from errors, omissions, or malpractice. Coverage shall be in the minimum amount of \$500,000. Contractor shall provide to Metro a certificate of this insurance, and 30 days' advance notice of material change or cancellation.

5. Indemnification. Contractor shall indemnify and hold Metro, its agents, employees and elected officials harmless from any and all claims, demands, damages, actions, losses and expenses, including attorney's fees, arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Contractor's designs or other materials by Metro and for any claims or disputes involving subcontractors.

6. Maintenance of Records. Contractor shall maintain all of its records relating to the Scope of Work on a generally recognized accounting basis and allow Metro the opportunity to inspect and/or copy such records at a convenient place during normal business hours. All required records shall be maintained by Contractor for three years after Metro makes final payment and all other pending matters are closed.

7. Ownership of Documents. All documents of any nature including, but not limited to, reports, drawings, works of art and photographs, produced by Contractor pursuant to this Agreement are the property of Metro, and it is agreed by the parties that such documents are works made for hire. Contractor hereby conveys, transfers, and grants to Metro all rights of reproduction and the copyright to all such documents.

8. Project Information. Contractor shall share all project information and fully cooperate with Metro, informing Metro of all aspects of the project including actual or potential problems or defects. Contractor shall abstain from releasing any information or project news without the prior and specific written approval of Metro.

9. Independent Contractor Status. Contractor shall be an independent contractor for all purposes and shall be entitled only to the compensation provided for in this Agreement. Under no circumstances shall Contractor be considered an employee of Metro. Contractor shall provide all tools or equipment necessary to carry out this Agreement, and shall exercise complete control in achieving the results specified in the Scope of Work. Contractor is solely responsible for its performance under this Agreement and the quality of its work; for obtaining and maintaining all licenses and certifications necessary to carry out this Agreement; for payment of any fees, taxes, royalties, or other expenses necessary to complete the work except as otherwise specified in the

Scope of Work; and for meeting all other requirements of law in carrying out this Agreement. Contractor shall identify and certify tax status and identification number through execution of IRS form W-9 prior to submitting any request for payment to Metro.

10. Right to Withhold Payments. Metro shall have the right to withhold from payments due to Contractor such sums as necessary, in Metro's sole opinion, to protect Metro against any loss, damage, or claim which may result from Contractor's performance or failure to perform under this Agreement or the failure of Contractor to make proper payment to any suppliers or subcontractors.

11. State and Federal Law Constraints. Both parties shall comply with the public contracting provisions of ORS chapter 279, and the recycling provisions of ORS 279.545 - 279.650, to the extent those provisions apply to this Agreement. All such provisions required to be included in this Agreement are incorporated herein by reference. Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations including those of the Americans with Disabilities Act.

12. Situs. The situs of this Agreement is Portland, Oregon. Any litigation over this agreement shall be governed by the laws of the state of Oregon and shall be conducted in the circuit court of the state of Oregon, for Multnomah County, or, if jurisdiction is proper, in the U.S. District Court for the District of Oregon.

13. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

14. Termination. This Agreement may be terminated by mutual consent of the parties. In addition, Metro may terminate this Agreement by giving Contractor \_\_\_ days prior written notice of intent to terminate, without waiving any claims or remedies it may have against Contractor. Termination shall not excuse payment for expenses properly incurred prior to notice of termination, but neither party shall be liable for indirect or consequential damages arising from termination under this section.

15. No Waiver of Claims. The failure to enforce any provision of this Agreement shall not constitute a waiver by Metro of that or any other provision.

16. Modification. Notwithstanding and succeeding any and all prior agreement(s) or practice(s), this Agreement constitutes the entire Agreement between the parties, and may only be expressly modified in writing(s), signed by both parties.

CONTRACTOR

METROPOLITAN SERVICE DISTRICT

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**EXHIBIT B**

**NO EMPLOYEES CERTIFICATE**

The undersigned Contractor in the attached Metropolitan Service District Personal Services Agreement certifies:

1. I provide services under my own name or under the assumed business name shown on the attached agreement.
2. I have no employees.
3. I am not incorporated.
4. No employees of any employer will provide services in the performance of the attached Metropolitan Service District Personal Services Agreement.

Contractor: \_\_\_\_\_ Date: \_\_\_\_\_

**PROGRAM COMPLIANCE FORM**

Project Name \_\_\_\_\_

Bidder/Proposer \_\_\_\_\_

Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone Business ( ) \_\_\_\_\_  
Fax ( ) \_\_\_\_\_

**BIDDER/PROPOSER HEREBY CERTIFIES and it has attached documented proof of the following good faith efforts to maximize MBE opportunities and comply with METRO Ordinance 92-466A by performing and documenting the following actions:**

1. **Identifying and Incorporating** in the subcontracting plan *specific Economically Feasible Units* which may be performed by MBEs to increase the likelihood of participation by such enterprises;

**Minimum Documentation Required:** Identification of selected economically feasible units (EFUs) in the Bidder's/ Proposer's subcontracting plan and mandatory inclusion of any EFUs targeted by METRO.

2. **Attendance at any Pre-solicitation or Prebid Meetings** that were scheduled by METRO to inform MBEs of contracting and subcontracting or material supply opportunities available on the project;

**Minimum Documentation Required:** Signature of representative of Bidder/Proposer on prebid meeting attendance sheet.

3. **Placing follow-up Phone Calls** not later than five (5) days prior to Bid opening or Proposal submission *to all MBEs* who attended any METRO sponsored prebid or presolicitation meeting with the specific purpose of inquiring as to their intent to participate and encouraging their involvement.

**Minimum Documentation Required:**

**Telephone Log** providing the following information:

- Dates and Times of Call(s) including the names of the individuals placing and receiving them;
  - Results Attained (Submitted, Will Submit, Declined to Submit or Failed to Respond)
  - If Bid(s)/Proposal(s) from MBEs were rejected an *itemization of the dollar amount(s) and reason(s) for rejection*, plus the dollar amount of the Bid accepted.
4. Providing Project Information or referring interested MBEs to the appropriate plan centers for identification of the subcontract or material supply work.
  5. Negotiating with Interested, Capable and Competitive MBE Bidders; Not Rejecting any MBE Bid without Justification; Observing Bid Shopping Prohibition.
  6. Notifying MBEs if Bonding is Required and referring them to a potential bond source.

**By signing this document Bidder/Proposer hereby certifies that:**

It has not discriminated against any MBEs in obtaining any subcontracts for this project, and the good faith efforts documented herein were reasonably expected to result in participation of MBEs in this project in compliance with the above cited METRO program.

**Acknowledges that:**

METRO reserves the right to verify the documentation of the lowest responsible Bidder and require additional written documentation of good faith efforts;

**Failure to complete and submit this form and all required documentation at the time of Bid opening/submission deadline will result in the Proposal's rejection as nonresponsive;**

Replacement of a MBE subcontractor before contract award or during contract performance without prior METRO notice and subsequent good faith efforts in selection of a replacement, is prohibited.

**And, Executes this Compliance Agreement as:**

Bidder/Proposer \_\_\_\_\_

By \_\_\_\_\_  
Name Title Date

**PROGRAM COMPLIANCE FORM**

Project Name \_\_\_\_\_

Bidder/Proposer \_\_\_\_\_

Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone Business ( ) \_\_\_\_\_  
Fax ( ) \_\_\_\_\_

**BIDDER/PROPOSER HEREBY CERTIFIES and it has attached documented proof of the following good faith efforts to maximize WBE opportunities and comply with METRO Ordinance 92-466A by performing and documenting the following actions:**

1. Identifying and Incorporating in the subcontracting plan *specific Economically Feasible Units* which may be performed by WBEs to increase the likelihood of participation by such enterprises;

**Minimum Documentation Required:** Identification of selected economically feasible units (EFUs) in the Bidder's/ Proposer's subcontracting plan and mandatory inclusion of any EFUs targeted by METRO.

2. Attendance at any Pre-solicitation or Prebid Meetings that were scheduled by METRO to inform WBEs of contracting and subcontracting or material supply opportunities available on the project;

**Minimum Documentation Required:** Signature of representative of Bidder/Proposer on prebid meeting attendance sheet.

3. Placing follow-up Phone Calls not later than five (5) days prior to Bid opening or Proposal submission *to all WBEs* who attended any METRO sponsored prebid or presolicitation meeting with the specific purpose of inquiring as to their intent to participate and encouraging their involvement.

**Minimum Documentation Required:**

Telephone Log providing the following information:



- Dates and Times of Call(s) including the names of the individuals placing and receiving them;
- Results Attained (Submitted, Will Submit, Declined to Submit or Failed to Respond)
- If Bid(s)/Proposal(s) from WBEs were rejected an *itemization of the dollar amount(s) and reason(s) for rejection*, plus the dollar amount of the Bid accepted.

4. Providing Project Information or referring interested WBEs to the appropriate plan centers for identification of the subcontract or material supply work.

5. Negotiating with Interested, Capable and Competitive WBE Bidders; Not Rejecting any WBE Bid without Justification; Observing Bid Shopping Prohibition.

6. Notifying WBEs if Bonding is Required and referring them to a potential bond source.

**By signing this document Bidder/Proposer hereby certifies that:**

It has not discriminated against any WBEs in obtaining any subcontracts for this project, and the good faith efforts documented herein were reasonably expected to result in participation of WBEs in this project in compliance with the above cited METRO program.

**Acknowledges that:**

METRO reserves the right to verify the documentation of the lowest responsible Bidder and require additional written documentation of good faith efforts;

**Failure to complete and submit this form and all required documentation at the time of Bid opening or submission deadline will result in the Proposal's rejection as nonresponsive;**

Replacement of a WBE subcontractor before contract award or during contract performance without prior METRO notice and subsequent good faith efforts in selection of a replacement, is prohibited.

**And, Executes this Compliance Agreement as:**

Bidder/Proposer \_\_\_\_\_

By \_\_\_\_\_

Name

Title

Date



# METRO

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

# Memorandum

DATE: December 15, 1992

TO: Metro Council  
Executive Officer  
Interested Staff

FROM: Paulette Allen, Clerk of the Council *PA*

RE: METRO COUNCIL ACTIONS OF DECEMBER 10, 1992 (REGULAR MEETING)

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COUNCILORS PRESENT: Presiding Officer Jim Gardner, Deputy Presiding Officer Judy Wyers, Roger Buchanan, Tanya Collier, Richard Devlin, Sandi Hansen, Ruth McFarland, Susan McLain, George Van Bergen and Ed Washington.  
COUNCILORS EXCUSED: Ed Gronke and Terry Moore

## AGENDA ITEM

## ACTION TAKEN

- |   |  |
|---|--|
| 1. <u>INTRODUCTIONS</u>   | None.  |
| 2. <u>CITIZEN COMMUNICATIONS TO THE COUNCIL ON NON-AGENDA ITEMS</u>   | None.  |
| 3. <u>EXECUTIVE OFFICER COMMUNICATIONS</u>  | None.  |
| 4. <u>CONSENT AGENDA</u>  | Adopted as corrected (McFarland/Buchanan; 10-0 vote; Councilors Gronke and Moore were absent). |
| 4.1 Minutes of October 22, 1992   |  |
| 5. <u>ORDINANCES, FIRST READINGS</u>  |  |
| 5.1 Ordinance No. 92-474, An Ordinance Amending Ordinance No. 92-449B Revising the FY 1992-93 Budget and Appropriations Schedule For the Purpose of Funding Increases in the Solid Waste Revenue Fund Operating Account                                   | Referred to the Finance and Solid Waste Committees for consideration.                          |
| 5.2 Ordinance No. 92-478, An Ordinance Amending Ordinance No. 92-449B Revising the FY 1992-93 Budget and Appropriations Schedule for the Purpose of Fully Funding the Portland/Oregon Visitor Association Marketing Plan for the Oregon Convention Center | Referred to the Finance Committee for consideration.   |

(Continued)

**6. ORDINANCES, SECOND READINGS**

- 6.1 Ordinance No. 92-475, An Ordinance Amending Ordinance No. 92-449B Revising the FY 1992-93 Budget and Appropriations Schedule for the Purpose of Funding a Hardware Upgrade and Software Support Services Enhancements to Metro's Financial Management System and for Funding Improvements to the Efficiency of Metro's Business Operations
- Adopted (Hansen/Devlin; 10-0 vote; Councilors Gronke and Moore were absent).

**7. RESOLUTIONS**

- 7.1 Resolution No. 92-1721, For the Purpose of Accepting a Donation from Louisiana Pacific Foundation, Waiving Competitive Bidding and Authorizing a Contract with Halstead's Arboriculture Consultants
- Adopted (McFarland/Wyers; 10-0 vote; Councilors Gronke and Moore were absent).
- 7.2 Resolution No. 92-1717, For the Purpose of Adopting the Metro Washington Park Zoo's "A Great Zoo - Framework for the Future"
- Adopted (McFarland/Devlin; 10-0 vote; Councilors Gronke and Moore were absent).
- 7.3 Resolution No. 92-1723A, For the Purpose of Approving a Request for Proposals Document for Financial Advisory Services and Waiving the Requirement for Council Approval of the Contract and Authorizing the Executive Officer to Execute the Contract Subject to Conditions
- Adopted (Wyers/Hansen; 10-0 vote; Councilors Gronke and Moore were absent).

**8. COUNCILOR COMMUNICATIONS AND COMMITTEE REPORTS**

- 1) The Council discussed recent Joint Policy Advisory Committee on Transportation (JPACT) activity and legislation forwarded by same to the Transportation and Planning Committee on Monday, December 14. 2) Councilor Wyers distributed her December 10 memorandum, "Update on Apportionment Commission Legislation" and said it would be discussed at the December 16 Governmental Affairs Committee meeting; 3) Councilor Van Bergen noted his December 7 memorandum, "Trailblazer Negotiations" enquiring about the current status of Metro's agreement to transfer the Memorial Coliseum back to the City of Portland per their agreement with the Oregon Arena Corporation (OAC); 4) Councilor McLain, Regional Facilities Committee Chair, said the Regional Facilities Committee had held more discussions on the proposed childcare center at Metro Regional Center and additional meetings with staff would be held to discuss advisory committee issues; 5) Presiding Officer Gardner announced a Council work session would be held December 14 to discuss issues related to Councilor salaries,

(Continued)

**8. COUNCILOR COMMUNICATIONS AND COMMITTEE REPORTS (Continued)**

a draft ordinance budget amendment to fund same and the Metro Committee on Citizen Involvement as well as General Counsel Dan Cooper's opinion on waiving all or part of Councilor salaries and how the Metro Charter would be interpreted on those issues.

FINANCE COMMITTEE REPORT

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ORDINANCE NO. 92-475 Amending the FY 92-93 Budget and Appropriations Schedule to Fund a Hardware Upgrade and Soft Ware Support Services Enhancements to the Financial Management System and to Fund Improvements for the Efficiency of Metro's Business Operations

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Date: December 8, 1992

Presented By: Councilor Hansen

COMMITTEE RECOMMENDATION: At its December 3, 1992 meeting the Committee voted unanimously to recommend Council adoption of Ordinance No. 92-475. All Committee members were present and voting.

COMMITTEE DISCUSSION/ISSUES: Ms. Ann Clem, Information Services Manager, presented the Staff Report. She said the budget request is for three separate items as follows:

- 1) The Mainframe Computer needs a new battery every five years. The request is for an additional \$4,055 in the Division's Capital Outlay category. The current battery is scheduled to be replaced in October 1993. It would be a good time to replace the battery when the move takes place in March/April. Purchasing the battery within the next 30 days will save \$1,000 dollars from the normal price;
- 2) The financial management software package requires software support services. The software system was purchased from Moore Governmental Systems (MGSI) several years ago and MGSI has been acquired by another company which is changing to a new, formalized support agreement on January 1, 1993. The request is for an additional \$8,010 in the Division's Materials & Services category for the software support agreement; and
- 3) The Division proposes to purchase four PC's to use as training machine's or substitutes for PC's which are being repaired. The request is for an additional \$6,000 in the Division's Capital Outlay for hardware and \$2752 in Materials & Services for software.

In response to a question from Chair Van Bergen, Ms. Clem answered that all of the money (\$20,817) is proposed to be taken from the Support Services Fund Contingency category.

Council  
December 10, 1992  
#7.1

REGIONAL FACILITIES COMMITTEE REPORT

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RESOLUTION NO. 92-1721, AUTHORIZING AN EXEMPTION TO METRO CODE CHAPTER 2.04.050 FOR A SOLE SOURCE CONTRACT WITH HALSTEAD'S ARBORICULTURE CONSULTANTS FOR THE RELOCATION AND PLANTING OF TREES IN THE ZOO'S ELK EXHIBIT

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Date: December 9, 1992 Presented by: Councilor McFarland

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**COMMITTEE RECOMMENDATION:** At its December 8, 1992 meeting the Regional Facilities Committee voted 3-0 to recommend Contract Review Board adoption of Resolution No. 92-1730. Voting were Councilors McLain, Gronke, and McFarland. Councilors Washington and Collier were absent.

**COMMITTEE DISCUSSION/ISSUES:** Assistant Zoo Director Kay Rich presented the staff report. He said the zoo is beginning work on an elk exhibit in the meadow area near the waterfowl ponds. The elk will need shade, and the zoo will need large trees to create that shade. The Zoo's Development Officer was able to secure Louisiana Pacific as a sponsor for this project; Louisiana Pacific in turn worked with Halstead's Arboricultural Consultants to determine the cost of relocating and replanting six mature Douglas Fir trees. That cost was determined to be \$18,000, which Louisiana Pacific will pay. The resolution would authorize an exemption from competitive bidding and approve a sole source contract with Halstead's, which is a condition of Louisiana Pacific's agreement to pay the costs. Mr. Rich added that Halstead's would warrant its work for one year, which condition is included in the contract.

Councilor McFarland asked for clarification that this project would not cost the Zoo any money. Mr. Rich confirmed that was the case.

FINANCE COMMITTEE REPORT

Council  
12/22/92  
#7.3

RESOLUTION NO. 92-1723A APPROVING A REQUEST FOR PROPOSAL DOCUMENT FOR FINANCIAL ADVISORY SERVICES AND AUTHORIZING THE EXECUTIVE OFFICER TO EXECUTE THE CONTRACT SUBJECT TO CONDITIONS

Date: December 8, 1992

Presented By: Councilor Wyers

**COMMITTEE RECOMMENDATION:** At its December 3, 1992 meeting the Committee voted unanimously to recommend Council approval of Resolution No. 92-1723 as amended. All Committee members were present and voting.

**COMMITTEE DISCUSSION/ISSUES:** Ms. Jennifer Sims, Finance and Management Information Director, presented the Staff Report. She indicated the RFP is for a standard three year professional services contract such as the financial audit or the performance audit contracts. The current three year contract with Public Financial Management expires at the end of the calendar year. General services to be provided by the financial advisor include assistance in the development, issuance and administration of bonded debt; research for various financing alternatives; and general financial advice as needed.

In response to a question from Councilor Gardner about the increase in the dollar amount of the proposed contract (\$180,000) over the current contract (\$125,000), Ms. Sims indicated the total amount of the contract was an estimate based on the potential work to be done, including Greenspaces bonded debt and operating funding, the new transfer station, arts funding and the spectator facilities funding. She also pointed out that with this sort of contract if the funds are not budgeted or the work is not needed then the work will not be done. Council Staff pointed out that one of the conditions set forth in Exhibit B is a limitation on expenditures of no more than \$60,000 each year.

In response to a question from Councilor Wyers, Council Staff pointed out that authorizing the Executive Officer to execute the contract subject to certain conditions at the same time the RFP is released, is provided for in the Code as a way to expedite Council review and approval of contracts. The Council has done this in the past.



**METRO**

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

# Memorandum

METRO COUNCIL  
December 10, 1992  
Agenda Item No. 8

DATE: December 10, 1992  
TO: Metro Councilors  
FROM: Councilor Judy Wyers *JW/CS*  
RE: Update on Apportionment Commission Legislation

Councilor Collier asked me to present a report on the Governmental Affairs Committee's deliberations on apportionment. What follows is a brief summary of the salient points on apportionment commission legislation.

- The Charter creates an apportionment commission to develop a plan to create seven Council districts by July 1, 1993. The Council is to appoint the commission's seven members by February 1. The Charter also gives the Council the authority to prescribe criteria for districts, in addition to the Charter's minimal criteria that districts be of equal population, contiguous and geographically compact. The additional criteria must be enacted by ordinance.
- The Governmental Affairs Committee is working on two pieces of legislation: Draft Resolution 93-1724, which establishes appointing authorities for the apportionment commission and outlines the appointment process; and Draft Ordinance 93-477, which would establish criteria for district creation.
- The Committee will consider the draft resolution next Thursday, and will pass it out for Council consideration on January 14 if approved. The Committee will also consider the draft ordinance next Thursday, and intends to file it for first reading at the December 22 Council meeting. It will then have committee consideration and a public hearing on January 7, with second reading on January 14.

## RESOLUTION NO. 93-1724

1. Observes the Charter direction that appointing authorities be five pairs and one group of three Councilors from adjacent districts. The Presiding Officer will appoint one member and name the Chair.
2. The resolution pairs the two Clackamas County Councilors for one appointment, pairs two Washington County Councilors, and pairs District 2 (all Washington County) with District 4 (parts of all three counties). This will ensure two appointments from



one of those counties and one appointment from the other. The Presiding Officer's appointment will then have to be a resident of the one county that has only one appointment up to then.

The proposed Multnomah County groupings are districts 7 & 10, districts 11 & 12, and districts 3, 8, & 9.

3. The Charter directs that all appointments must be made by Feb. 1 or the Executive will make the appointments. Our committee strongly encourages Councilors to meet the deadline and not require the Executive to do this job. (Rena has advised me she does not want to involve herself in this process.)

4. Appointments are to be filed with the Clerk of the Council. Casey Short has drafted a form for Councilors to use in making the appointments, which the committee will review next week.

ORDINANCE NO. 93-477

1. The apportionment plan is to comply with federal law pertaining to the voting rights of minority populations. (Counsel advised using this language rather than referring specifically to preserving the concentration of African-American population in districts 11 & 12.)

2. The plan is to comply with federal guidelines on equal representation by having all districts within 5% of average in population, based on 1990 census figures.

- AND -

3. Districts are to be as close to equal in population as possible - approaching 0% variance - based on 1992 population estimates. (The committee considered the idea of including projected population growth as a criterion, and rejected it in favor of equal representation according to current population.)

4. Each county is to have at least one district wholly contained within that county.

5. The commission shall give observe existent precincts.

6. The commission is to observe (and preserve) communities of interest, as the commission defines that term.

The committee considered a suggestion that the plan minimize the number of sitting Councilors in any new district, and chose not to include it as a criterion.

Please see Mr. Short if you'd like a copy of the drafts.



**METRO**

2000 S.W. First Avenue  
Portland, OR 97201-5398  
503/221-1646

# Memorandum

Council  
12/10/92  
#8

DATE: December 7, 1992

TO: Susan McLain, Regional Facilities Committee Chair

FROM: George Van Bergen, Councilor

RE: Trailblazer negotiations

The operative words in Rena Cusma's December 2, 1992 letter to the City of Portland indicate that Metro will be, "involved in direct talks..." to resolution of the Blazer deal, etcetera.

My questions are:

1. Will the Regional Facilities Committee be involved in these discussions?
2. If the Regional Facilities Committee is involved, will other Councilors need to attend the Committee meetings?
3. Will the Regional Facilities Committee reports be prepared in writing and distributed to the Council?
4. At what level will the Council approve or disapprove negotiations before those negotiations assume the status of final agreements?

These matters will have strong influence on our 1993-94 budget preparations.

cc: Council

# METRO

2000 SW First Avenue  
Portland, OR 97201-5398  
(503) 221-1646  
Fax 241-7417

December 2, 1992

Mayor Bud Clark  
Commissioner Mike Lindberg  
City of Portland  
Office of Public Affairs  
1220 S.W. Fifth Avenue  
Portland, Oregon 97204

Executive Officer  
Rena Cusma

Metro Council

Jim Gardner  
Presiding Officer  
District 3

Judy Wyers  
Deputy Presiding  
Officer  
District 8

Susan McLain  
District 1

Lawrence Bauer  
District 2

Richard Devlin  
District 4

Edward P. Gronke  
District 5

George Van Bergen  
District 6

Ruth McFarland  
District 7

Tanya Collier  
District 9

Roger Buchanan  
District 10

Ed Washington  
District 11

Sandi Hansen  
District 12

Dear Bud and Mike,

In response to your joint memo of November 18, I know that we are all pleased to have the Consolidation Agreement Amendment between our governments resolved. I believe the language approved by the Metro Council reflects the substance and intent of our several meetings. I share your concern and hope that the arena project may now move forward to conclude the remaining agreements and begin construction.

With the Amendment behind us, Metro and the City of Portland are now bound "...to negotiate further amendments to this Agreement which shall minimize formal City oversight and approval requirements related to Metro budgets for ERC facilities". We have given ourselves an outside timeline of March 31, 1993 to agree upon specific language.

The terms of Phase 2 Consolidation of ERC facilities will also be produced during our upcoming discussions and we have given ourselves until June 30, 1993 to agree upon specific language.

As before, the process of negotiating these items shall begin with discussions between designated staff members with the understanding that the Mayor, Liaison Commissioner, Executive Officer and Presiding Officer be kept apprised of progress and involved in direct talks as necessary enroute to resolution.

I believe we have come to better understand each jurisdictions perspective on the issues yet before us. I know too that you share my hope that the end result of our negotiations will reflect our legitimate concerns and contribute to a stronger partnership and stewardship of the important facilities that serve this metropolitan region.

Sincerely,



Rena Cusma  
Executive Officer  
Metro

cc: Portland City Commissioners  
Mayor-Elect Vera Katz  
Commissioner-Elect Charlie Hales  
Marshal Glickman  
Metro Council