

BEFORE THE COUNCIL
OF THE METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF APPROVING A)	RESOLUTION NO. 80-135
PROJECT MANAGER POSITION AND)	
AUTHORIZING THE ESTABLISHMENT)	Introduced by the
OF TWO POSITIONS IN THAT)	Council Coordinating
CLASSIFICATION)	Committee

WHEREAS, A need exists to coordinate major Metro projects which cut across functional areas; and


WHEREAS, There is no position description in the current Classification Plan which fully covers the requirements for a person to manage such a position; and

WHEREAS, There is an immediate need to establish such project management positions for the Westside Corridor Project and the Solid Waste Resource Recovery Project; now, therefore,

BE IT RESOLVED,

1. That the classification for Project Manager at salary range 14.5 (\$30,051.00 to \$37,722.00) as described in the attached Job Description be approved.
2. That Project Manager positions for the Westside Corridor Project and the Solid Waste Resource Recovery Project, be authorized.

ADOPTED by the Council of the Metropolitan Service District this 27th day of March, 1980.



Presiding Officer

Metro/3/27/80

Range: 14.5

Salary: \$30,051 - \$37,722

PROJECT MANAGER

Definition

Under general administrative direction, assume overall responsibility for managing key projects which require the coordination of several functional areas crossing department lines. The Project Manager classification, which will have equal status with Department Heads, will be used to direct major projects expected to last for no less than a year. The Project Manager will be responsible for the overall coordination of project staff through the appropriate departmental or outside agency directors, including work programs, budget and execution of all contracts leading up to final completion of the project. The position will be authorized only for the term of the project and will be terminated on completion of the project.

Typical Tasks

Plan, organize and coordinate development and execution of a detailed work program to achieve the objectives of the project in compliance with local, state and federal regulations; coordinate such diverse functions as citizen involvement and land use planning with technical analysis as required to successfully achieve project objectives, propose policy alternatives and management strategies; expedite implementation of the above mentioned work programs and plans; negotiate contracts, intergovernmental agreements and financial arrangements; prepare materials for related advisory committees and for Council agendas; make presentations to the Metro Council and to other public bodies; develop and manage the project budget; select and train staff in accordance with established personnel procedures; provide administrative and technical assistance to agency staff; maintain liaison with the Executive Officer, Council, governmental agencies and related advisory groups; perform related work as required.

Employment Standards

- A. General Qualifications: Have five years of high level administrative work experience with emphasis on coordination of multi-functional projects.
- B. Knowledge of: Principles and practices of public and business administration including policy development, program planning, implementation and evaluation; staffing, budgeting procedures; cost-benefit analysis, contract development and negotiation; problem identification and conflict resolution. Thorough knowledge of state and federal regulations dealing with the environment as they impact project objectives; knowledge of techniques for developing intergovernmental agreements.

C. Ability to: Establish and maintain effective working relationships with federal, state and local agencies as well as private business, citizen groups, other Metro employees; plan, organize and direct all aspects of the project; formulate and recommend environmental policies and programs; interpret, explain and apply applicable laws, rules and regulations; serve as liaison and advisor to the Council, Executive Officer and Chief Administrative Officer, Council Committees and related groups; prepare and administer department procedures relating to staff, training, budget and organization; coordinate project activities with those of other departments and outside agencies; establish and maintain working relationships with subordinates, elected and appointed officials, and the general public; manage work of staff; initiate and assist in securing funding for programs to address environmental and technical problems which may be a local priority not eligible for federal or state funding.

D. Specific Employment Standards: Education and work experience qualifications will be established to meet the requirements of each project.

7222/21

A G E N D A M A N A G E M E N T ~~S U M M A R Y~~ ^{APPROVED BY THE METRO COUNCIL}THIS 27th DAY OF March 1980

TO: Metro Council
 FROM: Executive Officer
 SUBJECT: Approving and Authorizing A Project Manager Classification
 and Authorizing the Establishment of Two Positions in
 that Classification

Res
 80-135

I. RECOMMENDATIONS:

- A. ACTION REQUESTED: Approve establishment of a Project Manager classification at salary range 14.5, (\$30,051 to \$37,722), and authorizing positions to be established for the Westside Corridor Project and the Solid Waste Resource Recovery Project.
- B. POLICY IMPACT: Addition of the Project Manager position to the Classification Plan will make it possible to be more effective in implementing Council policy decisions which involve the management of major projects requiring the coordination of several functional areas crossing department lines, such as the Westside Corridor Project and Solid Waste Resource Recovery Project.
- C. BUDGET IMPACT: Positions within this classification would be established after receiving position authorization from the Council. Funds are currently available for both of the positions requested.

II. ANALYSIS:

- A. BACKGROUND: Metro has become increasingly involved in the management of complex projects which require the coordination of several different functional areas. It has been difficult for a Department Director to effectively manage the affairs of a department as well as give detailed oversight to a major project on a tight time demand schedule. No other job description in the Metro Classification Plan is broad enough to cover the range of responsibilities required to manage a major project. The Project Manager classification was written to fill this need.

The position would be on the same salary level as a Department Head, but would not preempt the management responsibilities of the Department Head. The position would be terminated upon completion of the project.

The Council Coordinating Committee unanimously

recommended establishment of the Project Manager classification, but stressed the importance of stating in the Job Description that the position will be terminated upon completion of each project.

- B. ALTERNATIVES CONSIDERED: One alternative would be to continue management of these projects within existing job classifications. This would mean using a Department Head to direct the project or assigning the responsibilities to a staff member. This alternative was rejected because it would not focus sufficient staff time on important projects, nor were any of the existing job descriptions broad enough to include the range of responsibilities required. The other alternative considered was to use a Consultant on contract. This alternative was rejected because requiring this level of management attention needed a full-time staff position which was under the direct day to day supervision of the Executive Officer.
- C. CONCLUSION: Using a Project Manager classification is the most effective way of directing the implementation of major projects.

RG/CS/gl
7220/118
3/27/80

Res 80-135

A G E N D A M A N A G E M E N T S U M M A R Y

TO: Metro Council
 FROM: Executive Officer
 SUBJECT: Approving A Project Manager Position and Authorizing the Establishment of Two Positions in that Classification

I. RECOMMENDATIONS:

- A. ACTION REQUESTED: Approve establishing a Project Manager classification at salary range 14.5, or \$30,051 to \$37,722, and authorizing positions to be established for the Westside Transit Project and the Solid Waste Resource Recovery Project.
- B. POLICY IMPACT: Having the Project Manager position in the Classification Plan will make it possible to be more effective in implementing Council policy decisions which involve the management of major projects requiring the coordination of several functional areas crossing department lines, such as the Westside Transit Project and Solid Waste Resource Recovery Project.
- C. BUDGET IMPACT: Positions within this classification would be established after receiving position authorization from the Council. Funds are currently available for both of the positions requested.

II. ANALYSIS:

- A. BACKGROUND: Metro has become increasingly involved in the management of complex projects which require the coordination of several different functional areas. It has been difficult for a Department Director to effectively manage the affairs of a department as well as give detailed oversight to a major project on a tight time demand schedule. No other job description in the Metro Classification Plan is broad enough to cover the range of responsibilities required to manage a major project. The Project Manager position was written to fill this need.

The position would be on the same salary level as a Department Head, but would not preempt the management responsibilities of the position. The position would be terminated upon completion of the project.

- B. ALTERNATIVES CONSIDERED: One alternative would be to continue the management of these projects with existing job classifications. This would mean using a Department Head to direct the project or assigning

the responsibilities to a staff member. This alternative was rejected because it would not focus sufficient staff time on important projects, nor were any of the existing job descriptions broad enough to include the range of responsibilities required. The other alternative considered was to use a Consultant on contract. This alternative was rejected because requiring this level of management attention needed a full-time staff position which was under the direct day to day supervision of the Executive Officer.

- C. CONCLUSION: Using a Project Manager position is the most effective way of directing the implementation of major projects.

RG/CS/gl
7220/118
3/13/80

PROJECT MANAGER

Definition

Under general administrative direction, assume overall responsibility for managing key projects which require the coordination of several functional areas crossing department lines. The Project Manager classification, which will have equal status with Department Heads, will be used to direct major projects expected to last for no less than a year and will be responsible for the overall coordination of project staff through the appropriate departmental or outside agency directors, including those drawn from other departments, work programs, budget and execution of all contracts leading up to final completion of the project.

Typical Tasks

Plan, organize and coordinate development and execution of a detailed work program to achieve the objectives of the project in compliance with local, state and federal regulations; coordinate such diverse functions as citizen involvement and land use planning with the technical analysis as required to successfully achieve project objectives, propose policy alternatives and management strategies; expedite implementation of the above mentioned work programs and plans; negotiate contracts, intergovernmental agreements and financial arrangements; prepare materials for related advisory committees and for Council agenda; make presentations to the Metro Council and to other public bodies; develop and manage the project budget; select and train staff in accordance with established personnel procedures; provide administrative and technical assistance to agency staff; maintain liaison with the Executive Officer, Council, governmental agencies and related advisory groups; and perform related work as required.

Employment Standards

A. General Qualifications: have five years of high level administrative work experience with emphasis on coordination of multi-functional projects.

B. Knowledge of: principles and practices of public and business administration including policy development, program planning, implementation and evaluation; staffing, budgeting procedures; cost-benefit analysis, contract development and negotiation; problem identification and conflict resolution. Thorough knowledge of state and federal regulations dealing with the environment as they impact upon project objectives; the knowledge of techniques for developing intergovernmental agreements.

C. Ability to: establish and maintain effective working relationships with federal, state and local agencies as well as private business, citizen groups, other Metro employees; plan, organize and direct all aspects of the project; formulate and

recommend environmental policies and programs; interpret, explain and apply applicable laws, rules and regulations; serve as liaison and advisor to the Council, Executive Officer and Chief Administrative Officer, Council Committees and related groups; prepare and administer department procedures relating to staff, training, budget and organization; coordinate project activities with those of other departments and outside agencies; establish and maintain working relationships with subordinates, elected and appointed officials, and the general public; manage work of staff; initiate and assist in securing funding for programs to address environmental and technical problems which may be a local priority not eligible for federal or state funding.

D. Specific Employment Standards: specific education and work experience qualifications will be established to meet the requirements of specific projects.

SPECIFIC EMPLOYMENT STANDARDS
FOR
WESTSIDE TRANSIT STUDY PROJECT MANAGER

Training and education equivalent to graduation from an accredited university or college with a degree in Transportation Planning with emphasis on Engineering or Public Administration; have five years of administrative work experience in urban transportation planning matters emphasizing transportation needs assessment. It is highly desirable to have regional planning experience, emphasizing inter-governmental relations, and a masters degree in Planning.

Knowledge of: the duties and responsibilities of a local or regional planning department, principles of administration, including personnel, budgeting, training and department organization; principles and procedures of city, county and regional planning, including application of federal and state laws; transportation project development; transportation system evaluation; land-use principles; intergovernmental relations and financial administration.

Ability to: establish and maintain effective working relationships with federal, state and local agencies as well as private business, citizen groups, other Metro employees; plan, organize and direct the transportation planning activities of the agency; formulate transportation planning programs and recommend policies; interpret, explain and apply applicable laws, rules and regulations; serve as technical adviser to boards, committees or staff; prepare and enforce department procedures relating to personnel, training, budget and organization; coordinate department activities with those of other departments; establish and maintain cooperative working relationships with subordinates, elected and appointed officials and the general public; manage work of a large staff.

SPECIFIC EMPLOYMENT STANDARDS
FOR
SOLID WASTE RESOURCE RECOVERY PROJECT MANAGER

Any combination of a bachelor's and master's degree in Business or Public Administration with an emphasis on Financial Planning and Civil or Mechanical Engineering; three years of work experience in solid waste management and two additional years of project management experience.

Knowledge of: principles and practices associated with the design and development of solid waste resource recovery projects; legal principles and procedures associated with enforcement of solid waste management programs; administrative principles and practices associated with budgeting, employee supervision and program development and implementation; organization, authority and function of government agencies at the federal, state and local levels as they relate to inter-jurisdictional planning and program management of solid waste program, citizen participation, community organization; development techniques as they apply to the planning process; procedures used in identifying and managing grant resources and developing grant proposals; refuse disposal technology and construction techniques and the financial planning of solid waste management facilities.

Ability to: establish and maintain effective working relationships with federal, state and local agencies as well as private business, citizen groups, other Metro employees, Executive Officer and the Council; comprehend and interpret codes and regulations and apply them to routine and difficult inspection and enforcement programs; discern appropriate program direction; develop and implement comprehensive program plans and supervise completion of projects in a timely fashion; comprehend and interpret law, rules and regulations; negotiate complex business and intergovernmental agreements; plan, direct, supervise and evaluate the work of subordinate personnel; present written and oral reports clearly and concisely.

RG/CS/ks
7222/21