

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF REORGANIZING ) RESOLUTION NO. 87-786  
THE INTERGOVERNMENTAL RESOURCE )  
CENTER ) Introduced by the  
) Presiding Officer and  
) Executive Officer

WHEREAS, The Intergovernmental Resource Center Reorganization Committee has carefully reviewed findings and recommendations regarding the performance of the Intergovernmental Resource Center (IRC); and

WHEREAS, The IRC Reorganization Committee acknowledges the opportunity to maximize efficient and effective transportation and development services in the Metropolitan Service District jurisdiction; and

WHEREAS, The IRC Reorganization Committee has developed a plan to accomplish these purposes; now, therefore,

BE IT RESOLVED,

1. That the Intergovernmental Resource Center is hereby reorganized into two departments: Department of Transportation and the Department of Research & Development.

2. That the Directors of these new departments shall be exempt under s4, c349, Oregon Laws 1987 (SB 629) and subject to confirmation by the Council of the Metropolitan Service District.

3. That the Metropolitan Service District Classification and Pay Plans are hereby amended to add a new classification of Director of Research & Development as described in Exhibit A at salary range 15.0 (\$41,038-\$51,646).

4. That the Metro Classification and Pay Plans are hereby amended to include the revised classification of Manager of Development Services (formerly Director of Development Services) as described in Exhibit B at salary range 14.5 (\$39,104-\$49,150).

5. That the appointment of Andrew C. Cotugno to the position of Director of Transportation is confirmed by a majority of the Council.

6. That the appointment of Raymond A. Phelps, Jr. to the position of Director of Research & Development is confirmed by a majority of the Council.

7. Pursuant to Section 2.02.025, Variances, Metro Code requirements of Section 2.02.040, Appointment, are hereby waived for the initial filling of the position of Manager of Development Services because the strict application of said provision would result in practical difficulties.

8. That Resolution No. 87-744, Exhibit B, FY 1987-88 Budget, and Exhibit C, Schedule of Appropriations, are hereby amended as shown in Exhibits C and D to this Resolution.

9. That the IRC Fund is hereby renamed the Planning Fund. The fund type and purposes are unchanged.

ADOPTED by the Council of the Metropolitan Service District  
this 23rd day of July, 1987.

  
Richard Waker, Presiding Officer

JS/gl  
7896C/506  
07/20/87

Metro  
Class No. 094

Established: 7/23/87  
AA: Official/Administrator

Director Of Research and Development

General Statement of Duties:

Under general direction oversees the administration and operation of the Research and Development Department. Develops policies and sets long range goals and objectives relating to development services

Supervision Received:

Receives general supervision from the Executive Officer who assigns duties, outlines goals and objectives and reviews work for effectiveness and for conformance to policies and objectives.

Supervision Exercised:

Reviews and coordinates work of division heads in Research and Development.

Examples Of Principal Duties:

An employee in this classification may perform any of the following duties. However, these examples do not include all the specific tasks which an employee may be expected to perform.

1. Organizes and coordinates the work of the Research & Development Department. Defines departmental work programs and projects in areas deemed critical to Metro's mission and enforces policies and procedures related to those programs and projects.
2. Assists the Executive Officer in the development and implementation of policies and programs relating to development services.
3. Oversees and coordinates the preparation of the Research and Development budget to ensure expenditures are within appropriation.
4. Represents Research and Development at meetings with Metro Council, Metro Staff, other governmental agencies, technical or professional groups, the media and elected officials.
5. Administers personnel matters within the Department.

Recruiting Requirements:  
Knowledge, Skill, Ability

Knowledge of: organization, purpose and limitations of federal, state, regional and local governments; thorough knowledge of modern public administration principles and budgeting practices; personnel administration, problem identification and conflict resolution; the political decision-making process; and principles of planning.

Ability to: plan and organize, and direct the development activities of the agency; create an innovate alternative solutions to problems facing Research and Development department as they impact the agency, establish and maintain effective working relations with federal, state and local agencies, employees, Executive Officer and the Council; supervise and evaluate the work of subordinate personnel; and to present written and oral reports clearly and concisely.

Experience And Training

Six years of experience in a high level management position with experience in planning and development, research, budgeting and management, land use planning and regional infrastructures. Graduation from an accredited four-year college in urban planning, public administration or related field. Any satisfactory equivalent combination of experience and training which ensures the ability to perform the work may substitute for the above.

Metro  
Class No: 085

Established: 7/1/84  
Revised: 7/15/87  
AA:Official/Administrator

Manager of Development Services

General Statement of Duties:

The Manager of Development Services is responsible for the District's development programs to include coordinating the Oregon regional economic development strategy requirements within the Metro jurisdiction; directing a comprehensive review of the Urban Growth Boundary to recommend policy and procedural amendments; directing the regional inventory and analysis of park and recreational land; and developing a regional drainage strategy. Coordinates and directs all efforts of the staff to implement program goals and objectives, conduct research, and perform program evaluation.

SUPERVISION RECEIVED:

Works under the general direction of the Director of Research and Development and in accordance with the policies and objectives of the Metropolitan Services District Council.

SUPERVISION EXERCISED:

Directly supervises the staff for assigned projects.

EXAMPLES OF PRINCIPAL DUTIES:

An employee in this classification may perform any of the following duties. However, these examples do not include all the specific tasks which an employee may be expected to perform.

1. Performs long range planning for programs and projects
2. Prepares material and information for Council agendas
3. Makes presentations to the Council
4. Supervises staff and provides work programs and work evaluations
5. Prepares and monitors the project budgets.
7. Provides technical and administrative assistance to agency staff
8. Performs other related work as required

RECRUITING REQUIREMENTS:  
KNOWLEDGE, SKILL, ABILITY

Knowledge of: organization, purpose and limitations of federal, state, regional and local governments; principles, techniques and strategies of management theories and practice; budget and finance methods; principles of planning; government and private grant sources, procedures and contract compliance requirements; research and statistical methods and processes including computer software and hardware applications.

Ability to: plan, organize and direct the development services activities of the agency, work effectively with others, be creative and innovative in providing alternative solutions and strategies to programmatic and fiscal problems; manage and direct a variety of programs and subordinate personnel to achieve mutually beneficial jurisdictional objectives; communicate clearly and concisely both orally and in writing to divergent audiences; assess and interpret information and facts to determine potential implications and impact on Metro, jurisdictions and projects.

EXPERIENCE AND TRAINING:

Five years of administrative work experience in Planning, Public Administration or Community Development directing staff, work programs and budget and experience in locational analysis; land use laws; regional infrastructure; and service delivery systems. Graduation from an accredited four-year college in urban studies, economics, geography, or sociology. Any satisfactory equivalent combination of experience and training which ensures the ability to perform the work may substitute for the above.

ACCOUNT #	DESCRIPTION	PROPOSED BUDGET FY 1987-8		ADOPTED		REVISION		PROPOSED AMENDMENT	
		FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>IRC</b>									
<b>Personal Services</b>									
6010	IRC Administrator	1.00	53,084	(1.00)	(53,084)				0
6020	Transportation Director	1.00	53,085	(1.00)	(53,085)				0
6030	Technical Manager	1.00	48,167	(1.00)	(48,167)				0
6060	Secretary	1.00	20,076	(1.00)	(20,076)				0
6070	Senior Analyst	4.00	144,159	(4.00)	(144,159)				0
6080	Analyst 3	5.50	169,654	(5.50)	(169,654)				0
6090	Analyst 2	7.00	179,908	(7.00)	(179,908)				0
6100	Analyst 1	1.00	19,861	(1.00)	(19,861)				0
6180	Administrative Assistant	2.00	46,831	(2.00)	(46,831)				0
6300	Temporary	1.50	19,159	(1.50)	(19,159)				0
6700	Fringe		229,714		(229,714)				0
	<b>Total Personal Services</b>	<b>25.00</b>	<b>983,698</b>	<b>(25.00)</b>	<b>(983,698)</b>			<b>0.00</b>	<b>0</b>
<b>Materials &amp; Services</b>									
7100	Travel		6,500		(6,500)				0
7110	Meetings & Conferences		4,000		(4,000)				0
7120	Training & Tuition		4,500		(4,500)				0
7130	Dues & Subscriptions		1,500		(1,500)				0
7140	Ads & Legal Notices		2,000		(2,000)				0
7150	Printing		20,500		(20,500)				0
7300	Postage		2,000		(2,000)				0
7410	Supplies- Office		3,000		(3,000)				0
7500	Contractual Services		86,354		(86,354)				0
7510	Payments to Other Agencies		43,817		(43,817)				0
7520	Data Processing		3,750		(3,750)				0
7540	Audit Services		1,500		(1,500)				0
	<b>Total Materials &amp; Services</b>		<b>179,421</b>		<b>(179,421)</b>				<b>0</b>
<b>Capital Outlay</b>									
8570	Office Furniture & Equipment		23,710		(23,710)			0	0
	<b>Total Capital Outlay</b>		<b>23,710</b>		<b>(23,710)</b>				<b>0</b>
<b>Transfers, Contingency, Unappropriated Balance</b>									
9100	Transfer to General Fund		635,589		(635,589)				0
9130	Transfer to Building Mgmt Fund		76,971		(76,971)				0
9150	Transfer to Insurance Fund		10,211		(10,211)				0
9700	Contingency		120,465		(120,465)				0
	Unappropriated Fund Balance		39,309		(39,309)				0
	<b>Total Trans., Contin., Unappr. Fund Bal.</b>		<b>882,545</b>		<b>(882,545)</b>				<b>0</b>
	<b>TOTAL EXPENDITURES</b>	<b>25.00</b>	<b>2,069,374</b>	<b>(25.00)</b>	<b>(2,069,374)</b>			<b>0.00</b>	<b>0</b>

PLANNING FUND: TRANSPORTATION

FISCAL YEAR 1987-88		ADOPTED		REVISION		PROPOSED AMENDMENT	
ACCOUNT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
TRANS	Personal Services						
6020	Transportation Director		0	1.00	53,085	1.00	53,085
6030	Technical Manager		0	1.00	48,167	1.00	48,167
6060	Secretary		0	1.00	20,076	1.00	20,076
6070	Senior Analyst		0	3.00	113,266	3.00	113,266
6080	Analyst 3		0	4.00	121,818	4.00	121,818
6090	Analyst 2		0	7.00	179,908	7.00	179,908
6100	Analyst 1		0	1.00	19,861	1.00	19,861
6180	Administrative Assistant		0	1.00	25,505	1.00	25,505
6300	Temporary		0	1.50	19,159	1.50	19,159
6700	Fringe		0		182,241		182,241
	Total Personal Services	0.00	0	20.50	783,086	20.50	783,086
	Materials & Services						
7100	Travel		0		4,500		4,500
7110	Meetings & Conferences		0		2,000		2,000
7120	Training & Tuition		0		3,500		3,500
7130	Dues & Subscriptions		0		1,000		1,000
7140	Ads & Legal Notices		0		750		750
7150	Printing		0		20,500		20,500
7300	Postage		0		1,000		1,000
7410	Supplies- Office		0		2,250		2,250
7500	Contractual Services		0		30,354		30,354
7510	Payments to Other Agencies		0		43,817		43,817
7520	Data Processing		0		3,750		3,750
7540	Audit Services		0		1,500		1,500
	Total Materials & Services		0		114,921		114,921
	Capital Outlay						
8570	Office Furniture & Equipment		0		23,710		23,710
	Total Capital Outlay		0		23,710		23,710
	TOTAL EXPENDITURES	0.00	0	20.50	921,717	20.50	921,717

The proposed budget combines the current Transportation and Data Services Divisions with minor adjustments. Future budgets will combine the prior year history of these divisions under the Transportation Department.



PLANNING FUND: RESEARCH AND DEVELOPMENT DEPARTMENT

FISCAL YEAR 1987-88		ADOPTED		REVISION		PROPOSED AMENDMENT	
ACCOUNT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>R&amp;D</b>							
<b>Personal Services</b>							
	Dir. of Research & Develop.		0	0.21	11,253	0.21	11,253
	Manager of Development Svcs		0	0.92	46,927	0.92	46,927
6010	IRC Administrator		0	0.08	4,092	0.08	4,092
6070	Senior Analyst		0	0.84	25,848	0.84	25,848
6080	Analyst 3		0	1.50	47,836	1.50	47,836
6180	Administrative Assistant		0	1.00	21,326	1.00	21,326
6700	Fringe		0		47,882		47,882
	<b>Total Personal Services</b>	<b>0.00</b>	<b>0</b>	<b>4.55</b>	<b>205,164</b>	<b>4.55</b>	<b>205,164</b>
<b>Materials &amp; Services</b>							
7100	Travel		0		2,000		2,000
7110	Meetings & Conferences		0		2,000		2,000
7120	Training & Tuition		0		1,000		1,000
7130	Dues & Subscriptions		0		500		500
7140	Ads & Legal Notices		0		1,250		1,250
7300	Postage		0		1,000		1,000
7410	Supplies- Office		0		750		750
7500	Contractual Services		0		56,000		56,000
	<b>Total Materials &amp; Services</b>		<b>0</b>		<b>64,500</b>		<b>64,500</b>
	<b>TOTAL EXPENDITURES</b>	<b>0.00</b>	<b>0</b>	<b>4.55</b>	<b>269,664</b>	<b>4.55</b>	<b>269,664</b>

The proposed budget combines the current Development Services Division and Office of the Administrator with minor adjustments. Future budgets will combine the prior year history of these divisions plus the Criminal Justice Division under the Research and Development Department.

PLANNING FUND: GENERAL EXPENSES

FISCAL YEAR 1987-88		ADDPED		REVISION		PROPOSED AMENDMENT	
ACCOUNT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
<b>Transfers, Contingency, Unappropriated Balan</b>							
9100	Transfer to General Fund		0		635,589		635,589
9130	Transfer to Building Mgnt Fund		0		76,971		76,971
9150	Transfer to Insurance Fund		0		10,211		10,211
9700	Contingency		0		115,913		115,913
	Unappropriated Fund Balance		0		39,309		39,309
	<b>Total Trans., Contin., Unappr. F</b>		<b>0</b>		<b>877,993</b>		<b>877,993</b>
<b>TOTAL EXPENDITURES</b>		<b>0.00</b>	<b>0</b>	<b>25.05</b>	<b>2,069,374</b>	<b>25.05</b>	<b>2,069,374</b>

PLANNING FUND: FINANCE AND ADMINISTRATION DEPARTMENT

BUDGET FY 1987-88		ADOPTED		REVISION		PROPOSED AMENDMENT	
ACCOUNT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
10-FA							
Personal Services							
6020	Directors	2.00	103,603	(0.21)	(11,253)	1.79	92,350
6030	Managers (Acctng, D.P.)	2.00	80,870			2.00	80,870
6050	Personnel Officer	1.00	37,467			1.00	37,467
6060	Secretary	1.75	35,130			1.75	35,130
6080	Analyst 3	1.00	28,291			1.00	28,291
6090	Analyst 2	1.00	25,878			1.00	25,878
6100	Analyst 1	1.00	18,557			1.00	18,557
6120	Support Services Supervisor	0.50	12,887			0.50	12,887
6130	D.P. Operations Analyst	2.00	54,870			2.00	54,870
6190	Senior Accountant	2.00	62,021			2.00	62,021
6195	Lead Accounting Clerk	1.00	20,738			1.00	20,738
6205	Receptionist	1.00	16,027			1.00	16,027
6210	Lead Word Processing Operator	1.00	21,959			1.00	21,959
6220	Offset Print Operator	1.00	19,922			1.00	19,922
6230	Accounting Clerk 2	3.00	54,325			3.00	54,325
6240	Word Processing Operator	0.60	10,775			0.60	10,775
6260	Maintenance Aide	0.25	3,233			0.25	3,233
6125	D.P. Systems Analyst	1.00	35,706			1.00	35,706
6300	Temporary	0.25	5,610			0.25	5,610
6700	Fringe	0.00	199,661		(3,488)	0.00	196,173
Total Personal Services		23.35	847,530	(0.21)	(14,741)	23.14	832,789
Materials & Services							
7100	Travel		5,452				5,452
7110	Meetings & Conferences		1,500				1,500
7120	Training & Tuition		11,955				11,955
7130	Dues & Subscriptions		2,134				2,134
7140	Ads & Legal Notices		5,200				5,200
7150	Printing		23,900				23,900
7160	Typesetting		300				300
7190	Election Expenses		120,000				120,000
7230	Telephone		42,420				42,420
7250	Fuels & Lubricants		3,500				3,500
7300	Postage		41,947				41,947
7320	Maintenance & Repair-Vehicles		2,070				2,070
7330	Maintenance & Repair-Equipment		79,681				79,681
7360	Equipment Rental		1,980				1,980
7410	Supplies- Office		28,828				28,828
7440	Supplies-Graphics		1,000				1,000
7450	Supplies-Other		400				400
7500	Contractual Services		35,900				35,900
7510	Payments to Other Agencies		7,660				7,660
7540	Audit Services		35,000				35,000
7760	Lease Payment-Vehicle		12,600				12,600
7770	Lease Pay.-Furniture & Equip.		106,858				106,858
7900	Miscellaneous		1,320				1,320
Total Materials & Services			571,605		0		571,605

BUDGET FY 1987-88		ADOPTED		REVISION		PROPOSED AMENDMENT	
ACCOUNT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
	Capital Outlay						
8570	Office Furniture & Equipment		20,036				20,036
	Total Capital Outlay		20,036		0		20,036
	TOTAL EXPENDITURES	23.35	1,439,171	(0.21)	(14,741)	23.14	1,424,430

GENERAL FUND: GENERAL EXPENSES

BUDGET FY 1987-88		ADOPTED		REVISION		PROPOSED AMENDMENT	
ACCOUNT #	DESCRIPTION	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
-----							
Transfers, Contingency, Unappropriated Balance							
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9130	Transfer to Building Mgmt Fund		240,737				240,737
9150	Transfer to Insurance		10,211				10,211
9400	Transfer to IRC Fund		20,881				20,881
9450	Transfer to CTS Fund		0				0
9700	Contingency		276,182		14,741		290,923
	Unappropriated Fund Balance		47,500				47,500
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	Total Trans., Contin., Unappr. Fund Bal.		595,511		14,741		610,252
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	TOTAL EXPENDITURES	46.35	3,109,540	(0.21)	0	46.14	3,109,540
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## EXHIBIT D

## SCHEDULE OF APPROPRIATIONS

	<u>Current Approp.</u>	<u>Revision</u>	<u>Proposed Approp.</u>
<u>GENERAL FUND</u>			
Finance & Admin.			
Personal Services	\$ 847,530	\$(14,741)	\$ 832,789
Materials & Services	571,605	0	571,605
Capitol	3,000	0	3,000
Subtotal	<u>\$1,439,171</u>	<u>\$(14,741)</u>	<u>\$1,424,430</u>
General Expense			
Contingency	\$ 276,182	\$ 14,741	\$ 290,923
Transfers	271,829	0	271,829
Subtotal	<u>\$ 548,011</u>	<u>\$ 14,741</u>	<u>\$ 562,752</u>
All Other Appropriations	\$1,074,858	\$ 0	\$1,074,858
Unappropriated Balance	<u>47,500</u>	<u>0</u>	<u>47,500</u>
TOTAL GENERAL FUND REQUIRE- MENTS	\$3,109,540	\$ 0	\$3,109,540

No other appropriation changes in this fund.

SCHEDULE OF APPROPRIATIONS  
(continued)

	<u>Current Approp.</u>	<u>Revision</u>	<u>Proposed Approp.</u>
<u>IRC FUND</u>			
Personal Services	\$ 983,698	\$( 983,698)	\$ 0
Materials & Services	179,421	( 179,421)	0
Capitol Outlay	23,710	( 23,710)	0
Transfers	722,771	( 722,771)	0
Contingency	120,465	( 120,465)	0
Unappropriated Balance	39,309	( 39,309)	0
<b>TOTAL</b>	<u>\$2,069,374</u>	<u>\$(2,069,374)</u>	<u>\$ 0</u>
 <u>PLANNING FUND*</u>			
Transportation Dept.			
Personal Services	\$ 0	\$ 783,086	\$ 783,086
Materials & Services	0	114,921	114,921
Capitol Outlay	0	23,710	23,710
<b>Subtotal</b>	<u>\$ 0</u>	<u>\$ 921,717</u>	<u>\$ 921,717</u>
 Research & Development Dept.			
Personal Services	\$ 0	\$ 205,164	\$ 205,164
Materials & Services	0	64,500	64,500
Capitol Outlay	0	0	0
<b>Subtotal</b>	<u>\$ 0</u>	<u>\$ 269,664</u>	<u>\$ 269,664</u>
 Transfers	 \$ 0	 \$ 722,771	 \$ 722,771
Contingency	0	115,913	115,913
Unappropriated Balance	0	39,309	39,309
<b>TOTAL PLANNING FUND REQUIRE- MENTS</b>	<u>\$ 0</u>	<u>\$2,069,374</u>	<u>\$2,069,374</u>

No other appropriation changes in any fund.

\*Formerly called the IRC Fund.

STAFF REPORT

Agenda Item No. 10.1

Meeting Date July 23, 1987

CONSIDERATION OF RESOLUTION NO. 87-786 FOR THE PURPOSE OF CREATING A DEPARTMENT OF TRANSPORTATION, AND ESTABLISHING A RESEARCH AND DEVELOPMENT DEPARTMENT.

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Date: July 20, 1987

Presented by: Councilor Ragsdale  
Ray Phelps

FACTUAL BACKGROUND AND ANALYSIS

On April 24, 1987, the Intergovernmental Research Center (IRC) Transition Committee reported to the Council its analysis and recommendations for the IRC Department.

Transportation Planning

It is apparent that the one major IRC component that is well understood and has both high visibility and high credibility is transportation. The function is well established, clear on its face, and closely integrated with the activities of other jurisdictions throughout the region. Without the transportation unit, IRC would have little justification as a free-standing department.

Data Services

Transportation planning is also a major "customer" of Data Services, whose database supports the planning effort and lends authority to transportation's acknowledged regional role.

Data Services is a data collection resource that serves Metro planning and information efforts across the board and also provides dues-paying jurisdictions and the regional community with statistical information and analyses. The most important aspect of Data Services, in organizational terms, is that the unit maintain its ability to respond to requests for information from all quarters and that its collection efforts appropriately reflect the Metro work program and regional information needs not duplicated elsewhere.

Development Services

This IRC subunit is a catch-all that is ambitious and forward-looking in title, but somewhat more fictitious than substantive. The personnel complement numbers five or less. Development Services does house the maintenance and the review



of the Urban Growth Boundary and a number of "undeveloped" subject areas such as water resources, regional parks, adult corrections, and public facilities planning, etc. A few such subject areas may involve pass-through grant funding. None entail direct Metro responsibility for program management, direction or results. While these concerns may not be total orphans, neither do they have strong Metro parents.

On May 7, 1987, the Council established an IRC Reorganization Committee comprised of Councilor Mike Ragsdale, Donald E. Carlson, Richard Engstrom and Ray Phelps to propose the reorganization of IRC functions. This Committee recommends:

1. The Transportation Planning Division should be elevated to department status to maintain coherence, visibility and credibility of this program in the region.
2. The Data Resources Division should be housed in the proposed Department of Transportation with the instruction that this Division enhance its response capabilities to serve development services as well as transportation planning.
3. Establish the Research and Development Department to secure a strong and visible program for existing and emerging programs -- Economic Development, Land Use, Recreation, Water Resources, Criminal Justice Planning, Local Government Relations, et al.

The Committee believes that this reorganization will accomplish several significant purposes.

1. Metro's transportation planning will be structured to maintain the high quality services to the region and assume additional responsibilities.
2. Both transportation planning and development services can rely on strong data and research support services without interruption of committed programming.
3. Development services will be organized to maximize the resources of the agency for bringing emerging projects to successful fruition. This service will enable Metro to play a leadership role in the region for land use and functional planning, coordinate local plan review, management of the Urban Growth Boundary, reinstate an effective housing guidance program, public facilities plans, and embark on an economic development coordination program.

COMMITTEE RECOMMENDATION

Approval of Resolution No. 87-786 which includes all of the structural, personnel and budget necessary to implement the proposed reorganizations.

EXECUTIVE OFFICER'S RECOMMENDATION

The Executive Officer recommends approval of Resolution No. 87-786.

RP/gl  
7896C/506  
07/20/87

INTERGOVERNMENTAL RESOURCE CENTER  
TRANSITION COMMITTEE FINAL REPORT

## INTRODUCTION

The Intergovernmental Resource Center (IRC) Transition Committee was given a broad charge by Executive Officer Rena Cusma. The Committee was instructed to familiarize itself with IRC, its activities, functions and organization, together with the philosophy or underlying concepts that serve to justify the present structure and departmental direction.

The Transition Committee was encouraged to make whatever recommendations appeared consistent with its findings. The Committee approached its task without preconceived ideas, guidance or influence. The Committee received a high degree of cooperation from the administration and all departmental staff members encountered.

The Committee had the opportunity to speak with and to hear the previous IRC Administrator's and the former Executive Officer's views on the rationale for IRC's present structure, its objectives and its achievements. Our inquiry included a review of written material provided by the department including the work program, budgetary information, and related documents; some of which were prepared at the Committee's request to better provide a thorough overview of departmental affairs. Finally, the Committee designed and distributed a questionnaire to an IRC mailing list that was intended to reach those persons presumed to be most familiar with the functions and effectiveness of the IRC as well as those most likely to respond.

The summary results of the 102 questionnaire surveys returned form an appendix to this report. Detailed responses are on file with the Office of the Executive Officer.

At an early point in the Committee's deliberations, the members personally contacted and interviewed at length a cross-section of local government administrators and elected officials representing jurisdictions throughout the region. The results of those interviews, apart from their intrinsic value to the Committee's work, were helpful in framing the questionnaire subsequently used to gather more extensive information.

## FINANCE AND BUDGET

The Committee limited its inquiry primarily to matters of organizational structure, the rationale for that structure and the results obtained as perceived by IRC users and by our collective judgments. The Committee did not concern itself with budgetary matters, neither with regard to the adequacy of the personnel commitment nor the allocation of resources that finance its assigned activities. This was not so much omission as it was recognition of the Finance and Budget Transition Committee's charge which the IRC Committee believed to encompass such matters as they may pertain to Metro and its subunits.

The Committee did, however, look closely at the relationship of dues received by Metro from regional governments and quasi-governmental agencies as they relate to the IRC philosophy and its activities.

#### IRC STRUCTURE

The departmental organization consists of the following major components:

1. Office of the Administrator
2. Data Services
3. Transportation
4. Development Services

The functions or activities housed under the four major departmental components are listed below:

Transportation Planning

Transportation Fund Decisions

Traffic Forecasting Resource

Land Use Planning

Regional Wastewater/Stormwater Treatment Plan

Population, Employment, Housing and Land Use Forecasting

Employment and Census Data

Criminal Justice Coordination

Regional Information Service Newsletter

Grants Assistance

Intern Assistance

Professional Training Opportunities and Workshops

Air Quality

Urban Growth Boundary

Vacant Industrial Lands Inventory

Regional Directory

A number of the broad subject areas on the above list do not command significant attention in terms of personnel time, effort or

resources. Some receive part-time attention at best. IRC, through the office of the Administrator or the Development Services Division, has traditionally served as a convenient organizational niche that may give the appearance that the above subject areas are receiving appropriate attention, but that is not the reality.

The Committee believes that direction, status and "consensus building" would be better coordinated from the Executive's office. Such placement and direct responsibility is also more consistent with the Executive's responsibility for close liaison with the regional community and its needs and concerns. The Executive is the logical "lightning rod" for regional concerns and shares this responsibility with Council members.

The Committee understands that Metro's mission is elastic. The language of the enabling legislation permits a broad range of potential issue and subject area involvements for which the agency may one day bear substantial responsibility. Under those circumstances, the Committee feels strongly that the temptation to find a home within the Metro structure for many or most regional concerns should be tempered by an administrative process that separates legitimate candidates for attention from those lacking status, support or which are otherwise undeserving of Metro resources. For this reason, the Committee recommends the present list of subject areas be sunsetted by June 31, 1987. That means, to the Committee, that previously adopted subject areas or issue concerns should not be assumed to have merit or be given continued life in the form of Metro staff time unless they can stand the test of a thorough review and justification by the Executive Officer.

The review process should determine an appropriate disposition, a coherent policy and direction and establish the kind and amount of resources consistent with its importance in the hierarchy of demand upon agency staff and budget funds. Subject areas that do not merit or cannot justify the expenditure of agency resources should not be continued as Metro responsibilities, at least until such time as circumstances may justify reconsideration and heightened status.

The IRC department staff totals approximately 23 personnel. The majority are attached to Transportation. It is, at the same time, difficult to show a breakdown of other personnel in terms of their specific subunit assignments. Some personnel divide time between a number of subject areas and serve more than one IRC component.

While it may well be advantageous for personnel responsibilities to cross subunit boundaries, thereby maximizing their value and utility to the organization, the IRC structure seems forced to fit its internally perceived rationale rather than proceeding from a recognition that flexibility is beneficial to achieving departmental goals.

#### IRC ORGANIZATIONAL PHILOSOPHY

The one recurrent theme cited to justify the IRC structure is that the department provides a focal point and identifies the local

assistance role. The presumption is that dues-paying governmental agencies can see their dues at work, can call upon IRC resources and that the justification for dues contributed can be measured in services received.

This view is reinforced by the annual "credit" IRC allots to dues-paying jurisdictions. Work requests that are serviced by IRC are given a dollar value and charged against (deducted from) the dollar value of the account. A jurisdiction's account value functions as a prepaid consulting fee which entitles that jurisdiction to request and receive "free" work up to the limit of the credit in its account. In theory, the requesting jurisdiction has received full value when the work requested equals the value of the account.

Questionnaire responses suggest that:

1. Jurisdictions do not easily distinguish between IRC and the greater Metro organization.
2. Jurisdictions do not understand or particularly care about the fact that they have a credit account.
3. The presumed high visibility of IRC as the focal point of local government activity does not exist.
4. Jurisdictions do not attach any real dollar value to services received and when equated to dues paid, often do not see those services as justifying the dues amount assessed.

In a larger context, it is simply unwise to attempt to justify dues paid to Metro on the basis of IRC services received. Such a narrow focus also denigrates Metro's overall charge and set of responsibilities and broader value to the subject jurisdictions and to the region. The present system is misguided, if not outright damaging to the agency.

While it is the Committee's judgment that equating dues with value received has not resulted in heightened visibility for either IRC or Metro, nor been instrumental in building goodwill, or the perception that IRC services are of significant value to local governments, the expressed objectives remain important. Metro continues to bear responsibility to achieve these objectives. It is strongly recommended that Metro devise fresh and effective methods of communicating how Metro can serve the interests of local governments and service districts.

This ongoing responsibility is all the more important in light of Metro's legislatively sunseting dues structure. Legislative review will occur in 1989 and could raise, lower -- or in the worst case -- completely eliminate the present 51¢ per capita assessment.

The second major theme that forms the underpinnings of the IRC department rationale is that IRC is the Metro organizational home where new projects and new directions can be nurtured. If the

"consensus building" process is successful, projects or issues may be spun off and perhaps housed elsewhere within the greater Metro structure. The primary example cited to illustrate the consensus building process is the convention center. Whether or not Metro, in the person of the IRC departmental director, the Executive Officer or other staff were singularly or collectively responsible for building a community consensus on this subject or any other is beside the point. This process lacks form and substance and is entirely too haphazard. It can promote drift as easily as provide direction. It does not equate with sound leadership, sound issue identification or sound management. A more logical and effective organizational home is required.

#### TRANSPORTATION PLANNING

It is apparent that the one major IRC component that is well understood and has both high visibility and high credibility is transportation. The function is well established, clear on its face, and closely integrated with the activities of other jurisdictions throughout the region. Without the transportation related functions, IRC would have little justification as a free-standing department.

#### DATA SERVICES

Transportation planning is also a major internal user of Data Services, whose database supports the planning effort and lends authority to transportation's acknowledged regional role.

Data Services is a data collection resource that serves Metro planning and informational efforts across the board and also provides dues-paying jurisdictions and the regional community with statistical information and analyses. The most important aspect of Data Services, in organizational terms, is that the unit maintain its ability to respond to requests for information from all quarters and that its collection efforts appropriately reflect the Metro work program and regional information needs not duplicated elsewhere.

#### DEVELOPMENT SERVICES

This IRC subunit is a catch-all that is ambitious and forward-looking in title, but somewhat more fictitious than substantive. The personnel complement numbers five or less. Development Services does house the maintenance and the review of the Urban Growth Boundary and a number of "undeveloped" subject areas such as water resources, regional parks, adult corrections, and public facilities planning, etc. A few such subject areas may involve pass-through grant funding. None entail direct Metro responsibility for program management, direction or results. While these concerns may not be total orphans, neither do they have strong Metro parents. They number among those subject areas to which the Committee's sunseting recommendation should be applied.

Finally, Development Services operates intern assistance programs and professional training workshops and a Regional Information Service. The information service aspect appears to be well received and responsive to local government needs. However, if Metro belongs in the business of providing seminars and workshops, such efforts should be of high quality, not overly frequent, and not readily available from other qualified sources.

#### FINDINGS AND RECOMMENDATIONS

The Committee finds no strong justification for continuing IRC with its present set of functions as a department of Metro. A reorganization of functions assigned to IRC should consider the following:

1. Abolition of the name, Intergovernmental Resource Center, to identify a department of Metro. A second effort in IRC's present form and name seems less advisable than a new beginning under an improved, more practical and efficient structure.
2. The elevation of Transportation Planning to departmental status.
3. The attachment of Data Services to the Transportation Department as a subdivision which, in addition to its close support role to Transportation, would continue to provide data services to all elements of the Metro organization and the regional community.
4. Abolish the notion and the practice of establishing a dues account that reflects the dues assessment which regional jurisdictions contribute to Metro and may draw upon in the form of services.
5. Devise a new and better rationale or justification of the dues contribution that does not tie value received to specific service requested and received, if such a rationale is needed or serves any constructive purpose.
6. The movement of Urban Growth Boundary matters to the Metro General Counsel function in recognition of its close relationship to and dependence upon legal interpretation, enunciation and proceedings. The recommendation pertains to the adjudication aspect of UGB. Policy formulation should emanate from the Executive Office.
7. The movement of many or most Development Services activities to the office of the Executive Officer. Such placement provides a logical focal point for the necessary research, liaison, guidance and policy formulation as it relates to project merit, priority for agency resources and subsequent assignment to Metro subunits. Executive Office staff resources should be adequate to assure these objectives are effectively met.



8. The assignment of the grants and training information dissemination activities that serve local governments to the Public Affairs Department. The IRC name might be retained in this context to identify the staff person or persons most concerned with providing information to local governments.

#### CONCLUSION

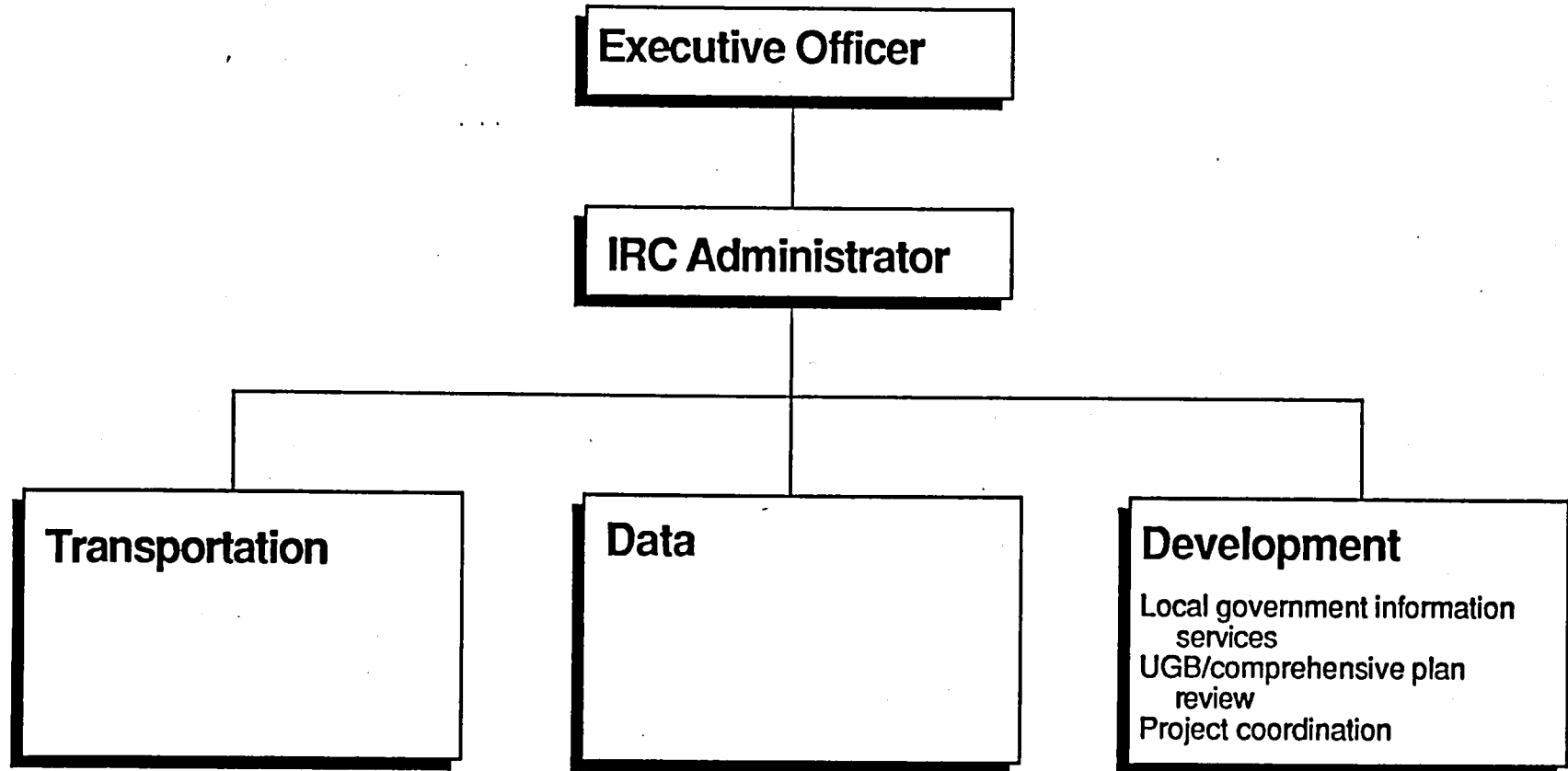
While the Committee's focus was confined to the IRC and its activities, our inquiry recognizes that Metro is still a young agency. Organizationally and philosophically Metro has attempted to adapt to and accommodate the hard realities of the political universe into which it was born. Metro attempted to demonstrate its legitimacy and its usefulness to dues-paying jurisdictions. Metro also sought to minimize political controversy, both internally and externally with varying degrees of success and wisdom.

At this point in its history, it is reasonable and should be expected that Metro rethink its mission, its programs and approach to issues, and the appropriateness and responsiveness of its present organization. If Metro is to become a truly regional organization that can justify its existence both practically and politically, the agency requires strong centralized internal leadership that has the authority to reorganize staff resources and organizational structure as the agency evolves and matures.

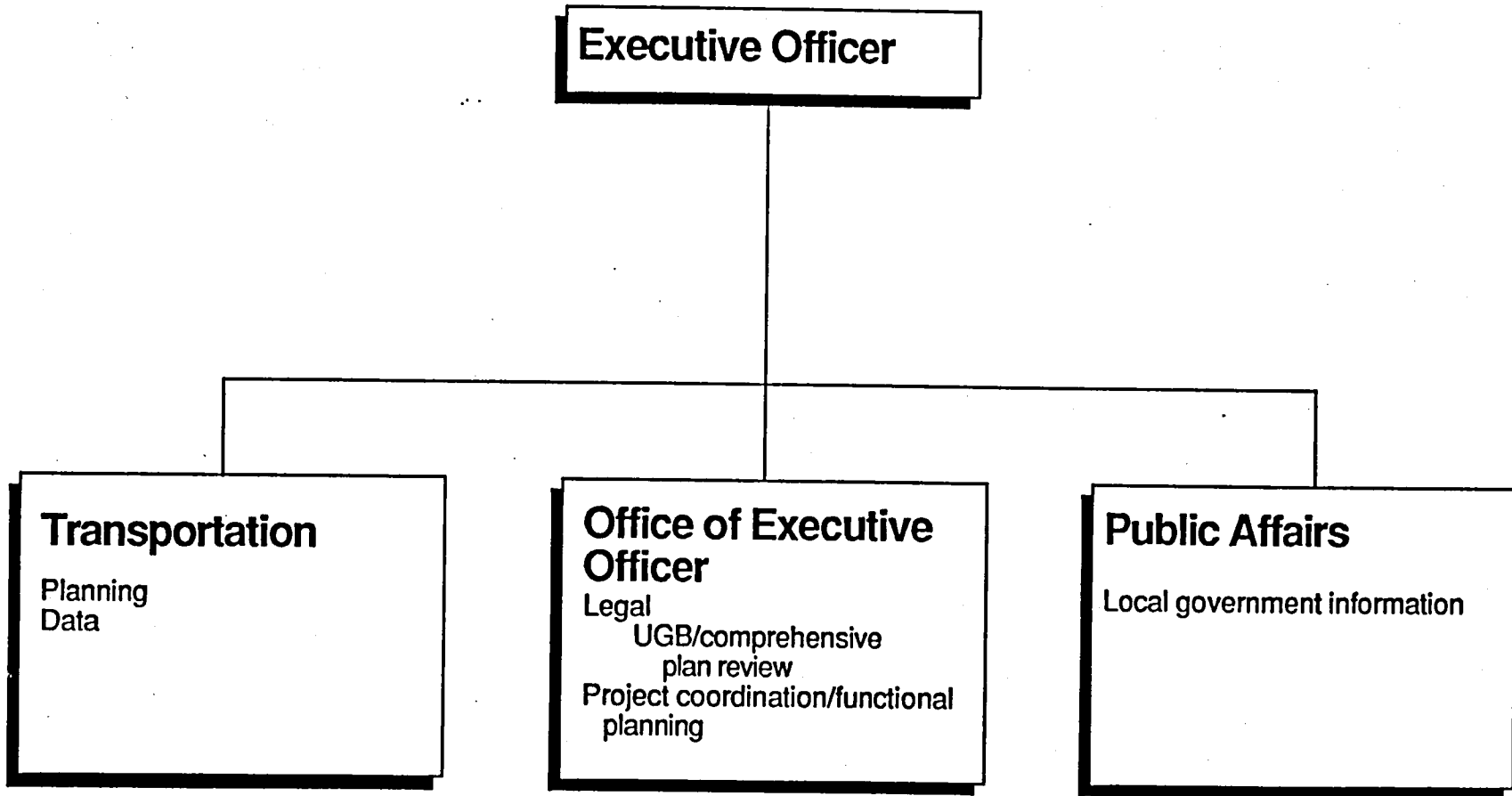
The Committee's observations and judgment as expressed in the Findings and Recommendations section of the report should not be viewed as an attempt to describe a complete organizational structure. Changes in the organization of IRC appear advisable and it is recommended that the Executive Officer explore and refine the Committee's work so that the personnel resources of the agency can be structured to best meet changing organizational and community needs as circumstances and events may dictate.

DR/gl  
7171C/467

# Current



# Proposed





**METRO**

# Memorandum

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

Date: March 24, 1987  
To: IRC Transition Committee  
From: Marc Madden, Acting Director  
Intergovernmental Resource Center  
Regarding: Survey Results

## INTRODUCTION

At the request of the IRC Transition Committee, a questionnaire about familiarity with, usefulness of and performance by Metro's IRC was sent to 704 individuals who constitute the "clientele." Of the 704 questionnaires sent, 102 were completed and returned according to the following distribution.

	<u>Universe</u>	<u>Returned/Completed Sample</u>
	N = 704	N = 102
Elected	39%	15%
Staff	43%	59%
Other	18%	26%

## MAJOR FINDINGS

Despite the fact that better than half (59%) of the sample were staff i.e. individuals most likely to know about IRC, less than half (42%) of the sample indicated high familiarity (4-5 on scale) with IRC services. Thirty-nine percent indicated a low familiarity (1-2 on scale). Representative comments include:

#030 "I'm not sure what the IRC is! Based on the list, however, it seems the whole Metro staff and all of Metro's offices and sections comprise the IRC. If that is true, I must admit that I've never thought of the organization as anything except "Metro" (or MSD). I believe the usual term used is "Metro", not IRC. If IRC is a subsection of Metro, then I do not know what it is or what it does.

#049 Who is IRC? You are the best kept secret in town.

March 2, 1987

Page 2

And, when respondents are familiar, reaction is not necessarily positive as indicated by the following.

#038 Metro has a serious public relations or information problem. Since arriving in this area one year ago, I've not heard a single person speak in a positive manner about Metro. I don't know the reason for this, but it is definitely a problem which should be addressed.

#037 We do not use your services--we "combat" your services!

Quantitatively, the following activities were evaluated as poor or fair quality by at least one-third of the respondents.

Land Use Planning	38%
Water	36%
Urban Growth Boundary	41%

The following activities were evaluated as poor or fair usefulness by better than one-quarter of the respondents.

Grants	33%
Land Use Planning	29%
Water	29%
Air Quality	29%
Intern Assistance	28%
Urban Growth Boundary	27%
Vacant Land Inventory	27%
Criminal Justice	26%

Comparatively, IRC Transportation and Data Services are positively evaluated by respondents. Better than one-third of the respondents positively judged the quality and usefulness of the following services.

High Quality

Transportation Planning  
Transportation Funding  
Traffic Forecast  
Data Forecasting  
Employment/Census Data  
Regional Newsletter  
Professional Workshops  
Regional Directory

Very Useful

Transportation Planning  
Data Forecasting  
Employment/Census Data

In any event, a majority of respondents (59%) agree that the IRC staff is generally responsive as reflected in the following comments.

#042 Unless inundated with work from other areas, the turnaround on work requests is usually excellent.

#043 Have always received answers to inquiries very fast.

#073 The two staff I have had contact with have been very responsive.

Nevertheless, only one quarter of the respondents (28%) consider that IRC's value of services rates good or excellent for dues paid.

MAJOR CONCLUSIONS

In short, lack of familiarity breeds contempt. Cross tabulating responses about familiarity with IRC and value of IRC reveals the following distribution.

	Low Familiarity	High Familiarity
Low Value	86%	40%
High Value	14%	60%

Leaving aside specific problems, suggestions, criticisms, et al. about IRC, the paramount fact is that our own clientele is not sufficiently aware of what IRC does or can do.

RELATIVE FREQUENCY DISTRIBUTION  
WITH 102 RESPONDENTS  
METROPOLITAN SERVICE DISTRICT

MAR 13 1987

INTERGOVERNMENTAL RESOURCE CENTER  
QUESTIONNAIRE

('NO RESPONSE'  
ELIMINATED  
FROM CALCULATIONS)

1. How would you describe your familiarity with the services provided by Metro's IRC on a scale of 1 to 5; very unfamiliar to very familiar?

(Circle One) 1 2 3 4 5 <sup>27% 15%</sup>

2. Based on your familiarity of the IRC's work in the listed areas, how would you rate the QUALITY of product and results produced by the IRC?

(IN %)

	No Knowledge	Poor	Fair	Good	Excellent
Transportation Planning	29	7	11	26	28
Transportation Funding Decisions	32	11	14	32	12
Traffic Forecasting Resource	34	11	17	26	13
Land Use Planning	32	21	17	26	4
Regional Wastewater/Storm Water Treatment Plan	51	20	16	11	1
Population, Employment, Housing and Land Use Forecasting	22	11	21	32	14
Employment & Census Data	29	7	18	38	8
Criminal Justice Coordination	72	10	10	5	2
Regional Information Service Newsletter	19	11	22	29	18
Grants Assistance	52	10	14	15	9
Intern Assistance	47	8	16	19	9
Professional Training Opportunities & Workshops	31	9	15	28	16
Air Quality	52	12	22	10	3
Urban Growth Boundary	28	20	21	21	10
Vacant Industrial Lands Inventory	39	14	18	23	5
Regional Directory	31	4	13	23	29

Other (Name)

MAP SVCS/ CONVENTION CTR      50      0      0      25      25

Comments/Observations: \_\_\_\_\_

3. Based on your familiarity of the IRC's work in the listed areas, how would you describe the USEFULNESS of the service to your agency or for your purposes.

	No Knowledge	Little Use	Moderate Use	Very Useful
Transportation Planning	<u>27</u>	<u>10</u>	<u>24</u>	<u>39</u>
Transportation Funding Decisions	<u>26</u>	<u>15</u>	<u>27</u>	<u>32</u>
Traffic Forecasting Resource	<u>29</u>	<u>11</u>	<u>27</u>	<u>33</u>
Land Use Planning	<u>36</u>	<u>29</u>	<u>20</u>	<u>15</u>
Regional Wastewater/Storm Water Treatment Plan	<u>51</u>	<u>29</u>	<u>15</u>	<u>5</u>
Population, Employment, Housing and Land Use Forecasting	<u>23</u>	<u>13</u>	<u>24</u>	<u>39</u>
Employment & Census Data	<u>24</u>	<u>15</u>	<u>26</u>	<u>34</u>
Criminal Justice Coordination	<u>64</u>	<u>26</u>	<u>8</u>	<u>2</u>
Regional Information Service Newsletter	<u>23</u>	<u>15</u>	<u>40</u>	<u>22</u>
Grants Assistance	<u>39</u>	<u>33</u>	<u>14</u>	<u>13</u>
Intern Assistance	<u>45</u>	<u>28</u>	<u>16</u>	<u>11</u>
Professional Training Opportunities & Workshops	<u>26</u>	<u>24</u>	<u>31</u>	<u>19</u>
Air Quality	<u>47</u>	<u>29</u>	<u>16</u>	<u>8</u>
Urban Growth Boundary	<u>26</u>	<u>27</u>	<u>32</u>	<u>16</u>
Vacant Industrial Lands Inventory	<u>32</u>	<u>27</u>	<u>26</u>	<u>16</u>
Regional Directory	<u>30</u>	<u>13</u>	<u>28</u>	<u>30</u>
Other (Name)				
<u>MAP SVCS / CONVENTION CTR</u>	<u>60</u>	<u>20</u>	<u>20</u>	<u>0</u>

Comments/Observations: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

4. Do you believe work performed by the IRC is duplicated by the efforts of another agency or agencies?

Comments/Observations: \_\_\_\_\_  
 \_\_\_\_\_

5. If associated with an agency that pays dues to Metro, how would you rate the value of services requested and/or received in relation to dues paid?

Don't Know	Poor Value	Fair Value	Good Value	Excellent Value
<u>29%</u>	<u>22%</u>	<u>21%</u>	<u>21%</u>	<u>7%</u>

Comments/Observations: \_\_\_\_\_  
 \_\_\_\_\_



6. How well has the IRC responded to Economic Development objectives?

Don't Know	Poorly	Fair	Good	Excellent
55%	22%	11%	10%	2%

Comments/Observations: \_\_\_\_\_

7. The IRC's self-described mission is one of "consensus building." How well do you believe the IRC has or is accomplishing that objective?

Don't Know	Poorly	Fair	Good	Excellent
33%	24%	17%	20%	6%

Comments/Observations: \_\_\_\_\_

8. What additional INFORMATION GATHERING areas do you believe the IRC could or should be productively involved with?

\_\_\_\_\_

9. What additional REGIONAL PLANNING areas do you believe the IRC could or should be productively involved with?

\_\_\_\_\_

10. In your experience, how would you rate the access to the IRC staff resources and their general responsiveness?

No Experience	Poor	Fair	Good	Excellent
20%	4%	16%	36%	23%

Comments/Observations: \_\_\_\_\_

11. What do you believe the IRC's proper regional planning role should be?

(Check as many as appropriate)

<u>81%</u> Fact Gathering & Distribution	<u>58%</u> Convening Appropriate Parties	<u>78%</u> Staff and Technical Resource	<u>11%</u> Equal Partner
<u>21%</u> Leadership Role	<u>54%</u> Respond On Request	<u>35%</u> Depends Upon Subject Area	

Other or Comments/Observations: \_\_\_\_\_

12. Are there significant questions which this survey should have asked and, if so, what might they be?

\_\_\_\_\_

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\_\_\_\_\_

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

Jurisdiction/Dept.: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Please check one: 14% Current Elected Official 1% Former Elected Official  
57% Staff 4% Metro Committee Member  
22% Other: \_\_\_\_\_

RETURN TO:  
METROPOLITAN SERVICE DISTRICT  
Attention: Jack Caldwell  
Chair, IRC Transition Committee  
2000 S. W. First Avenue  
Portland, OR 97201-5403

CROSSTAB OF FAMILIARITY WITH VALUE

102 RESPONDENTS

(excluding  
'no response'  
+ 'don't know'  
on VALUE)

		FAMILIAR		
VALUE		1-3	4-5	
2-3		19 .655 <u>.864</u> .404	10 .345 <u>.40</u> .213	29 100% .617
	4-5	3 .167 <u>.136</u> .064	15 .833 <u>.60</u> .319	18 100% .383
		22 .468 100%	25 .532 100%	47

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF REORGANIZING ) RESOLUTION NO. 87-786  
THE INTERGOVERNMENTAL RESOURCE )  
CENTER ) Introduced by the  
 ) Presiding Officer and  
 ) Executive Officer

WHEREAS, The Intergovernmental Resource Center Reorganization Committee has carefully reviewed findings and recommendations regarding the performance of the Intergovernmental Resource Center (IRC); and

WHEREAS, The IRC Reorganization Committee acknowledges the opportunity to maximize efficient and effective transportation and development services in the Metropolitan Service District jurisdiction; and

WHEREAS, The IRC Reorganization Committee has developed a plan to accomplish these purposes; now, therefore,

BE IT RESOLVED,

1. That the Intergovernmental Resource Center is hereby reorganized into two departments: Department of Transportation and the Department of Research & Development.
2. That the Directors of these new departments shall be exempt under s4, c349, Oregon Laws 1987 (SB 629) and subject to confirmation by the Council of the Metropolitan Service District.
3. That the Metropolitan Service District Classification and Pay Plans are hereby amended to add a new classification of Director of Research & Development as described in Exhibit A at salary range 15.0 (\$41,038-\$51,646).

4. That the Metro Classification and Pay Plans are hereby amended to include the revised classification of Manager of Development Services (formerly Director of Development Services) as described in Exhibit B at salary range 14.5 (\$39,104-\$49,150).

5. That the appointment of Andrew C. Cotugno to the position of Director of Transportation is confirmed by a majority of the Council.

6. That the appointment of Raymond A. Phelps, Jr. to the position of Director of Research & Development is confirmed by a majority of the Council.

7. Pursuant to Section 2.02.025, Variances, Metro Code requirements of Section 2.02.040, Appointment, are hereby waived for the initial filling of the position of Manager of Development Services because the strict application of said provision would result in practical difficulties.

8. That Resolution No. 87-744, Exhibit B, FY 1987-88 Budget, and Exhibit C, Schedule of Appropriations, are hereby amended as shown in Exhibits C and D to this Resolution.

9. That the IRC Fund is hereby renamed the Planning Fund. The fund type and purposes are unchanged.

ADOPTED by the Council of the Metropolitan Service District  
this 23rd day of July, 1987.

  
Richard Waker, Presiding Officer

JS/gl  
7896C/506  
07/20/87

Nays: Councilors Hansen, Kelley, Knowles, Ragsdale and Waker

Absent: Councilors Bonner and Cooper

The motion failed due lack of a majority.

OREGON CONVENTION CENTER PROPERTY TRANSACTIONS

Motion: Councilor Kirkpatrick moved, seconded by Councilor Van Bergen, to instruct the Portland Development Commission to proceed with acquiring the two pieces of property discussed earlier in Executive Session.

Vote: A vote on the motion resulted in all ten Councilors present voting aye. Councilors Bonner and Cooper were absent.

The motion carried.

10.1 Report from the Intergovernmental Resource Center (IRC) Reorganization Committee; and

Consideration of Resolution No. 87-786, Creating a Department of Transportation, and Establishing a Research and Development Department

(NOTE: Resolution No. 87-786 also created the new classifications of Research & Development Director and Manager of Development Services; appointed and confirmed Andy Cotugno as Director of Transportation and Ray Phelps as Director of Research & Development; and waived the appointment requirements for Marc Madden, Manager of Development Services.)

Councilor Ragsdale, member of the IRC Transition Committee, reviewed the committee's written report and explained the importance of reorganizing the IRC to strengthen Metro's ability to develop an extensive database for providing regional economic development information.

Councilor Kirkpatrick noted since she had received the reorganization proposal the day before the meeting, the Council would be well-served to refer the matter to the Council Management Committee for review and recommendation.

Motion: Councilor Kirkpatrick moved, seconded by Councilor Gardner, to set over consideration of Resolution No. 87-786 to August 27 in order for the Management Committee to review the Resolution and make a recommendation to the full Council.

Councilor Ragsdale opposed the motion, pointing out that Council staff had attended all meetings of the IRC Transition Committee and had represented the Council in making the recommendation now before the Council.

Councilor Gardner asked staff to explain why the proposed Director of Research & Development had been funded as a part-time position (.21 FTE). Ray Phelps, Director of Finance & Administration, explained the .21 FTE reflected the fact that it would take him about six to seven months to organize the new Research & Development Department, to then evaluate the Director position and possibly make it full-time. He did not know who would eventually be named full-time Department Director.

Councilor Hansen questioned the impact of delaying action on the Resolution. Executive Officer Cusma responded that a delay would require the Council to extend Marc Madden's current provisional appointment as IRC Administrator. Staff was commencing work on Boundary Commission appointments, the contractors' licensing effort, working with the Legislative interim committee on the Metro-related study, the Convention Center Commission and the Governor's tourism alliance. Those projects would be delayed if the reorganization was delayed, she said.

Councilor Gardner asked if Councilor Kirkpatrick would amend the motion to require Council reconsideration on August 13 rather than August 27.

Revision of Motion: Councilors Kirkpatrick and Gardner revised the previous motion to set over consideration of Resolution No. 87-786 to August 13, 1987.

Vote on the Revised Motion: A vote on the motion resulted in:

Ayes: DeJardin, Gardner, Kelley, Kirkpatrick and Van Bergen

Nays: Councilors Collier, Hansen, Knowles, Ragsdale and Waker

Absent: Councilors Bonner and Cooper

The motion failed for lack of a majority.

In response to Councilor Kelley's question, the Presiding Officer and Councilor Ragsdale explained the reorganization had no budgetary impacts at this time. Councilor Ragsdale said additional computer equipment would be requested for the Research & Development Department during the FY 1988-89 budget process.

Councilor Kirkpatrick was concerned the IRC program had been established by a consensus-building process and that Metro, by adopting the Resolution, would make promises it could not deliver to local governments.

Mr. Phelps pointed out that with the advent of HB 3011 (relating to regional strategies for economic development), Metro had an opportunity and resources to be a major player in the economic development effort.

Councilor Kirkpatrick asked why Data Services had been proposed to be housed in the Transportation Department. Mr. Phelps replied that because over two-thirds of Data Services work related to transportation, the function had been proposed to be housed in that department. However, the function could be moved to the new Research & Development Department later when a demand for data services increased.

In response to Councilor Kirkpatrick's question, Mr. Phelps explained the new job descriptions and pay ranges for the Director of Research & Development and Manager of Development Services positions had been developed by Metro's Personnel Division with the assistance of Jennifer Sims, Management Services Director. The Councilor was concerned a Masters' degree had not been required for the Director of Research & Development position and requested staff review that requirement before outside recruitment took place.

Motion to Amend Resolution: Councilor Kirkpatrick moved, seconded by Councilor Gardner, to amend Resolution No. 87-786 by deleting paragraph 7 under "Be it Resolved" ("7. Pursuant to Section 2.02.025, Variances, Metro Code requirements of Section 2.02.040, Appointment, are hereby waived for the initial filling of the position of Manager of Development Services because the strict application of said provision would result in practical difficulties.")

Councilor Gardner asked Mr. Phelps to explain what practical difficulties would result if an open recruitment procedure were applied to the initial filling of the Development Services Manager position. Mr. Phelps explained that the Executive Officer had already determined the incumbent provisional IRC Administrator, Marc Madden, was well qualified for the position and that it would be difficult to find another candidate of equal or better qualifications.

Councilor Gardner explained the problem he had with the reorganization proposal was that a new department was being created with a quarter-time department head and a full-time person who would be



doing most of the lead work. Since the full-time person was not a department head, that position would not require confirmation. In addition, the Council was being asked to waive the recruitment requirements to fill that full-time position. He said it appeared a person was being brought into a high level, high salaried position but was bypassing Council confirmation. It appeared that person was actually serving as the head of the proposed Research & Development Department or could eventually serve in the department head position.

Mr. Phelps responded that the Manager of Development Services would spend most of his time performing internal organization tasks, developing databases, and building an information bank. The Department Director, however, would be playing a very active role in maintaining and developing external contacts. If the department did grow and the job functions of the Manager of Data Services changed to require more external contacts, then Mr. Phelps thought it justified for the Council to reexamine the position and determine whether Council confirmation should be required.

Councilor Ragsdale added that the Resolution intentionally set up Mr. Phelps as part-time department director. There was no intent to move the current Development Services Manager into the department director position. He noted that the department director position clearly required Council confirmation. When the department director functions could no longer be accomplished on a part-time basis, staff would return to the Council with a recommendation to make the position full-time, to recruit for the director position in an open process, and to bring back a candidate for Council confirmation. Mr. Phelps said any decision to make the department director position full-time would automatically require Council approval via the budget amendment process.

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• Vote on the Motion to Amend: A vote on the motion to amend Resolution No. 87-786 resulted in:

• Ayes: Councilors Collier, Gardner, Kirkpatrick and Van Bergen

Nays: Councilors DeJardin, Hansen, Kelley, Knowles, Ragsdale and Waker

Absent: Councilors Bonner and Cooper

The motion to amend failed.

Councilor Knowles asked how the salary range for the Manager of Development Services had been determined. Mr. Phelps said the range had been developed by the Personnel Office and was consistent with salaries of other department managers and was, in fact, one range

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lower than the salaries of Transportation and Research & Development Directors.

In response to Councilor Kelley's question, Mr. Phelps explained Metro was addressing a housing guidance program because it was part of the emphasis on regional economic development. After discussion between Councilors Kelley, Knowles and Mr. Phelps, it was determined Councilor Kelley would have the opportunity to revisit the proposed work program for the new Research & Development Department and could ask more specific questions at that time.

Vote on the Main Motion: A vote on the motion to Adopt Resolution No. 87-786 resulted in:

Ayes: Councilors Knowles, DeJardin, Gardner, Hansen, Kelley, Knowles, Ragsdale and Waker

Nays: Councilors Kirkpatrick and Van Bergen

Absent: Councilors Bonner and Cooper

The motion carried and Resolution No. 87-786 was adopted.

There being no further business, Presiding Officer Waker adjourned the meeting at 11:15 p.m.

Respectfully submitted,



A. Marie Nelson  
Clerk of the Council

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