

METROPOLITAN EXPOSITION-RECREATION COMMISSION

RESOLUTION NO. 198

**THE METROPOLITAN EXPOSITION-RECREATION COMMISSION FINDS:**

1. That the General Manager has tendered his resignation to the Commission.
2. That the General Manager's resignation should be accepted, on the terms and conditions stated in it.

**BE IT THEREFORE RESOLVED** that the resignation of the General Manager, a copy of which is attached as Exhibit A, is hereby accepted on the terms and conditions stated in it.

**BE IT FURTHER RESOLVED** that this resignation and its terms are binding upon the General Manager and the Commission, are non-revocable, and constitute a binding and effective contract upon passage of this resolution by the Commission.

Passed by the Commission on September 17, 1992.



Chairman



Secretary/Treasurer

APPROVED AS TO FORM:

DANIEL B. COOPER, GENERAL COUNSEL



By: Mark B. Williams  
Senior Assistant Counsel

September 11, 1992

Mr. Sam Brooks, Chair  
Metropolitan Exposition-Recreation Commission  
c/o S. Brooks & Associates, Inc.  
3575 N.E. Broadway  
Portland, OR 97232

Re: Resignation

Dear Sam:

I hereby voluntarily resign my position as General Manager of the Metropolitan Exposition-Recreation Commission, on the following terms and conditions:

1. This resignation and its terms are binding upon myself and the Commission, are non-revocable, and constitute a binding and effective contract upon acceptance by the Commission.
2. I will not remain as an employee of the Commission for one year; instead, following a short transition period through September 30, 1992, my resignation shall be effective September 30, 1992. The Commission will continue to pay my salary at its current level for nine months, through June 30, 1993.
3. As of September 30, 1992, I will have no further responsibilities or obligations to the Commission except as noted herein.
4. The Commission will continue to provide me with the following benefits through June 30, 1993: health insurance, which includes life, dental, and vision insurance, disability insurance, and PERS coverage. All other benefits associated with the position of General Manager, including but not limited to continued vacation accrual and complimentary tickets to events at Metro ERC facilities, shall cease as of September 30, 1992. The Commission shall pay to me all accrued but unused vacation on or after January 1, 1993, but in any event prior to ~~June 30, 1993~~.

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Mr. Sam Brooks  
Page 2  
September 11, 1992

5. The Commission agrees to sell to me, and I agree to purchase, the 1987 Pontiac Bonneville, License No. NPK 619, that I have been using as a company vehicle. The fair purchase price of said vehicle is set at \$2,000. I agree to provide a check in this amount to the Commission on or before September 30, 1992. It is further agreed that this vehicle is purchased by me with no express or implied warranty by the Commission.
6. An office, secretary, telephone and fax will not be provided for me after September 30, 1992.
7. It is agreed that I was part of the restructuring decision to downsize the staff in this manner.
8. I will begin seeking new employment in the public assembly facility management industry immediately.
9. I agree to negotiate a settlement if I should find a comparable position in this profession on or before March 31, 1993.
10. After September 30, 1992, the Commission does not require my assistance in making a smooth transfer of duties and responsibilities to other staff; however, in the interim period prior to my resignation on September 30, 1992, I will cooperate with the Commission in transitioning my duties and responsibilities to such other staff as the Commission may designate.
11. The Commission and I specifically agree that, except as may be necessary to comply with Oregon law, all information provided to the public regarding my separation of employment shall state that I have resigned to pursue other interests, that my resignation was not in any way related to any performance issue, and that the Commission was very satisfied with my work performance on behalf of the Commission.
12. The Commission, on behalf of itself and all its members, employees and agents, further agrees that, except as may be necessary to comply with Oregon law, all requests for information regarding my employment with the Commission and all requests for references or information regarding my former employment will be directed to the Chair of the Commission. It is specifically agreed that the Chair will provide to any prospective employer or person seeking information concerning my former employment, the attached letter of recommendation. It is further agreed that, except as may be necessary to comply with Oregon law, no member of the Commission or any

Mr. Sam Brooks  
Page 3  
September 11, 1992

Commission employee will provide any information which is inconsistent with the attached letter of recommendation.

Very truly yours,

A handwritten signature in cursive script that reads "LeRoy W. Fehrenkamp". The signature is written in dark ink and is positioned above the printed name and title.

LeRoy W. Fehrenkamp  
General Manager

Attachment

# Metropolitan Exposition - Recreation Commission

P.O. Box 2746 • Portland, Oregon 97208 • 503/731-7800 • Fax #731-7870 • 777 NE Martin Luther King Jr. Blvd.

I HEREBY CERTIFY THAT THE FOREGOING  
IS A COMPLETE AND EXACT COPY OF THE  
ORIGINAL FILED OF.

  
EXECUTIVE SECRETARY,  
METROPOLITAN E-R COMMISSION

September 17, 1992

To Whom It May Concern:

Lee Fehrenkamp served well as General Manager of the Portland Metropolitan Exposition and Recreation Commission's (MERC) many diverse facilities.

Lee managed our organization through a time of dramatic change and positioned us for further growth through the 1990s. Lee came to Portland in 1987 to manage the Memorial Coliseum Complex and Civic Stadium. Shortly thereafter, he was asked to work with the architects and design team for the development of the Oregon Convention Center; he made significant recommendations which were incorporated into the facility's design.

Five months after his arrival, major changes in the management of local facilities resulted in increased responsibility for Lee and his staff. The City of Portland transferred the four theaters comprising the Portland Center for the Performing Arts and its projected \$1 million budget deficit to MERC. Four months later, he also became responsible for management of the Oregon Convention Center. This dramatic shift during Lee's first 10 months on the job was handled very professionally, and he was the major force in managing these changes to position MERC for vast improvements in service and facility management.

Lee's five and a half years in Portland have seen steady improvements in relationships and communications both among our facilities and with our customers. These changes included:

- Improved relationships with sports franchises.
- Increased business at our facilities through better service and customer relations.
- Development of an excellent relationship with the convention and visitors bureau where none existed before.

Lee has worked with his diverse staff to turn dissonance into harmony by motivating people working for different segments of our organization to interact and gain better understanding of the entire MERC structure. His relationship with the City of Portland is excellent, and he has strengthened MERC's ties with other county and metropolitan jurisdictions.

September 17, 1992  
Page Two

All of our facilities are well-managed and each one has shown growth and/or set records during the past five years. Recent changes due to the Portland Trail Blazer's decision to develop a private arena complex resulted in the Blazers assuming management control over the Memorial Coliseum. This change -- the loss of our principal revenue source -- caused Lee and the Commissioners to consider the restructuring and downsizing of our organization in order to better manage our dwindling revenue sources.

Lee has done a great job for us and for our customers, often under very challenging conditions. We are very lucky to have had him working with us during a crucial period. You will have a good person in Lee Fehrenkamp as a leader with ethical values and concern for others.

Please call me if you have any questions.

Sincerely,



Sam Brooks  
Chairman

# Metropolitan Exposition-Recreation Commission

P.O. Box 2746 • Portland, Oregon 97208 • 503/731-7800 • Fax #731-7870 • 777 NE Martin Luther King Jr. Blvd.

## **FOR IMMEDIATE RELEASE**

September 17, 1992

Contact: Lee Fehrenkamp  
(503) 731-7837

### **LEE FEHRENKAMP RESIGNS METRO-ER COMMISSION POSITION**

PORTLAND, OR -- Lee Fehrenkamp, general manager of the Metropolitan Exposition-Recreation Commission (MERC), has resigned his position, effective October 1, 1992.

"Now is the time to restructure the organization to make it best serve this region and its residents," says Fehrenkamp. "The commission is doing what is right and healthy in a time of dwindling dollars."

Fehrenkamp's five and half year tenure was marked by constant change. When he was hired in 1987, the commission was an adjunct of the City of Portland; it later became part of the Metropolitan Service District. Soon after taking the post, Fehrenkamp was challenged with consolidating the management of the region's recreation, convention and entertainment facilities, including the Oregon Convention Center, Memorial Coliseum, Civic Stadium and the Portland Center for the Performing Arts.

Only days on the job, Fehrenkamp began working with the Oregon Convention Center design team.

"The expertise Lee brought to the Oregon Convention Center design team far exceeded anybody's expectations," says Ron Miller, vice president of sales for Greyhound Exposition Services and president-elect of the Portland Oregon Visitors Association. "Lee developed the convention center and its operation into a nationally recognized facility. Without his design recommendations the center would be far less functional than it is today."

Under Fehrenkamp's stewardship, the convention center has surpassed projections, in terms of convention bookings and revenues. The first year the facility was open, nine conventions were expected; 14 were later booked, generating a \$22 million economic impact on the City of Portland. During the second year, a total of 22 conventions were booked -- eight more than were initially projected, with a \$38.9 million dollar economic impact for the city. To date, business for 1993 is running at a pace originally calculated for 1995.

"Lee Fehrenkamp has done a superb job of bringing the convention center on line and bringing all of the facilities, from the coliseum, convention center, stadium, to the Performing Arts Center, into one management package," says Mayor J.E. "Bud" Clark. "I will never forget going for the National Square Dance Convention, which was one of Lee's major priorities in his outreach for conventions, and winning the bid for Portland in 1994. Lee has been one of the 'riches of the city,' and has added riches to the city. I am sorry to see Lee resign."



When the Performing Arts Facilities were turned over to the Commission, it had a projected \$1 million deficit. Reductions in this deficit were achieved by streamlining the operation, improving customer service and finding alternative uses for these facilities to fill open dates. For the Performing Arts Center, Fehrenkamp and staff pursued corporate business clients and marketed the Center as a meeting facility, as well as an arts center. Soon after, Nike, Honda, Intel and others booked events there. According to Fehrenkamp, customer service is one of the keys to this success.

Sam Brooks, chair of the commission, agrees. "Lee has done a great job for us and for our customers. And you know they are the most important part of all of this."

Fehrenkamp will pursue other business interests both in the U.S. and internationally.

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