

MINUTES OF THE COUNCIL MANAGEMENT COMMITTEE  
OF THE METROPOLITAN SERVICE DISTRICT

August 25, 1987

Committee Members Present: Jim Gardner, Gary Hansen, Sharron Kelley and Tom DeJardin (alternate\*)

Committee Members Absent: Tanya Collier, Larry Cooper and David Knowles (alternate\*)

Chairman Gardner called the meeting to order at 6:20 p.m.

1. Consideration of an Amendment to the Contract with SCS Engineers for Work Related to the Waste Composition Study

Dave Luneke, Solid Waste Engineer, summarized staff's written report. In response to Councilor Kelley's question, he did not foresee a problem with conducting the waste composition study in tandem with the functional planning process.

Motion: Councilor DeJardin moved, seconded by Councilor Hansen, to approve the contract with SCS Engineers.

Vote: A vote on the motion resulted in all four Councilors present voting aye. Councilors Collier and Cooper were absent.\*

A discussion followed about the policy for Council committees reviewing contracts in advance of Council and Management Committee approval. Don Carlson, Councilor Administrator, said he would recommend a process to the Council for committees reviewing major contracts in advance of Council or Management Committee consideration. He acknowledged the need for such reviews without causing undue delay to project work schedules.

2. Consideration of Resolution No. 87-797, for the Purpose of Authorizing Two New Positions (Construction Project Manager and Secretary), Amending the Pay and Classification Plans, and Amending the FY 1987-88 Budget and Appropriations Schedule

Councilor Gardner explained the Council was requested to review the above resolution on August 14, 1987. The Council, however, adopted a motion to refer the resolution to the Management Committee for a review and recommendation. The Committee was requested to investigate the issues raised in Don Carlson's memo to the Council dated August 13, 1987.

\* NOTE: Alternates' attendance is not mandatory unless a three-member quorum is needed. Absent alternate members are not listed in voting records.

Dick Engstrom, Deputy Executive Officer, and Randy Boose, Personnel Officer, were present to answer questions about the proposed positions.

Councilor Gardner asked Mr. Engstrom to explain the relationship of the new positions to the construction management functions currently funded by Metro.

Mr. Engstrom responded the current Zoo Construction Manager position and the contract with Turner Construction Company for construction management of the Convention Center Project would not be eliminated. The proposed Construction Project Manager position would work with existing construction managers to coordinate Metro's bidding process and would have general oversight responsibility for all construction. The Manager would also oversee future solid waste construction projects. Mr. Engstrom said the new Manager would serve as an expert consultant to existing construction managers. He added that department managers supported the proposal and agreed the position would be a needed technical resource. Day-to-day construction management would remain the responsibility of departments. He cited examples of past construction problems, the resulting expense, and the fact that more expert oversight could have eliminated those problems.

Mr. Carlson asked how the proposed Construction Project Manager would have worked with staff on the upcoming Zoo Education/Administration Building project. Mr. Engstrom responded that the project might not have been rebid if the new Construction Project Manager were in place.

Councilor DeJardin said he understood staff's need for an oversight position but questioned whether one person could possess the expertise necessary to oversee all types of construction. He asked if staff had considered contracting with a firm in order to obtain all the disciplines necessary. Mr. Engstrom said he did not know if that option had been considered. Councilor Gardner added that had been the approach recommended by staff to oversee the Convention Center Project construction.

Councilor Hansen said he supported the Construction Project Manager position, explaining oversight was necessary for the convention center construction management contract as well as for other Metro projects. He said the additional money would be well spent even if one major construction problem was avoided.

Councilor Kelley questioned whether the manager should be initially hired on an initial, interim basis to evaluate how the construction management system worked. After discussion, it was acknowledged the IRC Administrator had been hired under that arrangement, but hiring

an interim manager could also pose problems in attracting top candidates.

Councilor Kirkpatrick said she was concerned the positions had been proposed outside of the budget process. Because the fiscal year had just begun, staff needed to be very careful about any proposal that would obligate 25 percent of the General Fund Contingency Fund, she said.

Mr. Carlson questioned the use of the words "coordinate and manage" in the proposed job description for Construction Manager in light of staff's explanation that the manager would serve as a consult to other staff who would manage department projects. He also asked if the salary for the position could be charged to department funds where construction projects were in progress.

Mr. Engstrom replied Jennifer Sims had not been supportive of any plan to charge salary costs to departments because it would be inconsistent with the overall budgeting policy and transfer system.

Councilor Gardner suggested that due to the creation of the new manager position, other construction jobs be evaluated to see if pay ranges should be lowered to correspond with a decreased levels of responsibility. He questioned the policy of adding another layer of management in order to solve the problem. He also supported billing departments who used the position for the cost of the position.

Mr. Carlson requested staff provide a clear statement of the problem and how the new Construction Project Manager would solve the problem. He requested the job description be revised and that budget allocations be defined. Mr. Engstrom said he would respond to those requests.

Councilor DeJardin requested the revised job description be designed to address how the position would respond to existing problems.

Councilor Kirkpatrick noted she had not bought staff's argument that most large agencies required a construction manager. She explained that Portland Community College had several large campuses and had no such position.

A discussion followed about the schedule and process for staff to respond to the Committee's concerns and for a recommendation to be made to the full Council.

Motion: Councilor Hansen moved to tentatively approve the concept of the Construction Project Manager position; to request staff prepare a more detailed job description for the position and a possible budget alloca-

tion; to have the Management Committee review the above information at their regular meeting of September 10, 1987; and to place the resolution on the September 10 Council agenda subject to a recommendation from the Management Committee for approval.

The motion died for lack of a second.

Motion: Councilor DeJardin moved, seconded by Councilor Hansen, to tentatively approve the concept of the Construction Project Manager position; to request staff prepare a more detailed job description for the position, a possible budget allocation, and to show where and when the position could be best brought on-line; to have the Management Committee review the above information at their regular meeting of September 17, 1987\*; and to place the resolution on the September 22 Council agenda subject to a recommendation from the Management Committee for approval.

Councilor DeJardin added that staff also explain the other alternatives examined and why adding another position was the recommended alternative.

Vote: A vote on the motion resulted in all three Councilors present voting aye. Councilor Collier, Cooper and Kelley were absent.

The motion carried.

Being no further business, the meeting adjourned at 7:30 p.m.

Respectfully submitted,



A. Marie Nelson  
Clerk of the Council

\* NOTE: The meeting was later rescheduled to September 15, 1987.

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