

## Metro | Agenda

Meeting: Council Retreat  
Date: Wednesday, April 27, 2011  
Time: 3 to 5 p.m.  
Place: Oregon Convention Center, Room VIP B

### **INTRODUCTION**

- |         |    |   |
|---------|----|---|
| 3 PM    | 1. | <b>OVERVIEW AGENDA</b>  |
| 3:05 PM | 2. | <b>RANKING ON CORE FUNCTIONS OF POSITION</b>  |
| 3:25 PM | 3. | <b>REVIEW OF STAKEHOLDER MATERIAL</b>   |
| 3:55 PM | 4. | <b>DISCUSSION OF DIMENSIONS</b>   |
| 4:15 PM | 5. | <b>RE-RANKING ON CORE FUNCTIONS OF POSITION</b>   |
| 4:35 PM | 6. | <b>ADDITIONAL INFORMATION NEEDED TO OPEN RECRUITMENT</b> <ul style="list-style-type: none"><li>• Salary – review comparables</li><li>• PERS do they pay or does Metro (at Council direction Metro stated that non representatives hired after July 1 would pay the employee portion of PERS)</li><li>• Individuals Council members would like HR to contact and invite to apply</li></ul> |
| 4:50 PM | 7. | <b>NEXT STEPS – STATUS OF ANNOUNCEMENT – POST MAY 9<sup>TH</sup> – JUNE 3<sup>RD</sup></b>  |

### **ADJOURN**

# Chief Operating Officer Possible Dimensions

RESPECT, SUSTAINABILITY, INNOVATION, PUBLIC SERVICE,  
EXCELLENCE, TEAM WORK

## Core Consideration

Organizational /internal management      vs.      Regional/external management

Reinforce metro's current trajectory      vs.      Catalyst for changing course

## Additional dimensions

1. Network builder – able to leverage for good of agency
2. Political acumen
3. Ability to discern political landscape
4. Fund management
5. Economic development experience
6. Fiscal management
7. Business acumen
8. Negotiation skills
9. Policy interpretation/execution skills

## Traits (Givens)

- Leadership
- Ethical
- Collaborative/team oriented
- Strategic agility and development
- Vision and purpose
- Effective communication
- Judgment/decision making
- Problem solver
- Results oriented
- Motivational/influential
- Emotional intelligence
- Empathy
- Approachability
- Confidence
- Commitment
- Public service oriented
- Socially and environmentally responsible

## **Ranking Sheet**

1. Organizational /internal Management      vs.      Regional /external management

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1      2      3      4      5      6      7      8      9      10

2. Reinforce metro's current trajectory      vs.      Catalyst for changing course

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1      2      3      4      5      6      7      8      9      10

**COO Salary Survey, Local and National MPO Data**

<b>Local Large Jurisdictions</b>						
<b>Agency</b>	<b>Title</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Incumbent's Salary</b>	<b>Comments</b>
Clark County*	County Administrator	161,214	161,214	161,214	161,214	adjusted down for PERS (EE pays PERS equiv)
Washington County*	County Administrator	144,192	144,192	144,192	144,192	adjusted down for PERS (EE pays PERS)
City of Portland*	Chief Administrative Officer	128,294	156,073	183,851	180,532	
Clackamas County*	County Administrator	138,849	163,132	187,414	163,131	
TriMet	General Manager	215,000	215,000	215,000	215,000	
	<b>Average</b>	<b>157,510</b>	<b>167,922</b>	<b>178,334</b>	<b>172,814</b>	
<b>Metro (base salary, last incumbent)</b>	<b>Chief Operating Officer</b>	<b>179,466</b>	<b>179,466</b>	<b>179,466</b>	<b>179,466</b>	
	<b>+/- Market</b>	<b>12%</b>	<b>6%</b>	<b>1%</b>	<b>4%</b>	
*Data from Clackamas County's Administrator Survey 1/2011						
Multnomah County: no match*						
<b>Excluded due to outlier:</b>						
Port of Portland	Executive Director	273,034	364,500	455,966		
<b>Local Large Jurisdictions and National MPOs (not regionally adjusted)</b>						
<b>Agency</b>	<b>Title</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Incumbent's Salary</b>	<b>Comments</b>
Clark County*	County Administrator	161,214	161,214	161,214	161,214	adjusted down for PERS (EE pays PERS equiv)
Washington County*	County Administrator	144,192	144,192	144,192	144,192	adjusted down for PERS (EE pays PERS)
City of Portland*	Chief Administrative Officer	128,294	156,073	183,851	180,532	
Clackamas County*	County Administrator	138,849	163,132	187,414	163,131	
TriMet	General Manager	215,000	215,000	215,000	215,000	
Atlanta Regional Commission	Executive Director	190,000	215,000	240,000		
North Jersey Trans. Planning Auth.	Executive Director	135,000	167,500	200,000		
Pikes Peak Area Council of Gov.	Executive Director	107,597	121,045	134,493		
Puget Sound Regional Council	Executive Director	133,673	169,924	206,174		
	<b>Average</b>	<b>150,424</b>	<b>168,120</b>	<b>185,815</b>	<b>172,814</b>	
<b>Metro (base salary, last incumbent)</b>	<b>Chief Operating Officer</b>	<b>179,466</b>	<b>179,466</b>	<b>179,466</b>	<b>179,466</b>	
	<b>+/- Market</b>	<b>16%</b>	<b>6%</b>	<b>-4%</b>	<b>4%</b>	
*Data from Clackamas County's Administrator Survey 1/2011						
Multnomah County: no match*						
MPOs were chosen based upon largest annual budget data from AMPO survey.						
<b>Excluded due to outlier (not regionally adjusted):</b>						
Port of Portland	Executive Director	273,034	364,500	455,966		
Thurston Regional Planning Council	Executive Director	105,384	105,384	105,384		
Boston Metro. Planning Organization	Director	100,000	110,000	120,000		in recruitment, range may change
New York Metro. Transp. Council	Director	91,096	91,096	91,096		

**COO Salary Survey, Local and National MPO Data**

<b>Local Large Jurisdictions and National MPOs (regionally adjusted)</b>						
<b>Agency</b>	<b>Title</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Incumbent's Salary</b>	<b>Comments</b>
Clark County*	County Administrator	161,214	161,214	161,214	161,214	adjusted down for PERS (EE pays PERS equiv)
Washington County*	County Administrator	144,192	144,192	144,192	144,192	adjusted down for PERS (EE pays PERS)
City of Portland*	Chief Administrative Officer	128,294	156,073	183,851	180,532	
Clackamas County*	County Administrator	138,849	163,132	187,414	163,131	
TriMet	General Manager	215,000	215,000	215,000	215,000	
Atlanta Regional Commission	Executive Director	210,577	238,285	265,992		regionally adjusted by 11%
North Jersey Trans. Planning Auth.	Executive Director	113,083	140,306	167,530		regionally adjusted by -16%
Pikes Peak Area Council of Gov.	Executive Director	131,747	148,214	164,680		regionally adjusted by 22%
Puget Sound Regional Council	Executive Director	124,790	158,632	192,474		regionally adjusted by -6.7%
	<b>Average</b>	<b>151,972</b>	<b>169,450</b>	<b>186,927</b>	<b>172,814</b>	
Metro (base salary, last incumbent)	Chief Operating Officer	<b>179,466</b>	<b>179,466</b>	<b>179,466</b>	<b>179,466</b>	
	<b>+/- Market</b>	<b>15%</b>	<b>6%</b>	<b>-4%</b>	<b>4%</b>	
*Data from Clackamas County's Administrator Survey 1/2011						
Multnomah County: no match*						
MPOs were chosen based upon largest annual budget data from AMPO survey.						
<b>Excluded due to outlier (regionally adjusted):</b>						
Port of Portland	Executive Director	273,034	364,500	455,966		
Thurston Regional Planning Council	Executive Director	105,384	105,384	105,384		regionally adjusted by 8%
Boston Metro. Planning Organization	Director	100,000	110,000	120,000		regionally adjusted by -19%/in recruitment, range may change
New York Metro. Transp. Council	Director	52,380	52,380	52,380		regionally adjusted by -43%

## **Chief Operating Officer Recruitment Timeline**

1. **Goal** = To define, monitor and execute a successful COO recruitment process
2. **Building profile of ideal candidate and development of position description**
  - a. What are the critical areas of success for the next COO
  - b. Knowledge skills and abilities required
    - i. Soliciting Input – **March**
      1. Working group identifies questions (see attached)
      2. Working group identifies stakeholders
    - ii. Data Collection **March 28<sup>th</sup> –April 22**
      1. HR creates survey monkey instrument to send to stakeholders
      2. Information collected from other sources – prior job announcement (HR), current COO contract (HR), prior performance reviews (HR), charter/Code (Reed), job descriptions for similar positions other agencies (HR)
      3. HR compiles stakeholder input and data from other sources meets with working group and then full Council review
      4. HR crafts position description for working group and full Council review and approval
3. **Salary Study April - concurrent with stakeholder input data collection**
  - i. HR surveys salaries of other similar positions, i.e. Tri-met, Clackamas County, Washington County etc.
4. **Recruitment Process May 9 – June 5**
  - a. Job announcement Posted
    - i. Posted on Metro website
    - ii. Advertised with International City Managers Association, League of Oregon Cities and Counties, National Association of Regional Councils, National Association of Counties and other identified sources
    - iii. Target Recruitment
      1. Working group identifies potential candidates they would like contacted
5. **Selection Process June – July**

**Development of questions can be completed while recruitment is open**

  - a. Phase I  
Initial screenings for minimum qualifications – HR Stakeholders – review by working group
  - b. Phase II  
Initial panel interviews up to 12 candidates (questions and review panel TBD)

c. Phase III

Top 2-4 candidate's day long interview process (questions and review panel TBD)

1. Structured Oral board (panel TBD)
2. Organizational tour (venues, other identified areas)
3. Meet and greet - invite representatives or stakeholders from different departments - keep numbers down (20-30 max)
  - a. use best questions from below survey (#7) and have HR facilitate

d. Reference and background checking

**6. Hire August 1**

- a. Offer extended

**7. COO starts September 1**