



## **METRO COUNCIL RETREAT**

Meeting Summary

April 27, 2011

Oregon Convention Center, VIP B

Councilors Present: Council President Tom Hughes and Councilors Carl Hosticka, Rex Burkholder, Kathryn Harrington, Barbara Roberts, Shirley Craddick and Carlotta Collette

Councilors Excused: None

Staff/Guests Present: Andy Shaw Kelsey Newell, Ina Zucker, Alison Kean Campbell, Cary Stacey, Mary Rowe

### **1. OVERVIEW AGENDA**

Deputy Council President Carl Hosticka called the meeting to order at 3:12 p.m.

The retreat provided an opportunity for Council to discuss and provide direction to staff on the Metro Chief Operating Officer (COO) recruitment and career posting/case statement. Council discussion focused on desired COO duties, skill set and attributes.

### **2. RANKING ON CORE FUNCTIONS OF POSITION**

Council members were asked to consider and respond to two questions regarding the COO's core position functions. Members were asked to rank the following on a scale from 1 (low) to 10 (high):

1. The importance of organizational/internal leadership versus regional/external management; and
2. Reinforce Metro's current trajectory versus serve as a catalyst for changing course.

Councilors completed the ranking exercise anonymously. Responses were collected and tallied by staff.

### **3. REVIEW OF STAKEHOLDER MATERIAL**

Ms. Mary Rowe of Metro briefly overviewed Davis, Hibbits & Midghall's *Metro COO Opt In Member and Stakeholder Survey* results, additional dimensions, and given traits.

### **4. DISCUSSION OF DIMENSIONS**

Council members highlighted the following essential attributes and/or duties for the new COO:

- Approachable
- Charismatic
- A good organizational leader
- A good skill builder
- Possess regional staff collaborative skills
- Possess public service tools (i.e. work collaboratively to seek and secure federal funds)

- Creative
- Institutional knowledge and ability to steer the towards agency vision
- Inspirational
- Responds well, takes direction and accurately translates direction to agency staff
- Possess coaching and development skills

Additionally, Council discussed the role the COO plays with regards to creating versus implementing Metro policies, the COO role inside and outside the agency, and the Metro Council and COO relationship and differences in roles and responsibilities.

## **5. RE-RANKING ON CORE FUNCTIONS OF POSITION**

Councilors discussed the results of the ranking exercise, generally agreeing that the new COO's core functions (1) need to have a moderate to high regional/external management focus; and (2) need to reinforce Metro's current trajectory and portfolio but be able to manage ongoing change.

## **6. ADDITIONAL INFORMATION NEEDED TO OPEN RECRUITMENT**

### **6.1 Salary – Review Comparables**

Ms. Rowe briefly overviewed COO salary comparables for local large jurisdictions and national Metropolitan Planning Organizations. While listing a salary range on the case statement is not required, Ms. Rowe recommended that the pay range could be attractive to outside applicants.

Council recommended a range of \$157,000 to \$179,000 be included in the case statement. Additional discussion included application review and interview processes, and other recent high-profile recruitments in the Metro region.

### **6.2 PERS**

Council discussed who, either Metro or the new COO, should be responsible for covering the PERS contributions for the new COO. Councilors were sensitive to the issue as Metro's non-represented employees hired after July 1 will be expected to cover the employee portion of their PERS.

### **6.3 Individuals Council Members Would Like HR to Contact and Invite to Apply**

Ms. Rowe solicited names of external individuals the Council has heard are interested in applying, recommendations of individuals the Council would like to invite to apply, and possible stakeholders to contact for recommendations.

7. **ADJOURN**

Using the information collected during the retreat, Ms. Rowe will draft and distribute an initial case statement for the position in the next couple weeks. Councilors will schedule time at an upcoming work session for further discussion.

Seeing no further business, the Council retreat was adjourned at 4:46 p.m.

Prepared by,

A handwritten signature in cursive script, appearing to read 'K. Newell', is written in black ink.

Kelsey Newell, Regional Engagement Coordinator

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF APRIL 27, 2011**

<b>Item</b>	<b>Topic</b>	<b>Doc. Date</b>	<b>Document Description</b>	<b>Doc. Number</b>
4.0	Handout	N/A	Chief Operating Officer Possible Dimensions	42711c-01
6.1	Table	4/25/11	COO Salary Survey, Local and National MPO Data	42711c-02
7.0	Timeline	3/2010	Proposed COO Recruitment Process	42711c-03