

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ESTABLISHING ) RESOLUTION NO. 03-3363  
PERFORMANCE GOALS AND MEASURES )  
FOR THE CHIEF OPERATING OFFICER FOR )  
FISCAL YEAR 2003-2004 ) Introduced by Council President David Bragdon

WHEREAS, pursuant to Section 26 of the Metro Charter, as amended on November 7, 2000, the Metro Council created the office of the Chief Operating Officer, to take effect on January 6, 2003, pursuant to Metro Code Chapter 2.20, Ordinance No. 02-942A, adopted on June 27, 2002; and

WHEREAS, the duties and responsibilities of the Chief Operating Officer are described and provided for in Metro Code Chapter 2.20; and

WHEREAS, the appointment of Michael J. Jordan as Chief Operating Officer was confirmed to take effect May 1, 2003, pursuant to Resolution No. 03-3305, adopted April 10, 2003; and

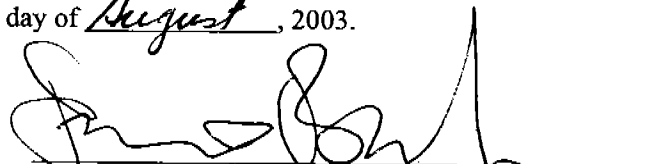
WHEREAS, the Metro Council authorized an At-Will Employment Agreement ("Agreement") with its Chief Operating Officer dated April 16, 2003; and

WHEREAS, the Agreement provides for the Metro Council to establish annual performance goals and measures for the Chief Operating Officer for each fiscal year; and

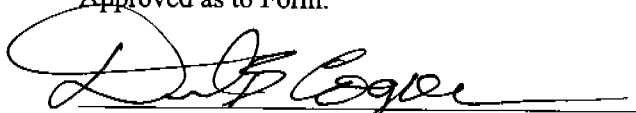
WHEREAS, the Metro Council has developed performance measures and goals for the Chief Operating Officer for Fiscal Year 2003-2004; now therefore

BE IT RESOLVED that pursuant to Section 6E of the Agreement, the Metro Council establishes the performance goals and measures attached hereto as Exhibit "A."

ADOPTED by the Metro Council this 14<sup>th</sup> day of August, 2003.

  
David Bragdon, Council President

Approved as to Form:

  
Daniel B. Cooper, Metro Attorney



**Exhibit "A" to Resolution No. 03-3363  
Performance Goals and Measures for Metro's Chief Operating Officer  
For the Fiscal Year 2003-2004**

Following are the performance goals upon which Metro Council shall judge the Chief Operating Officer's eligibility for salary bonus in Fiscal Year 2003-2004. Performance will be measured in June, 2004 against the following nine objectives. Each objective is weighted in terms of possible points out of 100.

**1. PeopleSoft Implementation and Training (or Replacement)**

Evaluate the agency's investment in the PeopleSoft system to date and judge the effectiveness of its implementation agency-wide. Either (a) recommend and implement staff training program to improve the productivity of PeopleSoft or (b) recommend replacement system.

Measure: Document savings and/or productivity gains of either approach, both short and long-term.

Points Out of 100: 5 points

**2. Overhaul Intergovernmental Relations (Particularly State)**

Evaluate effectiveness of current contract lobbying contract. Analyze potential for financial savings and/or increased effectiveness by either (a) bidding out and negotiating new contract, either with existing vendor or new vendor, or (b) successfully integrating these functions into internal staff responsibilities. (Coordinate this objective with Metro Attorney Dan Cooper.) Additional conceptual step is providing capacity to move a region-wide, multi-jurisdictional agenda in Salem that transcends Metro Council's own direct institutional interests.

Measure: Financial savings and effectiveness of new representation methods.

Points Out of 100: 10 points

**3. Reduce Overlapping Overhead Between Central Metro and MERC**

Achieve at least 15 percent net savings by combining duplicative functions being performed at central Metro and MERC. Include effort to identify and implement "shared competencies" between Oregon Zoo and MERC in order to improve service delivery.

Measure: Financial savings and improved efficiency and accountability.

Points Out of 100: 20 points

**Exhibit "A" to Resolution No. 03-3363  
Performance Goals and Measures for Metro's Chief Operating Officer  
For the Fiscal Year 2003-2004**

**4. Complete the Compensation and Classification Study; Implement Merit Pay**

Successfully implement a council-approved classification / compensation study, which ensures salaries and benefits are in line with market. Document efficiencies and improvements attributable to implementation of the study.

Sub-Task One: Tie a portion of department directors' pay and non-represented employees' pay to meeting performance measures. Develop measures and sign contracts with department directors effective January 1, 2004.

Sub-Task Two: Achieve management ability to link all employees' compensation to meeting performance measures during contract renegotiation with A.F.S.C.M.E., spring 2004.

Measure One: Conclusion of contracts with department directors

Measure Two: Inclusion of "pay-for-performance" in A.F.S.C.M.E. contract.

Points Out of 100: 15 points

**5. Improve Agency-Wide Negotiating Skills With Outside Entities**

Create "skills bank" of Metro staff or outside advisors who are accomplished in negotiation. Improve agency's ability to drive financially beneficial deals with outside vendors, sellers, unions, etc. Demonstrate the value of this team by applying it to solid waste transfer station bidding process.

Measure: Use of negotiating team in some upcoming negotiation, such as solid waste transfer station contract or some other large transaction.

Points Out of 100: 5 points

**6. Create Student Internship Program**

Productively employ several college-age interns at Metro in the summer of 2004.

Measure: Establishment of intern positions.

Points Out of 100: 5 points

**Exhibit "A" to Resolution No. 03-3363  
Performance Goals and Measures for Metro's Chief Operating Officer  
For the Fiscal Year 2003-2004**

**7. Reduce Solid Waste and Recycling Department Overhead**

Identify opportunities to reduce overhead in Solid Waste and Recycling Department, exclusive of (a) transfer station contract (b) CSU transportation contract and (c) Columbia Ridge disposal contract.

Measure: Percentage of potential budget decreases in Solid Waste and Recycling Department budget.

Points Out of 100: 20 points

**8. Increase Non-Admissions Revenue at Metro Oregon Zoo**

Work with zoo staff to enhance zoo revenues to Metro Council from sources other than admission, such as revenue from gift shop, concessions, events, and parking.

Measure: Increased revenue from non-admission sources.

Points Out of 100: 10 points

**9. Improve Public Customer Service Within Metro Council Building**

Create user-friendly "one stop" center near building entrance where citizens can obtain entire variety of Metro Council publications, documents, parks permits, contractor building licenses, employment applications, etc.

Measure: Establishment of said facility.

Points Out of 100: 10 points

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## STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 03-3305, FOR THE PURPOSE OF ESTABLISHING PERFORMANCE GOALS AND MEASURES FOR THE CHIEF OPERATING OFFICER FOR FISCAL YEAR 2003-2004

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Date: August 6, 2003

Prepared by: Daniel B. Cooper  
Metro Attorney

### BACKGROUND

Pursuant to Section 26 of the Metro Charter, as amended on November 7, 2000, the Metro Council created the office of the Chief Operating Officer, to take effect on January 6, 2003, pursuant to Metro Code Chapter 2.20, Ordinance No. 02-942A, adopted on June 27, 2002.

The duties and responsibilities of the Chief Operating Officer are described and provided for in Metro Code Chapter 2.20.

The appointment of Michael J. Jordan as Chief Operating Officer was confirmed to take effect May 1, 2003, pursuant to Resolution No. 03-3305, adopted April 10, 2003, authorizing an At-Will Employment Agreement ("Agreement") with its Chief Operating Officer dated April 16, 2003.

Section 6E of the Agreement provides for the Metro Council to establish annual performance goals and measures for the Chief Operating Officer for each fiscal year.

The Metro Council has developed performance measures and goals for the Chief Operating Officer for Fiscal Year 2003-2004 attached as Exhibit "A" to Resolution No. 03-3363.

### ANALYSIS/INFORMATION

1. **Known Opposition:** None.
2. **Legal Antecedents:** Appointment and confirmation consistent with Metro Charter Section 26.
3. **Anticipated Effects:** The Chief Operating Officer will work to achieve the performance goals and measures for the Fiscal Year 2003-2004.
4. **Budget Impacts:** None.

### RECOMMENDED ACTION

The Council President recommends the adoption of Resolution No. 03-3363.