

BEFORE THE COUNCIL OF THE
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF CONFIRMING) RESOLUTION NO. 88-841A
APPOINTMENT OF Y. SHERRY SHENG)
TO THE POSITION OF DIRECTOR,) Introduced by the
WASHINGTON PARK ZOO) Zoo Planning Committee

WHEREAS, The Code of the Metropolitan Service District,
Section 2.02.040, requires that the Council of the Metropolitan
Service District confirm the appointment of a candidate to the
position of Director of the Washington Park Zoo; and

WHEREAS, Y. Sherry Sheng has been identified as a highly
qualified candidate by the Selection Committee and has accepted
terms of employment offered by the Executive Officer for the posi-
tion of Director of the Washington Park Zoo; and

WHEREAS, The Zoo Planning Committee unanimously recommends
confirmation of Y. Sherry Sheng as Director of the Washington Park
Zoo; now, therefore,

BE IT RESOLVED,

That the appointment of Y. Sherry Sheng to the position of
Director of the Washington Park Zoo is confirmed by the Council of
the Metropolitan Service District.

ADOPTED by the Council of the Metropolitan Service District
this 14th day of January, 1988.



Presiding Officer

DC/gl
8828C/525
01/13/88

CONSIDERATION OF RESOLUTION NO. 88-841 FOR THE
PURPOSE OF CONFIRMING THE APPOINTMENT OF Y. SHERRY
SHENG TO THE POSITION OF DIRECTOR, WASHINGTON
PARK ZOO

Date: January 12, 1988

Presented by: Rena Cusma

FACTUAL BACKGROUND AND ANALYSIS

The Executive Officer has appointed Y. Sherry Sheng to the position of Director of the Washington Park Zoo commencing March 15, 1988.

Metro Code Section 2.02.040 requires confirmation by a majority of the Council prior to the effective date of the appointment to this position.

This position is included in Metro's Pay and Classification Plan.

Selection Process

The recruitment for this position was nationwide in its scope. A variety of recruitment activities were pursued to elicit potential applicants. These included:

- Advertisement in AAZPA newsletter
- Letters of recruitment to all zoos listed in AAZPA directory
- Personal contact made with potential applicants at AAZPA National Conference held in Portland
- Contact made with AAZPA Board of Directors
- Ads placed in The Oregonian and The Skanner
- Information sent to Metro Affirmative Action List
- Personal contacts made by Personnel Office

Thirty-seven (37) applications were received by the Personnel Office for the position.

The following process was implemented for the purpose of screening, interviewing and evaluating the individual applicants:

1. Initial screening and rating of the 37 applicants was accomplished by Rick Steinfeld, President, Friends of the Washington Park Zoo; Randy Boose, Personnel Officer; and Richard Engstrom, Deputy Executive Officer. Thirteen applicants were chosen to be screened and evaluated by the Zoo Selection Committee.

2. The Zoo Selection Committee was appointed by the Executive Officer and was composed of:
 - Rick Steinfeld, President, Friends of the Washington Park Zoo;
 - David Towne, Director, Woodland Park Zoo, Seattle, Washington;
 - Dolores Winningstad, Active supporter of the Washington Park Zoo;
 - Dennis Pate, General Curator, Washington Park Zoo;
 - Steve Lowenstein, Executive Assistant to Commissioner Mike Lindberg, City of Portland;
 - Bob Shiprack, State Representative;
 - Tom DeJardin, Metro Councilor;
 - Mike Ragsdale, Metro Councilor;
 - Richard Engstrom, Metro Deputy Executive Officer; and
 - Randy Boose, Personnel Officer and staff to the Committee.

3. The Zoo Selection Committee held four meetings to screen, evaluate and interview candidates.

They initially rated the final thirteen applicants and recommended that seven persons be interviewed.

Interviews were held on two different days. Each interviewee was rated by the Panel. Upon completion of this process, the Committee recommended three candidates to the Executive Officer. One of the three candidates withdrew from the process.

4. Metro Councilor Tom DeJardin and Richard Engstrom, Deputy Executive Officer, visited the communities of the two finalists to interview key persons who could speak to their qualifications. Upon completion of these visitations, they reported to the Executive Officer their findings.
5. The Executive Officer then offered the position to Y. Sherry Sheng, Director of the Seattle Aquarium. She accepted the appointment on January 4, 1988.

Ms. Sheng's resume is attached.

EXECUTIVE OFFICER'S RECOMMENDATION

The Executive Officer recommends adoption of Resolution
No. 88-841.

RC/RE/sm
8809C/525
01/12/88



Metro Job Announcement

Salary Range \$47,216 - \$63,357

Metro is an equal opportunity employer. 2000 SW First Avenue Portland, OR 97201-5398 503/221-1646

Recruiting for: ZOO DIRECTOR CLASS #087-01
Metro's Washington Park Zoo

APPLICATION DEADLINE: October 15, 1987

STARTING SALARY: Salary Negotiable

--SUPPLEMENTAL REQUIREMENTS ON REVERSE SIDE--

DUTIES: Overall management responsibilities for the Washington Park Zoo with an operating budget of \$7.5 million and a construction budget of approximately \$10 million and an FTE of 139 employees; accountable for the operations in animal management and research, educational programs, buildings and grounds construction and maintenance, public relations and information, visitor services and programs, financial affairs and personnel.

QUALIFICATIONS: Proven professional management background, philosophical orientation to continuing Zoo development and improvement for cultural and educational purposes; minimum five years progressively responsible administrative experience in Zoo operations, although technical/professional animal care or scientific research not essential.

Thorough knowledge of: public administration principles and practices, budgeting and personnel administration; funding-development techniques.

Knowledge of: care of animals in captivity, animal husbandry, visitor education services and programs, supervision, direction and evaluation strategies applicable to all levels of employees.

Skill in: relating to groups and individuals from a wide variety of socio-economic backgrounds, carrying out policy direction and management strategies from legislative and executive levels, effectively organizing, directing and supervising managers to accomplish program objectives, in speaking and writing on a variety of subjects at an expected level of expertise.

Ability to: quickly develop and maintain liaison with local and government officials, representatives of agencies, private business, community organizations and the general public, to continue support for all aspects of Zoo programs and effectively ascertain current Zoo maintenance and improvement programs in order to provide direction and advice to the Assistant Zoo Director regarding the day-to-day operations and administration of personnel assignments and activities.

Education and training equivalent to graduation from a four-year institution in Zoology, Biology, Animal Science, Business or Public Administration and/or any satisfactory combination of experience or training that demonstrates possession of required skills, knowledge or ability to perform the required duties.

Any satisfactory equivalent combination of experience and training which ensures the ability to perform the work may substitute for the above.

APPLY/DATES:

Opens Monday, August 17, 1987. Resumes not solicited. Application forms are available in Metro Personnel Office. Submit completed application forms and supplemental requirements to the Personnel Office, Metropolitan Service District, 2000 S.W. 1st Avenue, Portland, Oregon 97201-5398 no later than 5:00 p.m., Thursday, October 15, 1987.

All applicants will receive written notification of their status when the selection process is completed.

**SUPPLEMENTAL
REQUIREMENTS:**

All applicants are required to submit a written response to the following. Your responses will be used as part of the selection process.

1. Describe what you consider to be your most important accomplishment within the zoo profession. Be specific.
2. What is the role of the zoo in the community and what is the Director's responsibility in that role?
3. Describe your management style and how you would apply it at Metro's Washington Park Zoo.
4. How do you balance your need to be out in the community with your responsibilities for internal management?



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

ZOO SELECTION PROCESS

COMMUNITY VISITATIONS

CONDUCTED BY TOM DeJARDIN
AND RICHARD ENGSTROM

Metro Council

Richard Waker
Presiding Officer
District 2

Jim Gardner
Deputy Presiding
Officer
District 3

Mike Ragsdale
District 1

Corky Kirkpatrick
District 4

Tom DeJardin
District 5

George Van Bergen
District 6

Sharron Kelley
District 7

Mike Bonner
District 8

Tanya Collier
District 9

Larry Cooper
District 10

David Knowles
District 11

Gary Hansen
District 12

Executive Officer
Rena Cusma

candidate: Patrick Burchfield, Curator
Gladys Porter Zoo
Brownsville, Texas

Date: December 15 and 16, 1987

Individuals Interviewed:

- Kermit Cromack.
Cameron County Tax Assessor
Current Secretary, Valley Zoological Society

-James Russell, Vice President, VZS

-Martha Russell, Past President, VZS

-Joan Jones, President, VZS

-Dr. L. O. Sorenson
Dean of Academic Affairs
Pan American University

-Don Farst, Director
Gladys Porter Zoo

-Col. Arthur B. Busbey, Jr.
Immediate past-president Zoo Docent Council
Current Chairman of Travel Committee

-Robert M. Duffey, Jr.
Chief Executive Officer
Texas Commerce Bank
Immediate Past President of VZS

In addition Tom DeJardin and Richard Engstrom met with Mr. Burchfield as part of the visitation process.

candidate: Y. Sherry Sheng
Director, Seattle Aquarium
Seattle, Washington

Date: December 23, 1987

Individuals Interviewed:

-Roberta Greer
Vice President, Seattle King County Convention
and Visitors Bureau

-John Gilmore
Director, Downtown Seattle Association

-Mitchel Baker,
Executive Assistant to Seattle Mayor Charles Royer

-Bud Girtch
Acting Director-Department of
Public Recreation, City of Seattle

-Jeri McDonald,
President of Seattle Public Relations Firm

-Gil Schroeder
Smith Barney and Associates
Board Memeber of Seattle Aquarium Society

Additional time was spent with the candidate during this visitation.

Work Experience
Y. Sherry Sheng

1.

Employer: City of Seattle, 600 4th Avenue, Seattle, Washington 98104

Supervisor: Walter R. Hundley, Parks Superintendent
(206) 684 8022

Title: Aquarium Director

Duration: 2 years, 7 months from March 1985 to present
50-60 hours per week

Duties:

Direct the facility under the Mayor and Parks Superintendent's policies to fulfill the Aquarium's purposes in recreation, education, conservation, and research. Major challenges are to revitalize the institution and generate community support. Major efforts are in the following areas:

Long Range Planning Developed a Master Plan for the facility which is endorsed by the Mayor, Parks Superintendent, and the Seattle Aquarium Society's Board of Directors.

Fiscal Responsibilities Develop annual budget proposal, monitor and control expenditures.

Funding - Development Instigated marketing campaign to increase attendance by 33% in two years (1984-1986), increased membership by 67%, developed funding proposals for Aquarium exhibits and public programs which generated over \$400,000 of grants and over \$100,000 of in-kind donations.

Constituency Development Strengthened the Seattle Aquarium Society through restructuring board and stabilized its funding base. Developed working relationships with downtown businesses, tourism and convention groups, public agencies, good government groups (League of Women Voters, City Club, etc.), members of the press, and ethnic communities in Seattle.

Administration Administratively reorganized the Aquarium to consolidate six units to three, established a structure for teamwork, developed a senior management team, provided policy directions to management staff, and directed annual planning efforts of the group, proposed policy statements for the Aquarium in the Master Plan document, interacted with representatives of the Executive and Legislative branches of the City in matters concerning the Aquarium.

Personnel Wrote job descriptions, hired under the City Civil Service system, conducted performance appraisal, initiated reclassification studies for several positions, decided appropriate levels of disciplinary action, and was involved in all follow-up grievance procedures, initiated treatment for employees with chemical dependency.

Work Experience
Y. Sherry Sheng

Communications Wrote the Master Plan and copious popular articles, issue papers, and memos. Spoke to a wide range of audiences, including business, civic, community, education groups. Maintained communication with the press.

Visitor Needs Initiated market research of residents in the SMSA to generate data base for the Aquarium. Designed on-site survey sampling scheme that is statistically valid.

Exhibit Development Developed conceptual idea, wrote proposal, formed project team for design and construction of two exhibits.

Public Programs Developed and wrote proposal to improve access of the Aquarium to blind and deaf-blind visitors.

Employer: City of Seattle, 600 4th Avenue, Seattle, Washington 98104

Supervisor: Ron Glazier (past Aquarium Director)
Telephone unknown

Title: Programs Curator

Duration: 3 years, 2 months from January 1982 to March 1985
40+ Hours per week

Duties: Managed the Aquarium Programs unit, which planned and implemented education and interpretive programs and special events. Supervised five paid staff and 100+ volunteers. Developed and implemented three-year and annual plans for the unit. Prepared and administered budget. Wrote grant proposals and managed all grant-funded projects. Major efforts were in the following areas:

Diversify programs for adults - developed field trips to watch whales and sea birds; explore Puget Sound in kayak; explore salt marsh in canoe; marine science boat cruise; photography in the Aquarium, etc.

Initiated programs for families and young children (aged 2-6) - started an early childhood education program for young children and Night Watch which offers families an overnight experience at the Aquarium.

Developed a long-range plan for the Volunteer Program; managed a grant-funded project which produced a comprehensive plan to expand the Volunteer Program. The plan was implemented with another grant.

Work Experience
Y. Sherry Sheng

Developed educational materials - wrote a grant to fund the development and printing of 17 curriculum packets (a total of 4000+ copies printed) to support the Aquarium's school program.

Developed traveling marine science kits, "Get Wet!", which served a state-wide audience.

Developed a proposal and was awarded grant to conduct state-wide teacher in-service training.

Implemented special events to broaden the benefits to visitors.

Implemented an exhibit interpretation program to provide natural history talks and demonstrations in the exhibit area.

Wrote proposals for special projects. All were funded. Total award is about \$200,000.

Employer: The Seattle Aquarium, City of Seattle, Pier 59, Seattle, Washington 98101

Supervisor: Linda Brown (former Curator of Programs)
Telephone Unknown

Title: Marine Education Specialist

Duration:* 4 years, 4 months from October 1977 to January 1982
40 hours+ per week

* beginning in January 1981 I was Acting Curator of Programs

Duties: Developed and implemented lecture series for adults, teacher in-service training, intern program (for high school and college students), school outreach program (for grades K-12), multi-disciplinary programs combining music and arts with marine biology. Taught classes on marine biology to children and adults. Edited and produced the Aquarium Journal, a membership publication. Wrote curriculum packets and popular articles.

Work Experience
Y. Sherry Sheng

Employer: Alaska Departemnt of Fish and Game, Juneau, Alaska

Supervisor: Dr. Michael L. Dahlberg

Title: Fishery Biologist

Duration: 7 months from August 1987 to March 1977
40 hours/week

Duties: Compiled and analyzed limnology data and fish catches collected at a lake in Bristol Bay, Alaska, during the field seasons of 1973-1976. Required computer programming, use of statistical package program (BMD & SPSS), interpretation of results, literature research, and scientific report writing.



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2000 S.W. First Avenue
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Memorandum

Agenda Item No. 7.1

Meeting Date Jan. 14, 1988

Date: January 13, 1988

To: Metro Council

From: Councilor Kirkpatrick
Chair, Zoo Planning Committees

Regarding: AGENDA ITEM 7.1 -- JANUARY 14, 1988, COUNCIL MEETING

CONSIDERATION OF RESOLUTION NO. 88-841 FOR THE PURPOSE
OF CONFIRMING THE APPOINTMENT OF Y. SHERRY SHENG AS
DIRECTOR OF THE WASHINGTON PARK ZOO

The Zoo Planning Committee met on January 13, 1988, to consider the confirmation of Y. Sherry Sheng as Zoo Director. In attendance were Councilors Kirkpatrick, Bonner and DeJardin.

The Committee heard a report from Councilor DeJardin, who participated on the Selection Committee and travelled to Seattle, Washington, and Brownsville, Texas, with the Deputy Executive Officer to do background checks on both finalists. Councilor DeJardin pointed out that both finalists were extremely qualified and highly regarded in their respective communities. DeJardin reported that Y. Sherry Sheng has the ability to provide aggressive leadership for the Zoo, work effectively with policy-makers and Zoo professionals, and is very familiar with the attitudes and needs of people living in the Northwest.

The Committee considered Resolution No. 88-841 as introduced by the Executive Officer. The Committee unanimously recommends (motion of Councilor Bonner) adoption of Resolution No. 88-841A (attached) which incorporates more information concerning the selection process and includes the recommendation of the Committee. The main purpose is still achieved, that is, the confirmation of Y. Sherry Sheng as Director of the Zoo.

Also, the Committee discussed the selection process and suggests that at a later date the Zoo Committee review such process for the purpose of making appropriate policy recommendations to the Council to strengthen the selection process for principal department director positions.

CK/DC/gl
8827C/D2

Attachment

Memorandum
January 14, 1988
Page 2

This plan will require close coordination of scheduling committee and Council meetings. Included as Attachment 1, I have proposed a tentative schedule for such meetings. The schedule provides that regular Council meetings will continue to be held on the second and fourth Thursdays of each month. Committee meetings would be scheduled for Tuesdays and Thursdays.

To fully implement this plan may require changes in the Metro Code regarding Council organization and procedure. In this regard, I have instructed Council staff to review the Code and bring a draft ordinance to the Internal Affairs Committee for consideration.

This reorganization proposal will require additional resources for the staffing and operation of the committees. As you know, Councilor Kirkpatrick is chairing a task force which is looking at Council staff utilization and needs. I expect to have a report from that task force within a month.

In summary, the business of this District is vital to the well-being of the Metropolitan community and is expanding. The Council has an important role to play in guiding the direction of the District. We need to organize and equip ourselves to carry out our policy-making and oversight responsibilities in an efficient and effective manner.

MR/DEC/amn
8801C/D1-2

Councilor DeJardin, a member of the Zoo Director selection committee, noted that Portland's gain was Seattle's loss. He also reported the committee had recommended Ms. Sheng because of her record of working well with others to get things accomplished.

Presiding Officer Ragsdale asked Ms. Sheng to keep in mind the Zoo's relationship to Metro.

Ms. Sheng responded that when she first became director of the Seattle Aquarium, the Aquarium had a long history of working independently from the City of Seattle. She had worked to unify that relationship which had resulted in mutual benefit to the Aquarium and the City. She intended to transfer that positive experience to the Washington Park Zoo position, she said.

Vote: A vote on the motion resulted in all twelve Councilors voting aye.

The motion carried, Resolution No. 88-841 was adopted and Ms. Sheng was unanimously confirmed to the position of Zoo Director.

8. CONSENT AGENDA

Motion: Councilor Kirkpatrick moved, seconded by Councilor Hansen, to approve the Consent Agenda.

Vote: A vote on the motion resulted in all twelve Councilor voting aye.

The motion carried and the following items were approved:

8.1 Minutes of November 24 and December 10, 1987

8.2 A Position Paper on the Transportation 2020 Program

9. CONSIDERATION OF A CONTRACT with Glen/Mar Construction, Inc., for a General Construction Contract for the Remodel of the Solid Waste Department

Judy Munro, Support Services Supervisor, discussed the contractor selection process. Staff recommended awarding the contract to the second lowest bidder because the low bidder had not met bid bond requirements. Glen/Mar's bid was well within the project budget, she reported, and its Disadvantaged Business Enterprise participation was excellent.

Motion: Councilor Waker moved, seconded by Councilor Kelley, to approve the contract with Glen/Mar Construction, Inc.