

METROPOLITAN EXPOSITION-RECREATION COMMISSION

Resolution No. 07 - 10

For the Purpose of Adopting standards, criteria, and policy directives as the job description for the MERC General Manager.

WHEREAS, the Metropolitan Exposition-Recreation Commission finds that the focus of the MERC General Manager's duties have evolved due to changing business conditions and demands; and

WHEREAS, the Metropolitan Exposition-Recreation Commission has authority to adopt standards, criteria, and policy directives for the MERC General Manager.

BE IT THEREFORE RESOLVED AS FOLLOWS:

1. The Metropolitan Exposition-Recreation Commission adopts the attached standards, criteria and policy directives as the job description for the MERC General Manager.

Passed by the Commission on March 28, 2007.



George Forbes - Chair



Janice Marquis - Secretary-Treasurer

Approved As To Form:
Daniel B. Cooper, Metro Attorney

By: 

Nathan A. Schwartz Sykes
Senior Attorney

MERC GENERAL MANAGER

THE POSITION

The General Manager position is a senior executive role with important concentrations on both internal management and external relationships. Reporting to the MERC Commission, the position involves management of revenue generating enterprises, and high-level engagement with various public officials and organizations. The MERC General Manager is accountable to the Commission for leadership and management of the organization, including supervision of a Facility Director in each of the three facilities and the Deputy General Manager. The General Manager is responsible for providing guidance and leadership to all areas of the enterprise consistent with the overall strategic plan and vision. This individual will lead the development and implementation of short and long range strategic goals and objectives, operating plans, and policies.

QUALIFICATIONS

The ideal candidate will have a degree in business or related field and:

- Demonstrated success in managing and growing a business or an enterprise activity in the public sector. Experience in an executive management role overseeing all the key functions including operations, sales, marketing, and finance/administration
- Strong financial operations skills with proven background in leading an organization with sustained financial performance.
- Proven ability to think strategically, understand industry trends and dynamics, and visualize and develop long term plans.
- Knowledge of various factors specific to the Pacific Northwest and the Portland region, including its public organizations and structures, its politics, its business community and its culture is highly desirable. This knowledge might have been acquired by working and living in the region, or by doing business or volunteering in the region.
- Track record of building strong management teams.
- Proven ability to build and maintain a strong corporate culture.
- Experience in hospitality, tourism, economic development or the convention industry is preferred but not required.
- Knowledge of public sector decision making dynamics is desirable.

PERSONAL AND PROFESSIONAL CHARACTERISTICS

The ideal candidate will:

- Be a visionary leader with a collaborative management style.
- Be a person of unquestioned integrity whose values, ideas and behavior mirror those of MERC.
- Have a strong public presence – articulate, optimistic and energetic – with the ability to motivate and inspire people at all levels.
- Have strong communications skills and be effective in communicating externally and internally.
- Possess strong business acumen and be results oriented.
- Be innovative, creative and entrepreneurial.
- Have a deep commitment to customer service and customer relationship management.
- Be comfortable with the pace and transparency associated with a public entity.
- Have a well developed sense of humor

- Be capable of setting high standards for his or her team and create a culture of accountability.
- Be a fast learner and adaptable.

KEY OPPORTUNITIES AND CHALLENGES

Business Climate

The last two years have been marked by strong business growth as the meeting, hospitality, consumer trade and entertainment industries have recovered from the nation's recession of 2001 – 2003. Each of the venues has experienced revenue increases in recent years.

The General Manager will lead the implementation of the 2007 Strategic Plan that includes a focus on:

Securing a Stable, Diversified Funding Structure: Long term financial stability is essential to preserving the integrity and growth of MERC and its venues. MERC seeks to secure appropriate public investment in the existing venues. A study is underway to determine the level of continued visitor development fund support needed. Finalization and implementation of this study will be a key project for the GM.

Headquarters Hotel: Planning for a new headquarters hotel to be located near the Convention Center is underway. A development team has been selected for this critical project. The hotel is vital for attracting large, attractive conventions. The General Manager will be immersed in negotiations, funding and hopefully construction work around this project along with partners from Metro and the Portland Development Commission.

Marketing and Sales: Marketing and sales are the lifeblood of MERC as an enterprise-driven agency. Staying competitive and retaining market share is essential. The General Manager, working with staff and marketing partners, must focus on attracting customers and seek opportunities to generate new business for each of the venues.

Effective Workforce Development and Management Practices: Engaging MERC's workforce as business partners and harnessing the knowledge, skills, talents, and motivation of employees is essential. MERC maintains positive relationships with both union and non-union employees.

Communication with Stakeholders: It is vital that MERC build greater awareness among stakeholders and the public about the value and benefits of conventions, tradeshow and performance arts on the economy and livability of the region.

Technology: MERC must stay abreast of innovations that positively influence operational and business effectiveness.