

Approved 5/12/93

April 8, 1993  
9:02 a.m.LEADERSHIP TEAM  
MEETINGCommissioners'  
Conference Room

Present were Commissioners Steve Cornacchia, Jerry Rust, Ellie Dumdi and Jack Roberts. Also present were Department Directors Bob McManus, Bill Hoyt, John Goodson, Steve Carmichael, Rob Rockstroh, Chuck Forester, George Russell, Jim Gangle, Doug Harclerod. Bill Van Vactor, Teresa Wilson, and Arlene Marshall were also in attendance. Marie Frazier, absent. Jane Burgess, Recording Secretary.

#### **Defining Acting County Administrator's Role During Budget Process**

Cornacchia stated that Van Vactor was unsure as to his authority to contribute opinions about reorganization of departments, and was seeking guidance from the Board. Cornacchia reported that after a conversation with Rust and Frazier before this meeting, the conclusion was reached that Van Vactor's duties are essentially those of County Administrator undiluted by his interim appointment. Dumdi and Roberts concurred with Cornacchia, Rust and Frazier. In light of this, Van Vactor said he will propose some modifications to the Department of County Administration's structure. McManus declared that as an elected official he expects to be working with Van Vactor as a co-equal, particularly on budget issues. Cornacchia responded that this is the way it has been in the past and neither he nor the Board expect it to change.

#### **Introduction of David Donaldson**

Russell introduced Donaldson, a consultant with DMG, who will be conducting the County Administrator search.

Donaldson described his role as: 1) defining what the Board and Leadership Team want in the County Administrator position, including issues and problems; 2) actively recruiting a person to meet those needs; 3) participating in the screening of candidates and selecting 10-15 for the final interview process; 4) facilitating the process and providing information. Donaldson asked the Leadership Team and the Board to report on challenges to the County that will occur in the next three to five years.

Rockstroh spoke on the mandate to reinvent government, financial uncertainty and avoiding entrapment in local issues. Forester noted collaborating with local governments, the growing Hispanic population, and displaced timber workers. Van Vactor and Roberts provided information on current efforts in intergovernmental collaboration. Wilson opined that the uncertain impact of timber issues coupled with tenuous state funding will necessitate a new definition of the role of County government. Cornacchia reported that no new revenue sources are expected. Rust provided examples of failed attempts at finding new revenue sources and stated that the County must fashion a strategy with local governments in order to be successful. Van Vactor stated that the next Administrator must be skilled at working with the Board, the community and department heads in order for the County to stabilize its financial resources. Roberts outlined challenges as working with the Board to develop a vision of County Government, sharing and facilitating that vision internally, selling that vision to the public. Dumdi agreed with the previous comments, adding that her biggest concerns are revenue

and public perception of County government. Cornacchia reiterated Rockstroh's comments on reinventing government and added that government financing and an aging computer system present immense challenges. Rust noted that County personnel are willing to work on a collaborative basis with administration. McManus stated that ranking services in collaboration with other governments should be of paramount concern. Roberts declared that the County Administrator must be sensitive to rural as well as urban issues in the County. Hoyt stated that the County Administrator must be significantly involved in data processing services management. John Goodson said that an increasing population is bringing about an increased demand for services, which requires developing a strategic plan. Carmichael said there is a need to form partnerships with other entities, including private nonprofits and the business community and a need to maintain the County's capital assets. Gangle said he wanted someone whom he could learn from. Russell stated that there are challenges in focusing on the County's values and working with five independent County Commissioners.

### **Experiences, Educational Background and Characteristics of a Successful County Administrator**

Carmichael said that it has to be somebody with a demonstrable record of creative solutions and with experience in community service who can creatively reconcile service needs with budget constraints. Goodson said it should be someone who's had experience working for multiple bosses. Hoyt said the person should be a team player who's had to work with a number of bosses who can take information and build the best solution. McManus said he would look for a generalist who is a highly involved leader and negotiator. Rust said he wants someone with a personal or professional history of innovation and creativity, who's hardnosed on finance, has a soft touch with people, is not threatened by excellence, is tolerant of dissent, a team player, and who will make a recommendation backed by specific reasons. Cornacchia stated the individual must have varied experience beyond government in a multi-service organization, should be a high to mid-level manager, who is adaptive and patient and most importantly, candid. Dumdi concurred with previous opinions and added that the relationship between urban and rural is extremely important; the person should have a comprehensive vision of the County. Roberts opined that broad experience should be emphasized and that some government experience is very important to account for the difference between private and public administration. Continuing, Roberts said the candidate should balance candor, assertiveness and a willingness to fight for issues with political sensitivity. Marshall said the candidate should be a good communicator who can balance a leadership role with political sensitivity. Rust stated that it is important to note that the County is developing a collaborative mode of sharing decision-making between elected and non-elected officials, as exemplified by the Leadership Team. McManus declared that the elected officials of the Leadership Team who are department heads are not subordinate to the County Administrator; and that candidates should take this into account.

Regarding desirable traits, Van Vactor stated that the candidate should be a delegator with a sense of humor who is calm, versatile and unafraid of making tough decisions. Wilson stated that what this organization really wants is somebody with communication and leadership skills to forge respect among the department heads and the Board in order to guide and facilitate issues. Gangle stated that someone who can pull synergy from the organization and provide

direction is needed. Rockstroh said that an individual with high level writing and speaking skills may not be good in personal interaction and that he would look for honesty, openness, fluency, assuredness. Rockstroh said a psychometric test should be made for avoidance traits. Russell stated he has a test which will measure controlling vs. supportive traits and that this may be a means of testing. Harcleroad said he wants someone who is willing to become involved in the community, has a history of promoting the welfare of children and is able to manage the media.

On the subject of specific technical skills the candidate should possess, Harcleroad said a proven fund raiser with knowledge of information management is needed. Van Vactor concurred on the necessity for experience in information management. Hoyt echoed Van Vactor's statement. Rust said that the candidate must have experience in information management. Roberts added that strong budget skills are needed.

In regard to what the County Administrator position offers to potential candidates, Van Vactor stated that making the right decision on a controversial subject provides a sense of accomplishment. Carmichael added that the challenges presented by the position offer a real opportunity for a creative individual. Roberts said that Lane County is different in that it has a diverse mission in providing public services. Rust stated that the County has received a vote of confidence from the people in the approval of the last serial levy and there have been worse times which the County has survived. Carmichael spoke of the high quality of people in the organization.

**Self-Reliant Teams**

Van Vactor stated that possible discussion items would be the Board's preferences, whether or not there are departments interested in doing pilot projects, whether this issue should be referred to the reinventing government committee.

Rust stated that the self-reliant team model was one he hoped would be implemented at the County. Rust added that he would like to see a department try this approach.

Roberts stated he understood that Assessment and Taxation is doing a similar program called TQM. Gangle agreed. Roberts opined that the County is on this course already and that money for training teams may not be available. Goodson warned that a similar program at Deschutes County resulted in low morale for the first two years and that there may be problems with Lane County's unions. Gangle reported on progress his department is making in implementing the TQM process. Carmichael commented that there have been struggles in his department in defining roles. Harcleroad stated his department has been doing this for years in the utilization of trial teams and that it has been a very successful model. Cornacchia stated his biggest concern was the suggestion of dispensing with performance assessments. Dumdi commented that it will be necessary for the County to mold the self-reliant team concept to suit its needs.

There being no further business, this meeting adjourned at 11:00 a.m.

  
Jane Burgess, Recording Secretary