



Special Board of Directors Meeting Agenda

(April 15, 2020)

East Multnomah Soil and Water Conservation District

Monday April 20, 2020, 1:00 – 3:30 PM

To be held via teleconference (US Toll Free: [1 866 899 4679](tel:18668994679) Access Code: 960-537-245)

AGENDA

Item #	Time	Board Meeting Agenda Item	Purpose	Presenter	Packet <i>* please read; ~ please review</i>
1	1:00 5 min	Welcome and meeting called to order: <ul style="list-style-type: none"> • Introductions • Review/revise agenda 	Information/ Decision	Sanneman	N/A
2	1:05 5 min	Time reserved for public comment and introductions¹	Information	Public	N/A
WORK SESSION					
3	1:10 120 min	Executive Director Recruitment, Board/Staff Work Session	Discussion	Sanneman/ Zach	a) ED Attributes Report*
<p><u>Overview:</u> A work session will be held with EMSWCD Board and Staff to inform the recruitment of a new Executive Director. Search consultants Rachel Sample and Agnes Zach will lead a conversation, using the Attributes report as the basis, to focus on outward-facing communication about the Executive Director position. The intent will be to finalize/prioritize attributes of a new ED and review language describing attributes to reflect the outlook of staff and board.</p>					
BOARD SPECIFIC BUSINESS					
4	3:10 20 min	Executive Director Recruitment	Discussion/ Decision	Sanneman	N/A
<p><u>Overview:</u> The Board will consider any decisions regarding the Executive Director hiring process.</p>					
CLOSING ITEMS					
5	3:30	<ul style="list-style-type: none"> • Announcements and reminders • Action items • Adjourn meeting 	Information	Sanneman	N/A

¹ Each member of the public who wishes to speak shall be given approximately 3 minutes.



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EMSWCD Board Members, Committees and Meeting Dates

EMSWCD Board			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC
Gabrielle Rossi	Director - Zone 1	Treasurer	X	X			
Laura Masterson	Director - Zone 2	Vice-Chair	X	X	X		
Mike Guebert	Director - Zone 3		X	X	X	X	
Rick Till	Director - At-Large 1	Secretary	X	X	X	X	X
Carrie Sanneman	Director - At-Large 2	Chair	X	X		X	
Dianna Pope	Director - Emeritus		X				
Upcoming Schedule							
FY19-20	2019	July	8				
		August	5		5		
		September	9		30		
		October	7				
		November	4		25		
		December	2				
	2020	January	6		27		
		February	3				26 & 27
		March	2	2	30		
		April	6	6			
		May	4	4	18	TBD	
June	1						

Internal EMSWCD Teams

- Equity Team: Chelsea White-Brainard (lead), Suzanne Easton, Lindsay Nelson, Monica McAllister, Brandi Boersma, Kathy Shearin, Laura Masterson
- Climate Change Team: Andrew Brown (lead), Julie DiLeone, Kathy Shearin, Rowan Steele, Jeremy Baker
- CLIP Team: Jeremy Baker, Whitney Bailey, Julie DiLeone, Kathy Shearin
- Safety Committee: Scot Wood (lead), Jon Wagner, Brandi Boersma, Dan Mitten

EMSWCD Representation on External Committees

- 4-County Cooperative Weed Management Area - Lucas Nipp; Chelsea White-Brainard
- Beaver Creek Conservation Partnership – Kathy Shearin; Lucas Nipp
- City of Portland Community Watershed Stewardship Program Grant Committee – Suzanne Easton
- Columbia Gorge Cooperative Weed Management Area - Lucas Nipp (Co-Chair)
- Columbia Slough Watershed Council - Kathy Shearin (Vice Chair, Executive Committee); Whitney Bailey (CSWC Tech Team)
- Equity Grantmakers Network – Suzanne Easton
- Johnson Creek Watershed Council – Andrew Brown
- Inter-jurisdictional Committee for Johnson Creek Watershed – Whitney Bailey; Jeremy Baker
- Northwest Adult Conservation Education – Kathy Shearin
- Oregon Association of Nurseries, Mt. Hood Chapter – Aaron Guffey (Treasurer)
- Oregon State University Metro Small Farms Advisory Group – Rowan Steele
- Oregon State University Solve Pest Problems Advisory Committee - Kathy Shearin (Steering Committee); Julie DiLeone
- Oregon Watershed Enhancement Board Lower Willamette-East Small Grant Team – Julie DiLeone
- Sandy River Ag Water Quality Local Advisory Committee – Dianna Pope when possible
- Sandy River Basin Partners – Julie DiLeone (Chair)
- Sandy River Basin Watershed Council – Dianna Pope when possible
- Western Invasives Network Steering Committee – Lucas Nipp

Packet materials referenced above available in hardcopy by request or electronically at: <http://emswcd.org/about/board/meetings/>



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EMSWCD prohibits discrimination in all of its programs and activities on the basis of race, color, national origin, age, disability, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisals, because all or part of an individual's income is derived from any public assistance program, or based on any other group or affiliation. EMSWCD will not condone or tolerate prejudicial remarks, actions, slurs, or jokes expressed and directed at or to any person. Any employee who behaves in such a manner while conducting EMSWCD's business will be subject to disciplinary action including possible termination. EMSWCD is an equal opportunity provider and employer.

The EMSWCD office is ADA accessible, and served by bus lines #44, #72 and #6. Meeting attendees requiring Americans with Disabilities Act accommodations should call (503) 222-7645 x 100 as soon as possible. To better serve you, five (5) business days prior to the event, is preferred.

East Multnomah Soil & Water Conservation District
Culture Assessment for Executive Director Search 2020

-Executive Director Qualities-

Assessment and Report conducted and written by [Rachel Sample](#).

Context

As East Multnomah Soil & Water Conservation District (EMSWCD) began its search for a new Executive Director the board engaged with Nonprofit Professional Now to conduct this process. A cultural landscape assessment was conducted as the first step. This Culture Assessment was to understand both a historical and current snapshot of the values, tensions, dreams and needs of the organization as a whole. This report will illuminate both the key qualities in the new Executive Director and make recommendations for the job promotion language.

Approach

Nonprofit Professionals Now in partnership with Rachel Sample, certified Enneagram consultant, conducted interviews with all board members, and nine of the current staff of EMSWCD. These interviews revealed a network of preferences, values and contradictions which, when mapped together, give insight into the ecosystem of personalities internal to EMSWCD. Any organization is filled with individual people; the consistencies and differences between people, the multiple habits of mind, the cultural stories, and shared experiences all create the ecosystem of the organization. This ecosystem is the culture itself - and when mapped in this fashion is evaluated as an organism - giving insight into the “meta-personality” of EMSWCD at its current state. The interviews were overlaid with results from a full-staff survey that further elicited staff feedback.

With this picture more clearly in focus recommendations for the right new leader inside a transitioning ecosystem were drawn. Additionally, recommendations for the staff and board for further training were also made.

Qualities of New ED

The new leader of EMSWCD will need tactical skills as it pertains to running a government agency, supervising people, budget oversight, and experience with conservation work. This report does not pertain to any of the above and the qualities below are recommended to be in concert with the skills above. It will be inside the hiring process where the importance and appropriate balance of these skills will be discussed and ultimately determined.

Generally speaking, this culture assessment focuses on the ephemeral leadership qualities that will thrive and leverage the most positive impact on the organization as a “meta-personality”.

Facilitation Skills

This leader will sit as the leverage point between the staff community, the board community and the public. Having skills running high-impact meetings will support the deep cohesion work that needs to happen to move this culture forward. Facilitators can listen well, synthesize differing points of view, build stakeholder engagement and draw conclusions that bring people together. They run quality meetings and create an environment of trust.

Strategic Mindset

Content expertise will be important in the next leader - but almost more importantly this leader must be willing to learn. The new ED must have a knack for strategic thinking - and be able to lead the organization through the completion of their strategic plan. In the completion of this plan, both the manner in which it is facilitated and the renewed organizational goals, a new culture will emerge. A broad ability to set priorities and understand return on investment given the scope and potential of the organizational mission will be critical. Broad experience will be an indicator of this kind of skills set - as well as cross sector collaboration. In fact, from my perspective on the content experience on the staff and board, a scholar or career-long scientist might be too tactically focused.

Leadership Transparency

The district needs a great, empathetic, servant-leader. This person must have interpersonal skills, value transparency, and be able to have calm conscientious conversations. The district is on a journey recognizing it's values related to diversity, equity and inclusion - the new leader needs to be transparent on their values with regards to DEI. The new leader must exhibit humility and patience in advocating for the ongoing DEI work. All leaders face challenges, must make hard decisions, and hold people accountable. Right now at EMSWCD it is imperative that this new leader possess the skills to do so with integrity and compassion. Humility and trust building are key elements to a successful new leader at EMSWCD. The new leader will need to have significant experience setting boundaries, emotional consistency, and behavior modeling.

Recommended EMSWCD - job promotion language*Ideal Candidate Profile*

The ideal candidate will have a collaborative leadership style with experience working directly with an elected board or governing board of directors and a strong commitment to diversity, equity and inclusion. They will be a relationship-builder, a strong facilitator, and an expert synthesizer of information.

EMSWCD seeks a candidate who is passionate about conservation work and has the skills to inspire and align the staff and board toward common vision, goals and strategies. They will be professionally committed and embrace differing perspectives from their own, in recognition and to counterbalance structural bias and historic marginalizations. Ideally, they will have experience leading ongoing equity-based transformation. They will be regarded as a leader in the community, and be able to work effectively across a wide variety of organizations and individuals - both inside and outside the civic sector.

The staff and board are passionate about the mission, well established programs and potential of the organization. The new Executive Director will have strong experience managing staff, facilitating strategic programmatic change, and coalescing culture by building trust and being accessible.

The new Executive Director will have excellent communications skills, hr/personal management, a firm understanding of conservation and experience in budget oversight. This region is known for its unique laws, progressive values, and alternative lifestyles. The ideal candidate will be comfortable and effective working in this type of culture and environment.