



**Board of Directors Special Meeting Agenda**  
 East Multnomah Soil and Water Conservation District  
 Monday May 18, 2020, 6:30 – 7:30 PM

(May 12, 2020)

To be held via teleconference: (US Toll Free: [1 877 568 4106](tel:18775684106) Access Code: 228-843-989)

**AGENDA**

Item #	Time	Board Meeting Agenda Item	Purpose	Presenter	Packet <i>* please read; ~ please review</i>
1	<b>6:30</b> 5 min	<b>Welcome and meeting called to order:</b> <ul style="list-style-type: none"> <li>• Introductions</li> <li>• Review/revise agenda</li> </ul>	Information	Sanneman	N/A
2	<b>6:35</b> 5 min	<b>Time reserved for public comment and introductions<sup>1</sup></b>	Information	Public	N/A
<b>DISTRICT BUSINESS</b>					
3	<b>6:40</b> 45 min	<b>Executive Director Search</b> <ul style="list-style-type: none"> <li>• Discussion on Executive Director recruitment process and criteria.</li> <li>• Opportunity for public comment</li> <li>• Approval of Executive Director Search process</li> </ul>	Discussion/ <b>Decision</b>	Sanneman/ Zach	a) ED Job Description* b) ED Search Announcement Advert* c) ED Search Process and Criteria*
<p><u>Overview:</u> The purpose of the discussion with the Board will be to review the Executive Director job description, job announcement advertisement, and the search process and criteria. Members of the public will be given the opportunity to comment on the Executive Director recruitment including but not limited to the qualifications and the process EMSWCD will use for to recruit an Executive Director. The Board will be asked to approve the Executive Director search process and associated documents.</p>					
<b>CLOSING ITEMS</b>					
4	<b>7:25</b>	<ul style="list-style-type: none"> <li>• <b>Announcements and reminders</b></li> <li>• <b>Action items</b></li> <li>• <b>Adjourn meeting</b></li> </ul>	Information	Sanneman	N/A

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

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



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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 & 18	4	18	11 & 15	
		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, Matt Shipkey, 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

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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.



## Executive Director Position Description East Multnomah Soil and Water Conservation District (EMSWCD)

**Title:** Executive Director, A5

**Job Status:** 40 hours/week; flexible schedule

**Salary Range:** FY19-20 (\$101,371-\$140,794)

**Work Location:** EMSWCD offices, Portland, Oregon

Eligible for Overtime pay: No.

### Summary of Position

EMSWCD seeks a candidate who is passionate about urban and rural land use, natural resource conservation and our environment, and has the skills to inspire and align the staff and board toward common vision, goals and strategies. They will be regarded as a leader in the community and an advocate for diversity, equity and inclusion. They will be able to work effectively across a wide variety of organizations and with individuals, both inside and outside the civic sector. The new Executive Director will be a leader with excellent communication skills, personnel management, a firm understanding of conservation and experience in budget oversight.

### Nondiscrimination Statement

The East Multnomah Soil and Water Conservation District (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, or because all or part of an individual's income is derived from any public assistance program. EMSWCD is an equal opportunity provider and employer. Persons with disabilities who require alternative means for communication or program information (Braille, large print, audiotape, etc.) should contact the EMSWCD Office at 503-222-7645.

Accommodation under the Americans with Disabilities Act: We gladly provide reasonable accommodation to anyone whose specific disability prevents them from completing an application or participating in this recruitment process. Please contact the recruiter below in advance to request assistance. Individuals with hearing or speech impairments may contact the recruiter through the Telecommunications Relay Service by dialing 711.

### 1 Primary Responsibilities

As the leader of EMSWCD, the Executive Director is responsible for the overall fulfillment of the strategic plan and annual goals. Prioritizing open and collaborative leadership and Diversity, Equity and Inclusion in conservation work are key elements of success for this position. The Executive Director will build and maintain a culture of trust and accountability for the organization and clients.

The Executive Director reports directly to the Board of Directors. This position directly supervises the Management Team consisting of: Chief of Finance and Operations; Rural Lands Program Supervisor; Urban Lands Program Supervisor; and Conservation Legacy Program Supervisor.

#### 1.1 Organizational Leadership (25%)

- Facilitate strategic planning and build and maintain a culture of trust, engagement and learning.



- Foster mutually beneficial relationships with current and future partners including community benefit organizations, BIPOC (Black, Indigenous and People of Color) and other marginalized groups. Prioritize relational connections with communities by building them into everyday activities.
- Work with the Board and staff to ensure the development and updating of the equity plan, strategic plan, annual work plan, and other organization plans. Ensure accountability for their implementation.
- Work with the Board and staff to identify ways to increase organizational capacity and effectiveness.
- Represent and promote the work of EMSWCD to public and partner organizations.
- As appropriate, serve as primary contact for media and the public.

### 1.2 Personnel and Organizational Management (25%)

- Establish an open, transparent and inclusive work environment.
- Facilitate conversations and decisions that focus on community engagement and program execution to meet organization metrics.
- Supervise (currently 22) staff members directly and indirectly. Position includes the authority to make hiring and discipline decisions, termination decisions require approval by the Personnel Committee.
- Engage Management Team members in building cohesive management and inclusive decision-making that further the work of the organization.
- Identify staff development opportunities and provide coaching, training and mentoring opportunities as appropriate.
- Provide oversight for recruitment, selection, and orientation of new staff.
- Conduct performance reviews of Management Team; ensure that all staff reviews are carried out according to District policy.
- Ensure that the District meets all local, state, and federal personnel and safety laws.
- Ensure maintenance of personnel files and job descriptions;
- Recommend updates and changes to personnel policies and procedures, as needed.

### 1.3 Fiscal Management (20%)

- Budget development for EMSWCD operations in collaboration with finance staff that is reflective of EMSWCD values.
- Work with Management Team to ensure that the entire budget is in keeping with Board direction and that sufficient information is provided to the Budget Committee.
- Act as a signer on checks and contracts up to dollar amount set by the Board.
- Ensure that the Board is fully engaged and informed throughout the budget process and beyond.
- Approve all expenses, ensure fiscal controls are operating properly and that state contracting laws are being followed.
- Identify opportunities to leverage and conserve EMSWCD financial resources.
- Work with the finance staff to ensure that EMSWCD is fiscally responsible and fully accountable.
- Work with board, staff, community to develop a financial model reflective of EMSWCD's role in ending inequities in conservation investments.



### 1.4 Board Management (20%)

- Provide support, information and recommendations to the Board.
- Provide orientation for newly elected directors and associate directors.
- Provide training and guidance in governance practices enabling the Board to set vision and direction while enabling staff to focus on implementation.
- Facilitate board development opportunities in strategic planning, community engagement and creating inclusive conservation programming.
- Regular support of the Board including:
  - Draft board agendas in coordination with the Chair.
  - Review board minutes and materials going out in board packets.
  - Ensure board members receive information relevant to their deliberation and decisions.
- Track and implement Board decisions.
- Initiate process for Executive Director review.
- Develop, maintain and ensure adherence to policies that ensure safety, legal compliance, appropriate risk management, transparency and responsiveness to the public.

### 1.5 Reporting (10%)

- Ensure completion of annual report and annual work plan.
- Take the lead on organizing EMSWCD's annual meeting.
- Ensure that funder reporting requirements are met. As needed, assist staff with completing program reports.
- Ensure that reporting is presented in way that is accessible to a diverse public and reflects a commitment to transparency and increasing awareness about EMSWCD programs and accomplishments.

### 1.6 Other Responsibilities

- Ensure that EMSWCD meets its legal obligations.
- Other tasks as directed by the board.

## 2 Education, Experience, Skills and Qualifications

### 2.1 Education / Experience

- Bachelor's degree or equivalent transferable skills\* in public administration, non-profit management, environmental policy and management, business administration, or related discipline. A combination of relevant education and experience may substitute for the educational requirement.
- Seven years minimum experience in program development/management, finance and personnel or business management.
- Three years minimum experience in direct supervision of professional staff.
- Two years experience with a natural resource conservation agency, local government entity, or similar organization is preferred.

\*Transferable skills: Your transferable skills are any skills you have gained through education, work experience (including the military) or life experiences that are relevant for this position. Be sure to describe any transferable skills on your application and clearly explain how they apply to this position.



## 2.2 Desired Demonstrated Skills

- Demonstrated relationship-builder and facilitator with an ability to inspire, encourage, empower, and lead staff through collaborative leadership.
- Demonstrated ability to work without direct supervision, establish work priorities and manage time in order to meet EMSWCD deadlines and goals.
- Demonstrated ability to work with diverse staff and build diversity within the organization.
- Demonstrated ability to work with diverse groups and individuals outside of the organization to expand EMSWCD's reach and engagement.
- Demonstrated ability to review budgets, manage government funding streams and engage in financial planning with finance staff.
- Demonstrated ability to manage staff as individual contributors and as a team including goal-setting, metrics and evaluation criteria, leadership training and staff development.
- Demonstrated ability to use conflict resolution and diplomacy skills to diffuse, address, and remedy any organizational or individual conflict, divergence, or issue that prevents a safe, comfortable, and effective work environment.

## 2.2 Preferred Qualifications

- Knowledge of natural resource conservation issues, and of natural resource agencies and organizations.
- A strong natural resource conservation ethic.
- Extensive experience in building organizational capacity and in board development.
- Training, engagement and implementation in equitable and inclusive hiring and management practices.
- Motivated and courageous in engaging staff and leaders to seek multiple perspectives and check assumptions.
- Preferred bilingual in Spanish, Vietnamese, Chinese (Mandarin and Cantonese), or Russian.
- Relationships with culturally specific communities and leaders.
- Demonstrated growth in DEI (diversity, equity and inclusion) skills including leading change at previous organizations.
- Must be proficient in English (oral and written) for communicating with EMSWCD Board members, staff, partner staff, and office callers and visitors.
- Ability to communicate with a wide variety of people, communities and entities on a regular basis. May include media, government officials, community members, partner agencies.

## 3 Work Environment and Conditions

### 3.1 Work Environment

The position involves primarily indoor office work, with occasional travel to EMSWCD owned/managed properties, and offices of partner organizations and agencies. If site visits are required, that may require walking long distances across sloped, uneven terrain and/or in inclement weather, reasonable accommodations will be made. The Executive Director will have an assigned desk, telephone, and computer at the EMSWCD office. The EMSWCD office is the primary work station for this position, and is a smoke-free and drug-free environment. The position involves extensive computer and telephone work. Attendance at public and other external events is required, which often occur outside normal working hours, including evenings and weekends. Attendance at evening meetings is required. Occasional overnight travel to attend conferences and trainings may be required. Reasonable



accommodations to these requirements may be made to enable qualified individuals with disabilities to perform essential job functions.

### **3.2 Requirements**

To perform the duties of this position, the Executive Director may serve as an incidental motor vehicle operator. This requires the operation of a motor vehicle on both public and private roads during daylight hours and occasionally after dark, including inclement weather. A valid driver's license is required. The Executive Director may choose to use their own vehicle, use an EMSWCD vehicle, or utilize some other mode of transportation to perform their duties. Should the employee choose to use their own vehicle, they must maintain insurance to comply with Oregon law. Mileage will be reimbursed. An EMSWCD vehicle may be available on occasion and does not require individual insurance. Should an alternate mode of transportation be used (Uber, Taxi, public transit, rental, etc.) the employee will be reimbursed with proper receipts. The position may require travel throughout the EMSWCD and state.

### **3.3 Guidelines**

Performance of assigned duties is completed in accordance with established procedures. Procedures that cover the assigned work include EMSWCD annual work plans, EMSWCD policies and procedures, Oregon Department of Agriculture Guidelines for SWCDs, and Oregon public contracting law.

### **3.4 Position Complexity**

- The Executive Director must work as an integral member of the District staff by coordinating and sharing information and resources with administrative and program staff and with board members as needed to accomplish the objectives that have been identified.
- The Executive Director should be prepared to deal with conflicting guidelines and policies among federal, state, and local governing bodies, and/or incompatible objectives among various user groups.
- The Executive Director must be versatile and skillful in responding to new and changing environmental conditions, regulatory requirements, and modification of previously agreed-upon plans and conclusions.
- The Executive Director must be willing and able to work with an elected Board of Directors who have a variety of perspectives.

### **3.5 Frequent Interaction With**

- EMSWCD staff and Board members
- USDA Federal Natural Resources Conservation Service staff
- Oregon Department of Agriculture staff
- Oregon Association of Conservation Districts
- Watershed Councils
- Special Districts Association of Oregon
- Academic and conservation partners
- Local, regional, tribal, state and federal government agencies
- Non-profit, citizen and community groups
- Culturally-specific organizations
- Elected officials
- Media reporters, editors
- And many other groups, individuals and organizations



## 4 Supervision and Performance Review

### 4.1 Supervision

The position reports directly to the EMSWCD Board of Directors. Regular contact is expected with the Board Chair and the Treasurer.

### 4.2 Performance Review

The position will include a six-month probationary period. A performance review will be given after six months from date of hire and every July thereafter. The review will be conducted by the Board of Directors and may include input from EMSWCD staff and partners. In accordance with the EMSWCD Personnel Policies and Procedures handbook, reviews will be conducted with input obtained from others who have been working with the employee. Any future raises will be based on annual performance reviews and program funding. EMSWCD is an at-will employer.

## 5 Application Information

All applicants are encouraged to review this job description prior to applying. Complete applications include a resume, cover letter and screening questions. All applications will be reviewed.

We expect to evaluate candidates for this recruitment as follows:

- Initial review of application/ resume and cover letter for minimum qualifications and all required attachments. If you do not address the minimum qualifications in the application, your application will be considered incomplete and will not move forward in the recruitment process.
- Phone Screen Interview
- Video Screen Interview
- Consideration of top candidates by Board and staff
- Background, reference, and education checks

**Required:** The Application Packet: You must submit all requested items below at \_\_\_\_\_. Failure to do so will be deemed as an incomplete application.

1. An application/ resume demonstrating you meeting minimum qualifications, AND
2. A cover letter addressing why you are interested in the position and how you meet the qualifications for this position.
3. Completion of screening questions.

Note: Please be mindful of checking your email inbox for messages from the Recruiter as you may be emailed requesting additional information. If a response is not received in a timely manner your application may not be considered.



## Executive Director Recruitment East Multnomah Soil and Water Conservation District

May 18, 2020

### Organization Overview

The East Multnomah Soil and Water Conservation District (EMSWCD) is a non-regulatory unit of local government that serves Multnomah County east of the Willamette River centerline. The mission of EMSWCD is to help people care for land and water. The vision is that our lands and waters are healthy and sustain farms, forests, wildlife, and communities.

We work with private landowners, community organizations, and government agencies to provide education, grant funding, technical assistance, and other resources that support conservation practices and stewardship within our district. EMSWCD is funded by a property tax base and is organized into four programmatic areas: Rural Lands Program, Urban Lands Program, Conservation Legacy Program, and Finance and Operations.

In fiscal year 2019-2020, the EMSWCD's annual operating and capital budget, derived primarily from a local property tax, was approximately \$14.9 million.

### Some examples of our work include:

- Over the past 13 years, EMSWCD's Partners in Conservation grants program has distributed over \$8 million through more than 300 grants to over 150 organizations for community projects that support EMSWCD's mission such as habitat restoration, urban forestry, environmental education and sustainable agriculture.
- The Headwaters Incubator Program (HIP) supports the next generation of farmers by reducing the barriers to entry into farm business ownership, through providing subsidized access to land, equipment, training and farming support networks. In addition, the land conservation program invests in farmland protection, stewardship and land access.
- EMSWCD's StreamCare program has planted more than half a million trees restoring healthy forest along streams and rivers on private land.
- The weed control program has helped ensure native forests in the iconic Columbia River Gorge are free of the most damaging invasive weeds.
- Through EMSWCD's well known annual plant sale we have sold more than 200,000 plants to more than 10,000 customers helping to conserve water and establish wildlife habitat in yards throughout the urban area.

### Equity Vision Statement

We value the diversity of our residents as an integral part of the success of our programs and our organization. We are committed to establishing meaningful and productive relationships with underserved communities to learn how to best ensure equitable conservation benefits. We envision all EMSWCD programs will support our mission in a way that is inclusive of all cultures, races, and economic statuses. EMSWCD believes that ultimately, conservation efforts are more likely to succeed with the engagement and support of diverse communities.



We recognize that EMSWCD services and programs can be improved to ensure greater equity in serving a diverse constituency. While some of the program areas currently incorporate equity considerations into their work, for the organization as a whole, this effort is inconsistent and varies widely between programs. As a public entity accountable to our constituents, the future of our work depends on the support of our communities. Social and racial inequality has a long history within the Portland area and this has shaped the communities that we serve. As such, we are committed to improving our internal structure as well as our programs to create an inclusive organization that can build meaningful relationships with all constituents.

### **Key Candidate Attributes**

#### Experience with and commitment to Diversity Equity and Inclusion (DEI)

They will be professionally committed and embrace differing perspectives from their own, in recognition and to counterbalance structural bias and historic marginalization. They will have skills to listen and adjust their own professional methods based on a growing understanding of DEI best practices.

#### Strategic Mindset

They will be able to make decisions based on complex information, potential outcomes, and often differing or conflicting agendas. They will build initiatives collaboratively and based on the collective experience represented in the community, staff and Board.

#### Facilitative

They can lead challenging conversations taking into account multiple perspectives and different expressions. They can inspire and influence toward common goals and vision.

#### Leadership Transparency

They value and can model clear communication skills, trust building, accountability and empathy towards others. They can make challenging decisions and share the approach to those decisions. They ask for input from those affected by decisions, when possible.

### **Working Values**

EMSWCD's Board and staff are currently working on redefining the values for the organization. Our next Executive Director will help with that effort. While this is a work in progress, the values that are important to us are:

- Public Service
- Diversity, Equity and Inclusion
- Environmental Responsibility
- Accountability
- Curiosity
- Empathy and Compassion
- Respect

### **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 marginalization. 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 leading staff, facilitating strategic programmatic change, and coalescing culture by building trust.

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

### **Where is EMSWCD Heading**

EMSWCD is in a powerful position to create strong and sustained benefit for our community and the environment. We have a stable funding, a fantastic and highly professional staff, and track record of delivering conservation programs in urban and rural spaces. The District staff and board are ready to build on that foundation by integrating issues and opportunities related to climate change and DEI. The new Executive Director has the opportunity to develop a strategic plan that leverages our existing strengths toward measurable impact in the communities we serve.

### **Application Information**

Ready to submit your information for this opportunity?

Nonprofit Professionals Now is honored to be working with EMSWCD on this key leadership position. A full job description, application requirements and position details are available at: \_\_\_\_\_.

All applications will be reviewed based on criteria established with the EMSWCD board.

Application Deadline: \_\_\_\_\_.



**East Multnomah Soil and Water Conservation District**  
**Executive Director Recruitment Process**

EMSWCD has contracted with Nonprofit Professionals Now to assist with the search for an Executive Director. The EMSWCD Board is committed to a fair and transparent process with this hire. The following is a description of the hiring process and criteria EMSWCD will use for the recruitment of a new Executive Director. This document, along with the Executive Director job description and position announcement, as well as EMSWCD policies pertaining to employment and recruitment, serve to meet the requirements of ORS 192.660(7)(d)(A-D) regarding the employment of public officers.

**Search Committee:**

The Search Committee will guide the hiring process and make a recommendation to the Board on final candidates for the position. The full Board of Directors will make the final hiring decision. The Search Committee will consist of:

- EMSCWD Board Directors Laura Masterson, Mike Guebert and Rick Till,
- A representative of the staff Equity Team, and
- A representative of the staff Management Team.

Interim Executive Director Andrew Brown and Office Manager Lindsay Nelson will support the work of the Committee and participate in meetings in a non-voting capacity, and will not count towards the quorum requirements for the Committee.

NPN staff will support the Search Committee and participate in meetings in a non-voting capacity and will not count towards the quorum.

Other EMSWCD staff or external stakeholders may be asked to assist the Search Committee, any participation will be in a non-voting capacity and will not count towards quorum.

Meetings of the Search Committee involving the review of candidate submissions, screening of candidates, interviews with candidates, or deliberations on the candidates and selection, will take place in Executive Session under ORS 192.660(7)(d) to consider the employment of a public officer.

**Hiring Decision Recommendation based on:**

The hiring decision recommendation will be based on the following:

- Board finalist interviews with Ranking of Finalists
- Staff finalist interviews with Ranking of Finalists
- Ranking reviewed by Hiring Committee and presented to full Board.
- Reference Checks and Background checks performed before final decision



### **Hiring Process:**

The following hiring process will be used to recruit and place an Executive Director at the East Multnomah Soil Conservation and Water District.

Adjustments to the anticipated schedule will be made based on actual posting date, Board member schedules and staff schedules.

I. Job Posting/Recruitment

- Search Committee:
- Review criteria and prepare phone questions
  - Report and receive input from full staff
  - Finalize criteria and phone questions

II. Review of Candidate Submissions:

To be completed by NPN to meet basic criteria

Search Committee to receive full listing of all applicants prior to screening

III. Phone Screen of Candidates:

To be completed by NPN to meet criteria

IV. Results of phone screens returned to Search Committee

- Search Committee:
- Review criteria and prepare video questions
  - Report and receive input from full staff
  - Finalize criteria and video questions

V. Video Interviews

To be conducted by Search Committee and NPN staff

VI. Results of Video Screens

- Search Committee:
- Discuss results of video interviews
  - Review criteria and recommend finalists

VII. Finalist Process:

Board Meets with NPN to review criteria and questions

Interview process is created to:

- Include interview time with Board of Directors
- Include interview time with Management Team and EMSWCD Staff
- EMSWCD Staff response survey for comments/feedback
- Feedback time with Board and NPN staff

VIII. Finalist is presented to Board of Directors for final approval.



**Proposed Criteria for Review of Candidates:**

The following are anticipated criteria for the review of candidates throughout the selection process. These criteria may be subject to change through the recruitment.

**I. Review of Candidate Written Submissions and Application:**

**Required: (Scale of Y/N)**

- Bachelor's degree or equivalent transferable skills in public administration; non-profit management; environmental policy and management; business administration; or related discipline. A combination of relevant education and experience may substitute for the educational requirement.
- Seven years minimum experience in program development/management, finance and personnel or business management.
- Three years-experience in direct supervision of professional staff.
- Two years-experience with a natural resource conservation agency, local government entity, or similar organization is preferred.

**Preferred Qualifications Criteria: (Scale of 1-3)**

- Knowledge of natural resource management, agriculture, conservation, etc.
- Organizational Capacity including Boards
- DEI experience in hiring and management
- Second language
- Connections with community served including culturally specific communities

**II. Phone Screen of Candidates (scale of 1-5):**

Skills required to perform position as stated in Major Duties section of Job Description supported by Desired Demonstrated Skills.

Question 1: Organizational leadership

Question 2: Personnel and Organization Management

Question 3: Fiscal Management

Question 4: Board Management

Question 5: Reporting

**Criteria to include:**

- Demonstrated skill in managing leadership team
- Demonstrated skill in managing diverse staff
- Demonstrated skill in community engagement
- Demonstrated skill in managing budgets, reading financials, making financially-based decisions.
- Demonstrated skill in board development
- Demonstrated skill in meeting contractual and statutory obligations (reporting/annual meeting)



**III. Video Screen of Candidates (scale of 1-5):**

Based on Attributes of Candidates.

**Criteria to Include:**

- Experience with and commitment to Diversity Equity and Inclusion (DEI)
- Strategic Mindset
- Facilitative
- Leadership Transparency

**IV. Finalist Interviews with Board (scale of 1-3):**

Question representative of oversight area for each board member.

Question representative of community represented by board member.

**Criteria:** to be based on questions asked.

**V. Finalist Interviews with Staff (scale of 1-3):**

Finalist presentation to all staff.

Staff Q&A with candidate.

1x1 meeting with Management Team members

**Criteria:** to be based on overall job description Major Duties and Attributes