



Executive Director Search Committee Meeting Agenda

(June 26, 2020)

East Multnomah Soil and Water Conservation District

Monday June 29, 2020, 4:00 – 6:00 PM

To be held via teleconference: (US Toll Free: [1 866 899 4679](tel:18668994679) Access Code: 208-065-813)

AGENDA

Item #	Time	Board Meeting Agenda Item	Purpose	Presenter	Packet <i>* please read; ~ please review</i>
1	4:00 5 min	Welcome and meeting called to order: <ul style="list-style-type: none"> • Introductions • Review/revise agenda 	Information	Masterson	N/A
2	4:05 5 min	Time reserved for public comment and introductions¹	Information	Public	N/A
3	4:10 30 min	Executive Director Search: <ul style="list-style-type: none"> • Review of Hiring Process/Criteria • Review of Job Description 	Discussion	Zach	a) Executive Director Hiring Process b) ED Job Description
4	4:40 60 min	Executive Session held under ORS 192.660(7)(d) for the employment of public officers.	Discussion	Zach/ Masterson	N/A
<u>Overview:</u> A discussion regarding preparations for the Executive Director candidate screening and interviews will be held in Executive Session.					
3	5:40 15 min	Search Committee schedule and dates for next meetings	Discussion	Zach/ Brown	N/A
CLOSING ITEMS					
4	5:55	<ul style="list-style-type: none"> • Announcements and reminders • Action items • Adjourn meeting 	Information	Masterson	N/A

¹ 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	Chair		
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			1	

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 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 that 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:

The hiring decision will be based on the following:

- Board finalist interviews with Ranking of Finalists
- Staff finalist interviews with Ranking of Finalists
- Ranking reviewed by Search 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 recruitment process may occur over time.

The timeframe for the hiring process will be 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
- Include EMSWCD Staff response survey for comments/feedback
- Include feedback time with Board and NPN staff

VIII. Finalist approved at Board Meeting.



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:

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

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

VI. EMSWCD Board reviews all information and makes the final hiring decision.



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, agriculture 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 constituents.

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 strategic plan, annual work plan, equity 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, ORS 568 that relates to SWCDs, and other applicable Oregon laws.

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.