

Oregon Parks and Recreation Commission

February 20, 2014

Agenda Item: 5

Action

Topic: Selection of final OPRD director candidate

Presented by: Chris Havel and Susan Kirschenmann

The Oregon State Parks and Recreation Commission is empowered by Oregon Revised Statute 390.127 to appoint a director for the Oregon Parks and Recreation Department. The current director, Tim Wood, announced his retirement in December 2013, and the Commission adopted a recruitment plan on December 6, 2013 at a public meeting.

Working in cooperation with department staff and the Oregon Department of Administrative Services, the recruitment opened December 9, 2013 and closed January 10, 2014. Thirty-eight people submitted applications. Thirteen did not submit complete applications and were disqualified. Resumés and cover letters submitted by the remaining 25 candidates were scored against the recruitment announcement (Exhibit A), and the top six scorers were offered interviews. Five completed the initial interview in front of a screening panel consisting of Commission Chair Jay Graves, Commission Chair Cal Mukumoto, Commissioner Wendy Veliz, OPRD Valleys Region Manager Dennis Comfort, and OPRD Associate Director Chris Havel. The panel advanced three candidates to the second round of interviews. The resumés and cover letters of all three final candidates are attached in Exhibit B.

The second interview panel varied from the adopted recruitment plan based on advice from the OPRD Human Resources division. Instead of the same screening panel members re-evaluating the candidates, Commission Chair Jay Graves was joined by State Forester Doug Decker and Association of Oregon Counties Executive Director Mike McArthur conducted the interviews. The recruitment process followed the approved plan in all other respects.

Based on reference checks and the result of the second interviews, the interview panel recommends the Oregon State Parks and Recreation Commission appoint Lisa Van Laanen* to a four year term as director of the Oregon Parks and Recreation Department.

**Name selected by interview committee 2/19/2014.*

Prior Action by Commission: December 6, 2013 -- Adoption of the recruitment plan.

Prepared by: Chris Havel

Attached Exhibits:

A – Recruitment flyer

B – Resumés and cover letters submitted by all final candidates

C – ORS 390.127

Action Requested: Staff request the Commission to accept the recommendation of the final interview panel and offer the position of Oregon Parks and Recreation Department Director to the named candidate, negotiating a start date, salary and other details in accordance with state hiring practices.

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Exhibit A
Recruitment flyer



Nature
HISTORY
Discovery

OPRD MISSION:

To provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

OPRD EXECUTIVE RECRUITMENT

Agency Director

THE POSITION

Oregon Parks and Recreation Department (OPRD) is conducting an executive search for a highly skilled leader to serve as the agency's Director. This position is appointed by and serves at the pleasure of a seven-member commission appointed by the Governor.

THE AGENCY

OPRD is the state's outdoor recreation advocate, responsible for a park system composed of 105,000-plus acres across more than 360 properties. It also manages and protects other natural, scenic, historic, and recreational properties, and operates programs such as the Scenic Waterways, Recreational Trails, All-Terrain Vehicles, and Ocean Shores. The latter encompasses management and regulation of 362 miles of ocean shoreline, all owned by the people of Oregon and protected from development.

The agency also administers several substantial grant programs that infuse local communities with dollars for recreational properties and park improvements. OPRD is home to the State Historic Preservation Office, and works with a number of commissions and advisory committees related to historic preservation, and cultural and archeological heritage.

The agency's headquarters are in Salem, Oregon, with field offices in several dozen locations across the state. OPRD employs approximately 865 permanent and seasonal full-time employees (about 600 fulltime equivalents) and has a biennial budget of approximately \$209 million. OPRD also benefits from the services of more than 30,000 volunteers, corrections crews, and other staffing resources. About 40 million day use visitors—usually in the top five nationally—and 2 million overnight campers—in the top 10 nationally—come to our parks every year. More information is available at www.oregon.gov/OPRD.

DIRECTOR DUTIES

- Works with the Commission to provide leadership and direction for the agency. Oversees the development of long-range plans and short-range goals.
- Meets with legislative members and the public individually and in formal public meetings, to provide information, and solicit comments and views about agency decisions.
- Is the State Historic Preservation Officer, leading OPRD's Heritage Conservation Division.
- Provides policy direction to staff to implement Commission-adopted goals.
- Serves as a member of the Governor's Natural Resources Cabinet, and works with other state agencies to ensure understanding and consistency of programs across agency lines.
- Oversees coordination with heads of federal agencies and tribal governments to develop cooperative programs.

DESIRED ATTRIBUTES

The successful candidate must have extensive management experience within a public or private organization responsible for the operation of a complex system including parks, historic places, or natural resources.

The candidate we are seeking is:

- An innovative, creative leader with integrity, and who has passion and conviction for the agency and its mission;
- Skilled in articulating the Commission's vision for conservation, stewardship and management of Oregon's special natural, recreational, scenic, and historic places;
- Demonstrated skill in working collaboratively with many and disparate stakeholders, many of whom hold competing viewpoints, to bring heritage and outdoor recreation services to a diverse spectrum of Oregon citizens;
- Able to work closely with the Governor's office and the Legislature as an active advocate to address the full range of recreation and heritage needs in every Oregon community as the state faces long-term financial challenges.

The ideal candidate would have a Bachelor's degree in Parks and Recreation, Public Administration or a related field, plus extensive experience in natural, historic, recreation or public agency executive management.

SALARY AND BENEFITS

This is an Executive Service position, appointed by the Oregon State Parks and Recreation Commission to four year terms, with a salary range of \$89,256 to \$131,688 annually. The Commission may reappoint the director as needed to additional terms. The State of Oregon provides an attractive, cafeteria style benefit plan that includes an employer contribution toward a variety of medical, dental and vision plans, options for life insurance, disability insurance, and a retirement plan.

HOW TO APPLY

Please refer to the full job announcement at <http://tinyurl.com/oprd-director-announcement> for the application materials.

Questions may be directed to:

Susan Kirschenmann, Oregon Parks and Recreation Department
725 Summer St. NE, Suite C, Salem OR 97301-1271, 503-986-0662

ADA/EEO Employer

TENTATIVE SCHEDULE:

This recruitment will be open until applications from a sufficient number of qualified candidates are received.

Recruitment Opens: December 9, 2013

Recruitment Closes: January 10, 2014

Initial Interviews: February 2-3, 2014

Park Tours and Department Program Presentations: February 17-18, 2014

Final Interviews: February 19, 2014*

Final Selection: February 21, 2014*

* Subject to change

CENTENNIAL HORIZON

The Oregon State Parks and Recreation Commission guides the agency by defining and affirming the core values upon which the department's business is conducted, and by overseeing the long-term, fundamental direction of the department. The Centennial Horizon vision document, which guides the department to the 100th anniversary of the state park system, represents that direction.

1: Save Oregon's Special Places

2: Connect People to Meaningful Outdoor Experiences

3: Take the Long View

4: Engage People Through Education and Outreach

5: Build the State Park System with Purpose and Vision

6: Attract and Inspire Partners

7: Prioritize Based on the Vision

8: Oregon's Parks will be Tended by People Who Love Their Work

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Exhibit B

Resumés and cover letters

Jim Desmond

Lake Oswego, OR 97034

January 9, 2014

Oregon Parks and Recreation
725 Summer St. NE, Suite C
Salem OR 97301
Attn: Human Resources, Susan Kirschenmann

Subject: Director position

Ladies and Gentlemen:

It is my pleasure to apply to be Oregon Parks and Recreation Department (OPRD) Director. My passion for and deep experience in public service, parks and natural resource conservation would make me highly effective in this critically important position.

Oregon is a magical state because of its extraordinary natural resources and scenery. Our citizens have demonstrated how much they cherish this legacy by dedicating state lottery funds to OPRD through Measure 76 and its predecessor. I believe the next OPRD Director should be a tireless and effective advocate for the current 361 OPRD properties, and equally committed to the protection of additional vulnerable scenic and historic gems. My background reflects that I can strategically lead this agency into a bright future equal to the Oregon outdoors' vast potential.

ORPD's ability to thrive in the future will depend on its ability to build deep and lasting partnerships with a broad variety of public, private and non-profit organizations. I have a demonstrated history of highly effective collaborative leadership, a deep knowledge of the challenges facing OPRD, and a strong desire to leverage my experience to effectively lead ORPD into its future.

I have a proven track record of distinguished success and would bring strong leadership to OPRD, specifically:

Transformational Leadership

I took over a fractured and poorly directed Metro Parks and Greenspaces department in January 2003. We moved that department from poor to great in a few short years by establishing clear goals and expectations, prioritizing programs, holding managers accountable, increasing training, building a vibrant morale, recruiting highly skilled outside talent, and making the necessary difficult decisions.

I am frequently complimented for being an honest, trustworthy and motivational communicator. I am not afraid of hard conversations, but am respectful to all and a warm “people person”.

Fiscal Leadership

I am an experienced, effective fiscal manager, with the following accomplishments:

- Successful management of two different large public agency departments over the past 10 years, with 70 current FTEs and a \$50.8 million annual budget. I have 10 managers below me and we work well as a high functioning team. This seasoned and positive management style would translate directly to effectively leading OPRD.
- The \$363 million bond programs that I have developed and managed have received unusually deep scrutiny and very positive reviews from a citizen oversight committee, and from performance audits by regular internal and outside audits.
- Very high performance in MWESB contracting.

Public Service Leadership

I regularly appear before boards and elected officials and get positive feedback that my presentations are clear and compelling. I am comfortable and effective navigating in a political environment and have strong relationships with many elected officials and their staffs throughout the state, including key staff in Governor Kitzhaber’s office.

I am frequently recognized as a skilled writer, an effective speaker, and a highly valued ambassador for my agency. I love that element of my work.

Influential Leadership

I have cultivated and maintained universally strong relationships with a large array of public entities, non-profits and all types of citizen stakeholders.

My distinguished public service demonstrates that I would bring to OPRD strong leadership, high integrity, a consistent ability to achieve results and a genuine love for parks and our great state.

My resume and reference list are attached. Thank you for considering my application. I look forward to our conversation about my fit for this position.

Best regards,

Jim Desmond

JIM DESMOND ♦ LAKE OSWEGO, OR 97034

PROFILE: **Highly effective, energetic senior director** with extensive experience in transformational leadership, organizational management, program development, community outreach, collaborative partnership and relationship building. Established reputation of influential leadership and integrity.

AREAS OF EXPERTISE:

✓ Innovative collaboration	✓ Finance and budgeting	✓ Strategic planning	✓ Public campaigns
✓ Staff recruitment and development	✓ Working with boards and legislative bodies	✓ Program evaluation	✓ Policy development
✓ Public speaking	✓ Team building	✓ Community engagement	✓ Staff leadership and management

CAREER PROGRESSION: **Metro** *Portland, OR*
DIRECTOR, Sustainability Center (2008-present)
DIRECTOR, Regional Parks and Greenspaces (2003-2008)
PROGRAM MANAGER, Land Acquisition and Conservation (1995-2002)

Leadership of a broad array of programs and facilities designed to improve the quality of life for residents of the greater Portland region. Selected experience and accomplishments:

- Successfully lead and supervise full time staff of 70 (including 11 directors or managers), and 15 seasonal employees.
- Manage annual budget of \$50.8 million, including local gov't and community grants of \$2 million and capital investments of \$23 million.
- Oversee the restoration and management of 13,000 acres of natural area land, with >2.1 million trees and shrubs planted, and develop strategic plan for future public access to these properties.
- Acquisition of 13,000 acres of natural areas and parkland, through the implementation of two regional bond measures totaling \$363 million.
- Develop a 5 year operating levy (\$55 million) to restore the Metro natural areas, improve existing parks, open new parks, and expand community grant and conservation education programs, passed with a 57% yes vote.
- Oversee a nationally recognized outreach and education effort designed to increase recycling and decrease solid waste disposal, with rigorous program measurement.
- Create and manage a variety of community grant programs – restore nature in urbanized areas (\$15 million total); a restoration and enhancement grant program (\$6 million total); and grants related to solid waste issues (\$200,000/yr).
- Community Involvement – oversee conservation education programs (12,000 youth served/yr) and volunteer programs (13,000 hours of volunteer time/yr).
- Oversee master planning, site design and development – includes designing and developing 3 new regional nature parks; various trail segments; and regional park and natural area system planning.

**CAREER
PROGRESSION:**

The Trust for Public Land *Portland, OR*
PROJECT MANAGER (1993-1995)

- Negotiated and completed land acquisition projects in OR and WA.
- Coordinated and implemented a \$750,000 grant from the Lila Wallace-Readers Digest Foundation to promote urban parks; grant made jointly to TPL and the Urban League of Portland.

The Nature Conservancy *Chapel Hill, NC*
REGIONAL ATTORNEY (1988-1993)

- Responsible for all legal issues in 11 state offices in the southeastern U.S. and Texas.
- Primary responsibility for contract drafting and oversight of land acquisitions in 11 states, >150 negotiations and transactions, market value >\$200 million.
- Extensive work in charitable donations, estate tax planning and related issues.

Winston & Strawn Law Firm *Chicago, IL*
PARTNER AND ASSOCIATE (1981-1988)

- Elected partner in 1988 at a 400-person international law firm.
- Broad experience in corporate and business sectors while working on real estate matters, business transactions, and complex mergers and acquisitions.

EDUCATION

VANDERBILT UNIVERSITY SCHOOL OF LAW, Nashville, TN
JD Degree, 1981

UNIVERSITY OF NOTRE DAME, Notre Dame, IN
AB Degree, Great Books Program, 1978

**COMMUNITY
INVOLVEMENT**

CURRENT OR PAST BOARD MEMBER:

- SOLVE
- Friends of the Columbia River Gorge Land Trust
- The Intertwine Alliance
- Portland Sustainability Institute
- Arbor School of Arts and Sciences (Tualatin OR)
- Vanderbilt University School of Law Alumni Board
- Oregon League of Conservation Voters

STRATEGIC PLANNING

- Portland Parks and Recreation Citizen Vision Team, 20 Year Strategic Plan
- Portland Public Schools Superintendent's Advisory Committee
- The Nature Conservancy Government Relations Strategic Planning Team redefining the organization's approach to relationships with public agencies.

Lisa Van Laanen

Salem, Oregon 97306

January 9, 2014

Susan Kirschenmann
Recruitment Manager
Oregon Parks and Recreation Department
725 Summer Street NE, Suite C
Salem, Oregon 97306

Dear Ms. Kirshenmann:

I am very excited about the opportunity to continue my service to the staff and users of Oregon Parks and Recreation Department in a new and challenging way. For the last seven years I have had the distinct pleasure of providing executive leadership to advance the agency mission through collaborative improvements to the administrative and business service functions of Oregon State Parks. These seven years have been the most rewarding of my sixteen years in public sector leadership.

I believe that my experiences demonstrate that I am a dedicated, credible leader with a proven track record of leading diverse staff and stakeholders. My leadership style brings people together, collaborating and building consensus around business models, clearly articulating goals and common needs and implementing change for improved results. Throughout my service to OPRD, The Oregon Education Investment Board, and the Department of Administrative Services, I have shown that I am a unified leader with a demonstrated ability to lead, who creates and maintains positive internal and external work relationships across all levels of an organization. These experiences have taught me that success is made through thoughtful decision making that includes staff, stakeholders, legislators, and board and commissioners, and the Legislative and Executive branches of government. I believe that my life purpose, work ethic, personal ethics and values and my extensive public sector executive management experience are perfectly aligned with the qualities you are searching for in a well-qualified candidate for the OPRD Director position.

I have enclosed my resume and list of references and would be honored to meet with you to translate my enthusiasm for how my proven knowledge-skills-abilities would be a great match for OPRD's leadership needs.

Thanks for considering me. I look forward to exploring together how my background compliments the needs of this special leadership opportunity.

Sincerely,

Lisa Van Laanen
Enclosure

Lisa Van Laanen

Salem, Oregon 97306

Objective

Highly energized, unified, Natural Resource executive leader leveraging expertise in innovation, collaboration, organizational and employee development skills, seeking the opportunity to lead the Oregon Parks and Recreation Department to protect and provide a world class state park system.

Key Competencies

PROVEN LEADERSHIP

Experienced executive manager with demonstrated ability of leading organizations, diverse stakeholders and individuals to achieve higher results. Excellent track record with staff development, recruitment, retention, performance evaluation, and progressive discipline. Authentic, longstanding, healthy work relationships with Boards, Commissions, Legislators, Governor's Office, Executive and Legislative branch leaders and union leaders and members.

RELATIONSHIP/PARTNERSHIP DEVELOPMENT

Ability to utilize emotional intelligence skills to collaborate, negotiate and mediate diverse interest groups into consensus on business goals and needs. Led 300+ politically passionate diverse interest groups to consensus to unanimously recommend, lobby and pass legislation to change business model for Oregon State Fair and Exposition Center from a state agency to a public corporation.

COMMUNICATION

Continually employ strong interpersonal, verbal and written communication skills with all levels of organization. Lasting relationships based on open, honest, candid, caring communication with subordinates, peers, board/commission members, customers, partners, legislators, local elected officials and other key stakeholders. Ability to passionately articulate OPRD's vision for conservation, stewardship and management of Oregon's special recreational, scenic and historic places.

BUSINESS MANAGEMENT

While engaging staff and stakeholders, proven ability to review and analyze agencies business programs, identify weaknesses and opportunities for improvements, develop and implement streamlined, customer focused solutions for increasing revenue generating opportunities, offsetting costs, while improving customer satisfaction and more employee and customer centric business solutions. Resulting in improved morale and increased productivity and profitability.

Experience Highlights

OREGON PARKS AND RECREATION DEPARTMENT

- Successfully executed legislation to move Oregon State Fair and Exposition Center from a state agency to a public corporation with no union, stakeholder or legislative opposition.
- Transitioned the Oregon State Fair event from annual net loss of \$1.2 million to creating an annual profit of over \$500,000 allowing the ability to offset the other annual costs to operate the exposition center.
- Sponsored and lead agency-wide cross divisional projects: Central Business Services, Web Presence, Financial Management System 2 and ATV Safety online program.
- Developed agency-wide financial budget structure to promote greater flexibility to operate responsively to park operation business needs.

- Completed 360 evaluations from subordinates, peers, external stakeholders receiving humbling feedback regarding courageous, open, honest, candid, caring leadership and communications.

OREGON EDUCATION INVESTMENT BOARD

- Instituted Executive Management assignments and removals to create fully focused team on Governor's education initiative.
- Transitioned Oregon Education Investment Board from Governor's Office to own independent state agency.
- Developed, accounting and budget structures, position management, performance management protocols, policies and procedures, training, and development of board practices and oversight protocols and procedures.
- Worked closely with Board members and Governor's Office to set policy and strategic direction, developing agency vision and mission, policies, procedures and oversight protocols.
- Accountable for development and management of agency's \$8.2 million dollar budget.

Experience

ASSISTANT DIRECTOR, ADMINISTRATIVE SERVICES *OREGON PARKS AND RECREATION DEPARTMENT* *AUGUST 2007-CURRENT*

- Oversees internal business operations with primary responsibility for directing the administrative services functions of the department, operating as the Chief Operating Officer and Chief Financial Officer.
- Responsible for development and execution of agency biennial budget of \$214 million with 674 FTE.
- Provides leadership, direction and evaluates six divisions: Financial Services (accounting services, financial statement preparation, payroll,) Budget (budget development, legislative preparation, legislative presentations, implementation, and monitoring of program operating budgets, and, performance measures reporting) Information Services (standardization, purchase and support for IS technology including the Financial Management System, Reservations Northwest, Geographic Information Systems and long-term maintenance of the internet-based HUB system for facilities, contract and maintenance management systems, reservation call center operations.), Contracts and Procurement (contract services, purchasing and inventory, fleet administration, permit functions), Oregon State Fair and Exposition Center, as well as the Quality Assurance and Policy Advisory functions.
- Serves as a member of the Department's executive team and assists in developing, interpreting, and implementing short and long term agency goals and plans, departmental policies, administrative rules, and procedures.
- Work closely with Commissioners to create and execute agency policy and strategic direction.
- Presents agency budget and legislative concepts to the legislators. Educates legislators on legislation impacting agency mission, services or funding.
- Work closely with local elected officials to create local partnerships with emphasis on Oregon Parks and Recreation Department impact on the local economy. Partner to determine how to be better neighbors and work more collaboratively together to enhance local community economies, outcomes and financial results.

CHIEF OF STAFF

OREGON EDUCATION INVESTMENT BOARD, APRIL 2013-OCTOBER 2013

- Responsible for the operational management, including design, development, operation, and improvement of the policies, procedures and systems that create and deliver OEIB's outcomes and strategic direction.
- Ensures that business operations are efficient, effective and compliant and that the proper management of resources, internal controls and ethics are in place.
- Leads by developing and cascading the agency's strategic direction to lower ranking staff, and by implementing appropriate reward, recognition, coaching and corrective practices to align agency personnel with agency goals.
- Plans by prioritizing internal and external organizational priorities and goals.
- Maintains and monitors staffing levels, knowledge-skills-abilities, expectations and motivation to fulfill organizational goals.
- Responsible for development and management of agency budget of \$6.2 million and 17 FTE.

STATWIDE E-COMMERCE MANAGEMENT COORDINATOR**DEPARTMENT OF ADMINISTRATIVE SERVICES
FEBRUARY 2003-AUGUST 2007**

- Managed, developed and coordinated statewide e-commerce business/fiscal processes for 100+ Oregon state agencies.
- Developed statewide e-commerce program statutes, rules, policies and procedure under Governor's Executive Order 01-25.
- Developed program short and long term statewide program goals and business plan incorporating all 100+ state agencies, boards and commissions.
- Utilizing project management skills, evaluated 38 state agency programs and re-engineered their government "in-line" processes to develop "online" business solutions. Providing 24/7 business alternatives to better align customer needs and utilize state funds most effectively adding more constituent value.
- Provided leadership, direction and oversight for statewide Payment Card Industry Standards /Information Security efforts.

SENIOR INTERNAL AUDITOR**DEPARTMENT OF HUMAN SERVICES OCTOBER 1998-FEBRUARY 2003**

- Senior Internal Auditor with responsibility to complete and implement agency-wide risk assessment and annual audit plan.
- Developed and completed complex performance audit programs, to evaluate agency wide programs, conducted audit testing and compiled and provided audit reports on high risk agency wide programs and projects.
- Partnered with Executive Team, Division Administrators, Boards, Commissions, Committees, clients and all lines of staff to evaluate antiquated internal business processes to create streamlined processes for implementation and savings.

REGIONAL MANAGEMENT**KMART CORPORATION JULY 1987-OCTOBER 1998**

- Responsible for all operational functions including development and management of budget, program policies, procedures, establishing and implementing long and short term range goals and strategic plans in 36 retail stores in Oregon, Washington, northern California and western Idaho. Accountable for over \$150 million annual budget and over 1,800 FTE.
- Developed employee evaluation, performance and training materials, measures and implemented training, monitoring and development programs.
- Completed and prosecuted over 200 internal fraud investigations as the Regional Certified Fraud Investigator.
- Closed over ten physical locations within six months as corporation financially downsized. Developed and provided employee support services in coordination with EAP, Department of Employment and other employee services to assist in transitioning into the workforce with minimal layoffs.

January 8, 2014

Oregon Parks and Recreation Commission
725 Summer Street NE, Suite C
Salem, OR 97301

Dear Members of the Oregon Parks and Recreation Commission:

It is with great enthusiasm that I am applying for the position of *Director of the Oregon Parks and Recreation Department*. For the past twelve years of my career, I have worked with passion, creativity, and integrity to lead and manage the provision and expansion of park and recreation services in the Eugene area, with a focus on conserving and managing outstanding natural and scenic areas and providing outdoor recreation access to them. Through my work with partners and with the community's support and investment, Eugene's system of parks, trails, and recreation facilities has become a major contributor to its nationally acclaimed high quality of life.

For the next stage of my career, I am seeking to use my unique combination of experience and skills to lead a broader geographic system of exceptional parks that provide meaningful outdoor experiences for people. Working as the Director of the Oregon Parks and Recreation Department (OPRD) is a fantastic fit for my professional goals and would allow me to contribute in a significant way to the conservation and enjoyment of Oregon's special places. I have conviction for OPRD's mission "to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations". My qualifications, experience, and competencies are an excellent match for what you are seeking in a Director, including the following:

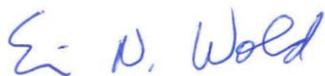
1. **Vision and leadership to develop and direct long-range vision, goals, and objectives.** I have an ability to see oncoming change, view the "big picture", and develop long term goals to reach a desired future state. Importantly, I combine this ability with skill in developing action plans in the short, medium, and long-term that people can understand, relate to, and implement. With this combination of skills, I have been able to lead many successful initiatives that have achieved outstanding results.
2. **Developing and maintaining collaborative relationships and partnerships, with a broad diversity of internal and external customers, to deliver parks and open space services.** I have collaborated extensively with local, state, and federal government agencies and non-profit organizations. Most notably, I have been instrumental in attracting and inspiring partner organizations to the Rivers to Ridges Partnership, which is now comprised of 18 member organizations working collaboratively to implement a regional park and recreation vision in the greater Eugene-Springfield area. I have worked across City departments on new initiatives and multi-disciplinary work teams. I have served on several statewide advisory groups comprised of representatives from diverse organizations and interest groups. Over the past year, I helped improve safety of the public and City of Eugene employees through collaboration with Eugene Police and other City departments to initiate *Eugene Park Watch*. I have worked successfully with local, state, and federal elected officials to garner millions of dollars in state and federal grants and federal appropriations for park and recreation projects and to pass state legislation.

3. **Twelve years management experience in parks and recreation.** For the past 12 years, I have served as a manager for the City of Eugene's Parks and Open Space system. For the past 7 years, I have been on the Eugene Parks and Open Space Division's Leadership Team. I have managed the two largest sections in the Division, the Natural Resources Section (15-21 employees) and the Park Operations Section (46 employees), which have a combined annual operating budget of \$8.9 million. I have a thorough understanding of park, open space, and recreation operations and administration, and I am comfortable working with people at all levels of the organization, from field staff to managers and directors, to local, state, and federal elected officials, and park and recreation advisory board and commission members.
4. **Fostering employee development, creating a sense of team work, and radiating positivity.** With a positive and optimistic framework, I mentor and encourage staff to grow their skills, continuously improve, and work as a team to reach organizational goals. I actively create highly functioning teams with clear team vision and norms of conduct, and clear goals and expectations for team members.
5. **Innovating, continuously improving, and getting desired results.** I continually look for new ideas from diverse sources (including professional journals, staff, customers, other professionals in the field, and elected officials) to identify possibilities for increasing effectiveness and solving current and future issues. I am committed to continuously improving my own skills and the performance of my organization.
6. **Communicating with integrity and transparency.** At the foundation of my communication approach are a few core values that I believe work well for any healthy relationship: transparency, honesty, courtesy, listening for understanding, and having my words and actions align. In my communication, I am open and honest and I demonstrate respect and care for others. I listen courteously to what people say, and I listen and ask questions to improve my understanding. Exercising these core values has allowed me to create and maintain very productive working relationships with a wide variety of staff, partners, elected officials, and other stakeholders.

In brief, I am an accomplished leader and manager of parks and recreation services and dedicated to protecting special places and providing meaningful and appropriate recreational access to parks. My strengths in vision, strategy, and goal implementation are complemented by a talent for building a high-performance culture with staff that work collaboratively and innovatively with other internal and external customers, partners, and elected officials. Finally, I have the energy and resiliency required to successfully lead the Oregon Parks and Recreation Department into the future.

If you should have any questions about the information in my application package, please feel free to contact me. Thank you very much for considering me for this position.

Sincerely,



Eric N. Wold

Certified Park and Recreation Professional (CPRP)

Certified Ecologist

ERIC WOLD

Eugene, OR 97401
Work: (541) 682-4842
eric.n.wold@ci.eugene.or.us

LEADERSHIP AND PUBLIC ADMINISTRATION TRAINING

- ◆ Leadership Academy. City of Eugene. 2011.
- ◆ Pacific Program. The Luke Center. 2009.
- ◆ Mastery of Leadership Communication. Glaser Associates. 2008.
- ◆ Rocky Mountain Leadership Program. Graduate School of Public Affairs at the University of Colorado at Denver. 2007.

CERTIFICATIONS

- ◆ Certified Park and Recreation Professional (CPRP) by the National Recreation and Parks Association.
- ◆ Certified Ecologist by the Ecological Society of America.

PARK AND RECREATION EXPERIENCE

Natural Resources Manager

City of Eugene, Parks and Open Space Division

February 2007 - April 2012 and January 2013 - present

- ◆ Develop, maintain, and grow collaborative relationships with staff from regional agencies and organizations, including those in the *Rivers to Ridges Partnership*, which is now comprised of 18 partner organizations (local, state, federal, special district, and non-profit) in the greater Eugene-Springfield area.
- ◆ Successfully facilitate on-going implementation of the *Rivers to Ridges Vision*, a regional parks, recreation, and open space vision in the Eugene-Springfield area.
- ◆ As member of Parks and Open Space Leadership Team, developed five-year strategic plans (2007-2012 and 2013-2017) for Parks and Open Space Division.
- ◆ Evaluate Parks and Open Space Division progress on implementing strategic goals.
- ◆ Lead and manage work unit with 21 FTE.
- ◆ Foster professional development of my staff.
- ◆ Develop short-range and long-range work unit goals and priorities. Evaluate and adaptively manage natural area program goals and priorities.
- ◆ Oversee several thousand acre natural area system that includes wetlands, streams, upland prairies, savannas, and forests.
- ◆ Maintain 13 miles of soft-surface recreational trail, including the Ridgeline Trail, designated as a National Recreation Trail in 2006.
- ◆ Provide leadership and direction for expansion of interpretation and recreation infrastructure in natural areas.
- ◆ Prepare and manage an annual operating budget of \$3.5 million and a capital budget that ranges from \$250,000 - \$3 million per year.
- ◆ Work closely with local, state, and federal elected officials on City of Eugene park and natural area priorities. Testified before Oregon state legislature in support of

Forest Legacy Program, and participated on lobbying trip to Washington, DC to successfully garner millions in federal appropriations for park projects.

- ◆ Inspired and adopted a shared vision for the Natural Resources Section. This process served as a tremendous team-building effort, and the vision provides on-going meaning and guidance for our work.
- ◆ Restructured how work is accomplished in the Natural Resources Section by creating four functional, interdisciplinary teams. Since forming, these teams have increased efficiency and quality of our work, through improved goal setting and coordination.
- ◆ Managed grants from the Oregon Watershed Enhancement Board (\$204,368), the Oregon Department of Fish and Wildlife (\$86,558), and NOAA (\$1.6 million) for habitat restoration projects and from the Oregon Watershed Enhancement Board (\$750,000) and Bonneville Power Administration (\$886,000) for land acquisition.
- ◆ Engage in public outreach efforts for key park initiatives, including multi-agency, regional vision processes and site specific management planning efforts.
- ◆ Spearheaded creation of the City of Eugene's Integrated Pest Management Policy and Operations Manual.
- ◆ Created multiple Parks and Open Space Rules, through Administrative Order, including rules for abating encroachment on park lands.
- ◆ As member of the Maintenance Management System (MMS) Team, prioritize new applications to assist Parks and Open Space Division with desktop and mobile methods to develop requests for service, work orders, and work flow tracking.

Park Operations Manager, Interim

City of Eugene, Parks and Open Space Division

April 2012 - January 2013

- ◆ Led and managed work unit with 46 FTE, including park specialists, technical specialists, and urban forestry specialists, that maintains developed parks, sports fields, and trees in parks and the right of way.
- ◆ Prepared and managed an annual operating budget of \$5.8 million and capital budget of \$3 million.
- ◆ Fostered professional development of my staff.
- ◆ Inspired a shared vision for, and later managed, a project to map park assets and infrastructure in GIS.
- ◆ Collaborated with the Eugene Police Department, Recreation Division, and Facilities Division to initiate *Park Watch*, a program aimed at increasing public and staff safety in parks.
- ◆ With City Attorney's Office, updated Parks and Open Space Rules to create "Plot Use Permit" process for Community Gardens.
- ◆ Refined service reduction strategies as part of City's effort to reduce ongoing General Fund expenses.
- ◆ Prioritized capital renovation projects for developed parks that will be implemented during FY14 and FY15.
- ◆ Initiated effort to provide clear guidance for staff about expected "service levels" in our parks.

Wetlands Program Supervisor*City of Eugene, Parks and Open Space Division**April 2002 - February 2007*

- ◆ Fostered interagency collaboration and coordination, particularly with the U.S. Bureau of Land Management (BLM) and The Nature Conservancy, to plan and implement 10 habitat restoration projects, with a total budget of approximately \$2.2 million.
- ◆ Designed and managed the Dragonfly Bend Habitat Enhancement Project, recipient of the Oregon State Land Board Wetland Project of the Year award for 2006.
- ◆ Managed all aspects of the City's wetland mitigation bank as a self-sustaining enterprise.
- ◆ Re-engineered business process of the interagency Wetlands Field Operations Group, leading to clear expectations among all members, high levels of accountability, and exceptional improvements in meeting program goals.
- ◆ Supervised 4 regular City employees and up to 18 seasonal employees annually.
- ◆ Developed proposals and garnered Executive Team approval for creation of two new, regular City positions (Restoration Ecologist and Wetlands Ecologist).
- ◆ Obtained over \$1.7 million in grants for wetlands restoration projects, stream restoration projects, research projects, and for hiring regular City staff.
- ◆ Managed and implemented \$1.5 million in federal and state land acquisition grants.
- ◆ Pioneered new, innovative, interagency agreements with The Nature Conservancy and BLM to improve our joint land management efforts.
- ◆ In a unique inter-agency collaboration, served on the BLM Eugene District's Leadership Team for six months.
- ◆ Spearheaded 5-person team to overhaul web site of Parks and Open Space Division after initial portal site did not meet Division business needs.
- ◆ Simultaneously managed between 15-29 contracts.

OTHER PROFESSIONAL EXPERIENCE**Natural Resources Planner (Associate Planner)***City of Eugene, Planning and Development Department**October 1999 - April 2002*

- ◆ Lead City of Eugene representative on 3-jurisdictional study of wetlands, riparian areas, and upland habitats. Organized and led public workshops, responded to public comments. Processed inventory and methodology through three Planning Commissions, two City Councils, and the Lane County Board of Commissioners.
- ◆ Analyzed GIS and quantitative data and made maps for City Council.
- ◆ Developed a habitat protection and ESA compliance program for spring Chinook salmon, listed as threatened under the Endangered Species Act.
- ◆ Wrote a Memorandum of Understanding for an 8-agency group that formed to coordinate regionally on ESA compliance, salmon recovery, and public outreach.
- ◆ Wrote, received, and managed a \$65,000 grant from the Oregon Watershed Enhancement Board to conduct an aquatic and riparian habitat assessment of the Eugene-Springfield area.

Wildlife Biologist (GS-9)*Willamette National Forest, Eugene, OR**January 1997 – October 1999*

- ◆ Supervised two wildlife biology technicians and two interns.
- ◆ Conducted wildlife surveys, summarized survey data, and prepared technical reports such as Environmental Assessments.
- ◆ Used GIS to conduct analyses, develop habitat models, and create maps.

Agroforestry Technician and Environmental Educator*United States Peace Corps, Dominican Republic**March 1991 – June 1993*

- ◆ Supervised agroforestry project and community tree nursery in rural village.
- ◆ Organized and led two skills-development workshops for Dominican agroforestry technicians and other Peace Corps Volunteers, and coordinated four, two-day environmental workshops for 25 Dominican school teachers.
- ◆ Trained groups in the construction and maintenance of energy efficient cooking stoves.

PROFESSIONAL SERVICE

- ◆ Board member, Oregon Recreation and Parks Association (ORPA), Natural Resources Section. 2005-2007 and 2010-2013.
- ◆ Willamette Advisory Group, a policy level advisory panel, that helps the Oregon Department of Fish and Wildlife implement wildlife mitigation. 2013-present.
- ◆ Working Group member for the Counting on the Environment Project of the Willamette Partnership. 2008-2011.
- ◆ Consultant to the U.S. Fish and Wildlife Service Recovery Plan Team for federally-listed plant and animal species in the Willamette Valley. 2006-2009.
- ◆ Board Member, Long Tom Watershed Council. 2007-2010.
- ◆ Member, Selection Committee, National Wetlands Awards. 2005

PARK AND RECREATION MANAGEMENT PLANS AND VISION PLANS

- ◆ Core team member to development of *Rivers to Ridges Vision*, *Ridgeline Open Space Vision and Action Plan*, and *Willamette River Vision and Action Plan* in the greater Eugene-Springfield area.
- ◆ Contributing author or editor to the following management plans: Willow Corner Mitigation Improvement Plan, Dragonfly Bend Mitigation Improvement Plan, Coyote Prairie Mitigation Improvement Plan, Wild Iris Ridge Management Plan, and Mariposa Woodland Management Plan.

MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS

- ◆ Ecological Society of America. 1993-present
- ◆ Society of Conservation Biologists. 1993-present
- ◆ Oregon Recreation and Parks Association. 2002-present
- ◆ National Recreation and Parks Association. 2006-present
- ◆ American Public Works Association. 2008-present

PROFESSIONAL HONORS, AWARDS, AND RECOGNITIONS

- ◆ Award for Service to the Oregon Recreation and Parks Association (ORPA) and the Natural Resources Field. 2013.
- ◆ Customer Service Award (Nominated) for City Hall Transition Project, City of Eugene, Central Services Division. 2013.
- ◆ Excellence in Leadership Award, City of Eugene Parks and Open Space. 2006.
- ◆ STAR Award for Outstanding Leadership, Eugene District BLM. 2006.
- ◆ Outstanding Contribution to Interdisciplinary Team, Eugene District BLM. 2005.
- ◆ Best Use of GIS and Technology Award, City of Eugene PDD, Oregon. 2000.
- ◆ Certificate of Merit/Cash Award, USDA Forest Service, Region 6 Office. 1999.
- ◆ Certificate of Merit/Cash Award, USDA Forest Service, Willamette NF. 1997.
- ◆ President's Prize for best student poster at Entomological Society meetings. 1996.
- ◆ Midwest Association of Graduate School's Master's Thesis Award, 3rd place. 1996.
- ◆ Four-year Presidential Scholarship at Lewis & Clark College. 1986-1990.
- ◆ Beta Beta Beta Biological Honor Society, Lewis & Clark College. 1988-1990.
- ◆ National NAIA Teams Scholar Athlete in Tennis. 1990.
- ◆ Phi Kappa Phi National Honor Society. Inducted 1990.

EDUCATION

- ◆ **Lewis & Clark College** (Portland, OR). *B.S. in Biology, minor in Chemistry*. 1990. Presidential Scholar. Phi Kappa Phi National Honor Society. Beta Beta Beta Biological Honor Society. GPA 3.74.
- ◆ **University of Missouri-St. Louis** (St. Louis, MO). *M.S. in Biology (Program in Ecology)*. 1996. Thesis research published in the journal *Ecology*. GPA: 4.0.
- ◆ **Oregon State University** (Corvallis, OR). 1996. Additional graduate research and coursework. GPA: 4.0.

Oregon Parks and Recreation Commission
February 20, 2014

Agenda Item: 5

Action

Subject: Selection of final OPRD director candidate

Presented by: Chris Havel and Susan Kirschenmann

Exhibit C

Oregon Revised Statute 390.127

home.

(c) If a deed to, lease of or contract to use the property used as a state park, campsite or day use fee area prohibits the charging of fees for use of the property.

(d) Upon the showing of proper identification, by either a disabled veteran or a person on leave from military active duty status on Memorial Day, Independence Day or Veterans Day.

(3) The commission shall adopt any rules pursuant to ORS chapter 183 that the commission considers necessary to carry out ORS 273.563 to 273.591. [1989 c.904 §§10,10a; 1991 c.67 §93; 1999 c.316 §7; 2003 c.519 §1; 2011 c.319 §19; 2012 c.107 §23]

390.127 State Parks and Recreation Director; appointment; compensation. (1) The State Parks and Recreation Commission shall appoint as State Parks and Recreation Director an individual well qualified by training and experience to serve for a term of four years unless sooner removed by the commission.

(2) The director shall receive such salary as may be prescribed by law. In addition to salary, subject to applicable law regulating travel and expenses of state officers, the director shall be reimbursed for actual and necessary travel and other expenses incurred in the performance of official duties. [1989 c.904 §7]

390.130 [Formerly 366.180; 1979 c.186 §18; repealed by 1989 c.904 §48]

390.131 Duties of director. The State Parks and Recreation Director is the executive head of the State Parks and Recreation Department and shall:

(1) Be responsible to the State Parks and Recreation Commission for administration and enforcement of the duties, functions and powers imposed by law upon the commission and the department.

(2) Appoint, supervise and control all commission employees and, under policy direction of the commission, be responsible for all of the commission's functions and activities.

(3) Establish such administrative divisions as are necessary to carry out properly the commission's functions and activities.

(4) Contract with the Department of Transportation for the performance of such administrative services as the director considers appropriate. [1989 c.904 §8]

390.134 State Parks and Recreation Department Fund; sources; uses; advisory committee; rules; subaccounts. (1) As used in this section:

(a) "Camper" has the meaning given that term in ORS 801.180.

(b) "County" includes a metropolitan service district organized under ORS chapter 268, but only to the extent that the district has acquired, through title transfer, and is operating a park or recreation site of a county pursuant to an intergovernmental agreement.

(c) "Motor home" has the meaning given that term in ORS 801.350.

(d) "Travel trailer" has the meaning given that term in ORS 801.565.

(2) The State Parks and Recreation Department Fund is established separate and distinct from the General Fund. Moneys in the fund are continuously appropriated to the State Parks and Recreation Department for the purposes provided by law. The fund shall consist of the following:

(a) All moneys placed in the fund as provided by law. Any interest or other income derived from the depositing or other investing of the fund must be credited to the fund.

(b) All registration fees received by the Department of Transportation for campers, motor homes and travel trailers that are transferred to the fund under ORS 366.512. The funds must be deposited in a separate subaccount established under subsection (3) of this section.

(c) Revenue from charges pursuant to ORS 390.124.

(d) All funds received by the State Parks and Recreation Department under ORS 390.141. The funds must be deposited in a separate subaccount established under subsection (3) of this section.

(3) Any moneys placed in the fund for a particular purpose may be placed in a separate subaccount within the fund. Each separate subaccount established under this subsection must be separately accounted for. Moneys placed in a subaccount must be used for the purposes for which they are deposited.

(4) All of the moneys in the fund except those moneys described in subsection (3), (5), (6), (7), (8) or (9) of this