

## Memorandum

**Date:** September 11, 2024

**To:** Chehalem Park & Recreation District Board of Directors

**From:** Mark Knudson, Senior Consultant

**Subject:** Proposed Superintendent Recruitment Process Overview & Examples

The Special Districts Association of Oregon (SDAO) has made a proposal to the Chehalem Park & Recreation District (CPRD) to provide management recruitment services for CPRD's Superintendent position.

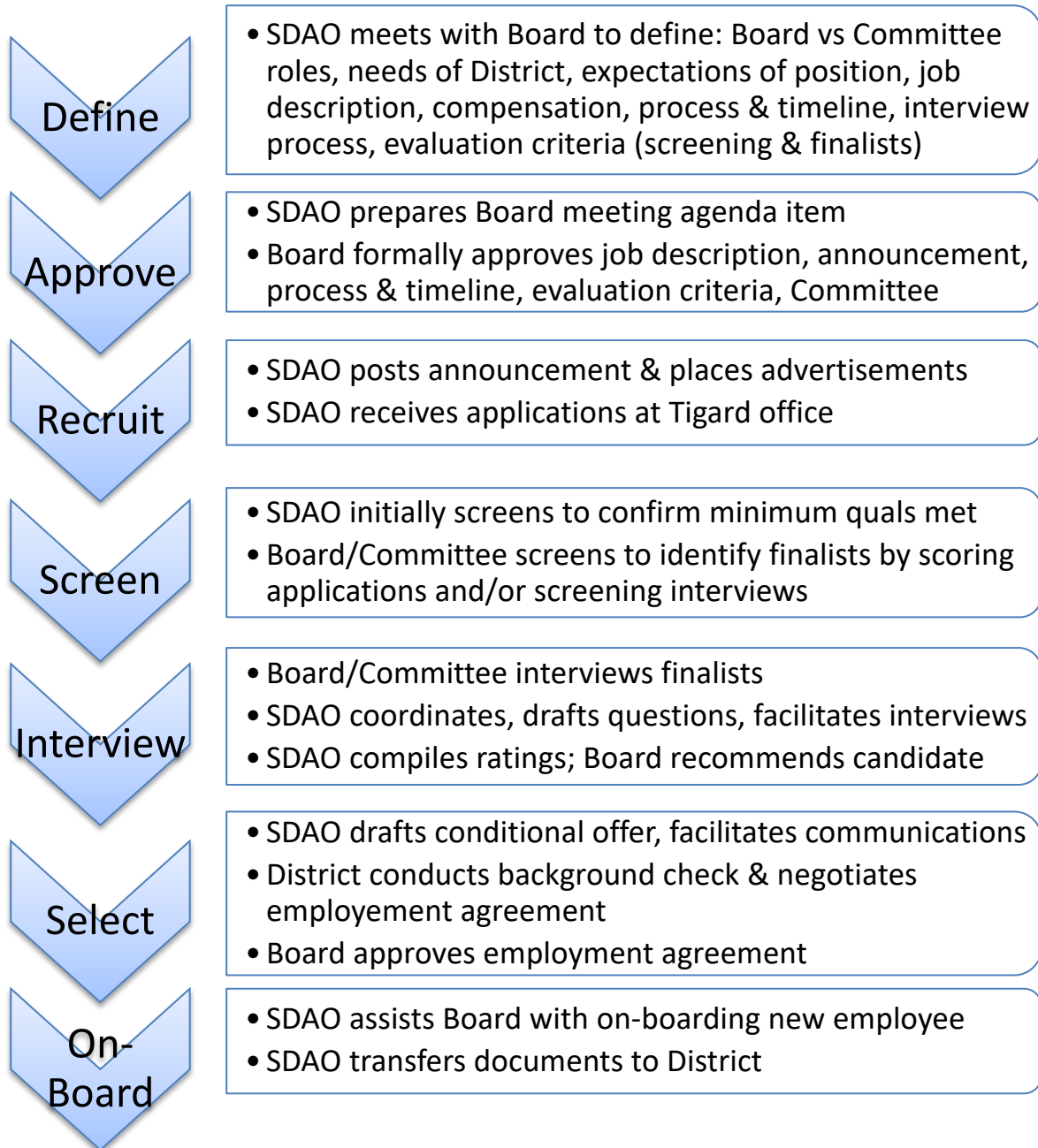
During the special meeting of the Board of Directors on September 19, 2024, I will briefly review SDAO's typical recruitment process and offer examples of similar services SDAO has provided for other districts.

Attached for your reference are the following documents:

- Attachment 1: Summary of SDAO's Typical Recruitment Process
- Attachment 2: Example Process and Timeline for an Executive Director Recruitment
- Attachment 3: Example Position Announcement
- Attachment 4: Example Application Form
- Attachment 5: Example of Application Scoring Summary
- Attachment 6: Example of Screening Interview Criteria
- Attachment 7: Example of Finalist Evaluation Criteria
- Attachment 8: Example of Advertising for Park & Recreation Recruitment

I look forward to meeting with you and discussing your questions and concerns regarding SDAO's proposal.

## Summary of SDAO's Typical Recruitment Process



**North County Recreation District  
Executive Director Hiring Process & Timeline**

**Updated 8/3/24**

<b>Status</b>	<b>Date</b>	<b>Activity</b>	<b>Who</b>
✓	June 13, 2024	Board meeting; Board considers DRAFT position description, process, timeline, and criteria	Board
✓	June 20, 2024	Revise draft position description, process, timeline and evaluation criteria	SDAO
✓	July 11, 2024	Board meeting to consider approval of updated position description, process, evaluation criteria	Board
✓	July 16, 2024	Recruitment Period Opens	SDAO
	September 16, 2024	Recruitment Period Closes	SDAO
	September 23, 2024	SDAO completes initial evaluation of candidate applications; packets from candidates who meet minimum qualifications emailed to Subcommittee	Shanta & Mark
	October 7, 2024	Subcommittee completes reviews of applications; emails scores to Mark; Subcommittee identifies about six semifinalists	Subcommittee
	October 14, 2024	Semifinalists notified; screening interviews scheduled	Mark
	October 21, 2024 TENATIVE	Conduct screening interviews with semifinalists (virtual); Subcommittee identifies up to four finalists	Subcommittee
	November 4, 2024	Finalists notified; finalist interviews scheduled	Mark
	November 14, 2024	Board meeting (executive session) to interview finalists; conduct public meet-and-greet (public mtg) & staff meet-and-greet (staff mtg)	Board & SDAO Public & Staff
	November 14, 2024	Board meeting (open session) to approve contingent offer letter to recommended candidate	Board
	November 18, 2024	Contingent offer letter signed by Board Chair and sent to candidate	SDAO & Board Chair
	December 16, 2024	Signed offer letter received from candidate; contract negotiations complete, background check complete, reference checks complete	SDAO & Subcommittee
	January 9, 2025	Board meeting (open session) to consider approval of employment agreement	Board
	March 1, 2025	Target start date for new Executive Director	New ED



## Attachment 3 - Example Position Announcement

# Executive Director Position Announcement

The North County Recreation District is currently recruiting qualified applicants for the position of Executive Director.

**Opening Date: July 15, 2024**

**Closing Date: September 16, 2024**

**Desired Starting Date: March 1, 2025**

### **About the Position**

The Executive Director (ED) for North County Recreation District (NCRD, the District) serves as the chief executive officer for the District and is responsible for all aspects of the District's management and operations. The ED is appointed by the Board of Directors and reports directly to the Board.

### **About the District**

The NCRD promotes the educational, recreational, social and physical well-being of the north Tillamook County community by offering activities for all ages and abilities in an inviting environment. The District is located on the picturesque Oregon Coast in Nehalem, Oregon.

The District was formed in 1996 under ORS 266 and is governed by a five-member Board of Directors which is elected by the District's voters. The District has rich history dating back to 1930 when an indoor swimming pool was added to the Nehalem School. Still in use today, the pool is the oldest operating pool on the West Coast.

Today, the school swim program remains a core element of the District's offerings while other NCRD programs have flourished to meet the needs of the community, including:

- Aquatic and water therapy programs for all ages.
- A Performing Arts Center, including presentations of plays, concerts and movies.
- Fitness Program, including a comprehensive fitness center, spin classes and yoga.
- Youth Program, including after-school care, preschool, sports programs and summer camps.
- Outdoor recreation at Rex Champ Ball Field and District-owned pickleball courts.
- Adult Activities, including tours, art shows, book club, and great discussions group.
- Support for a wide variety of community events.

Construction is currently underway for the District's new \$16 million natatorium that will replace the District's existing 90-year-old pool. The new pool will be a unique state-of-the-art facility including a six-lane, 25-yard pool and a warm water therapy/learner pool with zero entry access. The new building will be a mass-timber structure using northwest wood products and include state-of-the-art locker rooms. The project is scheduled to be complete in 2025.

NCRD has 40 staff members working in four operating departments. An additional administration department handles communication, accounting, day-today maintenance, and janitorial services. Each operating department is headed by a director or supervisor who reports to the ED. In addition, about 25 volunteers assist in a variety of capacities.

### **Required Minimum Qualifications**

- Bachelor's degree in park and recreation administration/management, public or business administration, or an associated field.
- Five or more years of increasingly responsible management experience including budget development and financial management, facility management and operations, human resources management, and public relations.

**OR**

- A combination of education, training and experience which satisfactorily demonstrates the knowledge, skills and abilities to successfully perform the duties of the position.

### **Pay and Benefits**

Final compensation will be established in an employment agreement between the successful candidate and the District Board of Directors. Anticipated compensation includes:

- Starting Salary: \$90,000 to \$120,000 per year depending on qualifications and experience.
- Health, Dental and Vision Insurance coverage for employee paid by the District at 90% of premium; spouse and family insurance coverage available for purchase by the employee.
- Retirement plans available including 2% employer contribution plus 3% employer & employee matching contribution.
- Life insurance with first \$10,000 of coverage paid by the District and option for employee purchase of additional coverage.
- Paid time off includes four weeks of vacation, nine holidays, and 96 hours of sick leave per year.

Relocation expenses may be reimbursed up to \$5,000 if candidate relocates more than 100 miles.

### **Application Process**

To be considered, candidates must submit a letter of introduction, resume, and completed and signed application form. The introductory letter should describe why you are interested in the position and how your education and experience satisfy the requirements of the position. Applications must be submitted by email or postal service to:

Shanta Carter  
Attention: North County Recreation District  
Special Districts Association of Oregon  
PO Box 23879  
Tigard, Oregon 97281  
Email: [scarter@sdao.com](mailto:scarter@sdao.com)

### **Application Deadline**

Applications must be received by 4:00 PM (Pacific Time) Monday, September 16, 2024.

### **Additional Information**

The application form and position description are available at <https://www.sdao.com/classifieds>. This notice is not an offer of employment. Employment of the successful candidate is subject to satisfactory background check, negotiation of an employment agreement, and final approval by the District Board of Directors.



## Employment Application

North County Recreation District provides equal employment opportunities to all qualified employees and applicants, without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, genetic information, veteran’s status, or any other status protected by applicable federal, Oregon, or local law. No application will be rejected because of a disability that, with reasonable accommodation, does not prevent performance of the essential job duties.

**To claim veterans’ preference in hiring, complete the Veteran’s Preference Form and submit it with the required documentation at the time you submit this application.**

**IF HIRED, THIS APPLICATION WILL BECOME PART OF YOUR PERMANENT PERSONNEL FILE. PLEASE COMPLETE LEGIBLY.  
YOUR APPLICATION MAY NOT BE CONSIDERED IF INCOMPLETE OR SUBMITTED PAST AN ESTABLISHED DEADLINE.**

<b>Position</b>		
Position Applying For	Available Start Date	Today’s date

<b>Personal Information</b>			
Name			
Address	City	State	Zip
Phone Number	Mobile Number	Email Address	
Are you able, at the time of employment, to submit verification of your legal right to work in the United States? <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/> (Proof of identity will be required upon employment)			

<b>Education</b> <span style="float: right; font-weight: normal;">List any colleges, military, trade, business, or other schools attended.</span>				
Do you have a high school diploma or GED Certificate? <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/>				
School Name	Location	Diploma/Degree	Major/Minor	Did you Graduate?

<b>Certificates &amp; Licenses</b> <span style="float: right; font-weight: normal;">List professional license, registration, or certificate required or preferred for position.</span>			
Type	Issuing Agency	Date Issued	Date Expires



# NCRD

North County Recreation District

This information in this section will be used to determine if you meet the minimum qualifications as outlined in the job announcement. Clearly describe all your duties, starting with your most recent job. Resumes will be accepted only if required on the job announcement and will not be accepted in place of a completed application. If you need additional space, attach a separate sheet.

<b>Employer (1)</b>	Job Title	Dates Employed (from-to)	
Address	City	State	Zip
Supervisor Name	Phone Number	May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reason for leaving			
<b>Duties</b>			
<b>Employer (2)</b>	Job Title	Dates Employed (from-to)	
Address	City	State	Zip
Supervisor Name	Phone Number	May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reason for leaving			
<b>Duties</b>			
<b>Employer (3)</b>	Job Title	Dates Employed (from-to)	
Address	City	State	Zip
Supervisor Name	Phone Number	May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reason for leaving			
<b>Duties</b>			
<b>Employer (4)</b>	Job Title	Dates Employed (from-to)	
Address	City	State	Zip
Supervisor Name	Phone Number	May we contact? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reason for leaving			
<b>Duties</b>			



# NCRD

North County Recreation District

## References

Name: \_\_\_\_\_  
Company: \_\_\_\_\_  
Phone: \_\_\_\_\_

Title: \_\_\_\_\_  
Relationship to you: \_\_\_\_\_  
Email: \_\_\_\_\_

Name: \_\_\_\_\_  
Company: \_\_\_\_\_  
Phone: \_\_\_\_\_

Title: \_\_\_\_\_  
Relationship to you: \_\_\_\_\_  
Email: \_\_\_\_\_

Name: \_\_\_\_\_  
Company: \_\_\_\_\_  
Phone: \_\_\_\_\_

Title: \_\_\_\_\_  
Relationship to you: \_\_\_\_\_  
Email: \_\_\_\_\_

## Certification & Signature

I hereby certify that all statements made in this application are true, and I agree and understand that any statement that is false, fraudulent, or misleading in this application or attached material, during the interview or screening process, or discovered during any employment-related process (post hire) may result in the revoking of a job offer or termination of employment.

- I certify that all statements contained herein are true and complete.
- I understand that I must provide proof I am authorized to work in the United States, in accordance with federal law, if I am hired.
- I authorize the employing agency to verify the employment and education information provided in this employment application.
- I authorize my driving record to be checked if the position for which I am applying requires driving.
- I understand and agree to be subjected to a pre-employment drug screening and criminal history background check, if applicable.
- I am able to perform the essential duties of this position as advertised, with or without reasonable accommodation
  - Yes
  - No Explanation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_





**NCRD**  
North County Recreation District

**Veterans' Preference Form (ORS 408.230)**

Veterans who meet the minimum qualifications for a position open for recruitment may be eligible for preference in employment under Oregon law. **If you are a Qualified Veteran or Qualified Disabled Veteran and would like to be granted preference in the selection and hiring process for a specific posted job, please fill out this Veterans' Preference Form and provide proof of eligibility by submitting a copy of form DD-214 or 215 (copy 4).** This completed form and required supporting documentation must be submitted with your application for consideration for Veterans' Preference.

**Qualified Veteran Questions:** *Veterans' preference may be claimed if you check at least one of the boxes below and provide proof via form DD-214 or 215 (Copy 4)*

**ORS 408.225(f)** – I served on active duty with the Armed Forces of the United States:

- For a period of more than 90 consecutive days beginning on or before January 31, 1955, and was discharged or released under honorable conditions
- For a period of more than 178 consecutive days beginning after January 31, 1955, and was discharged or released from active duty under honorable conditions
- For a period of 178 days or less and was discharged or released from active duty under honorable conditions because of a service due to a service-related disability
- For a period of 178 days or less and was discharged or released from active duty under honorable conditions and have a disability rating from the United States Department of Veterans Affairs
- For at least one day in a combat zone and was discharged or released from active duty under honorable conditions
- And received a combat or campaign ribbon or an expeditionary medal for service in the Armed Forces of the United States and was discharged or released from active duty under honorable conditions
- And am receiving a nonservice – connected pension from the United States Department of Veterans Affairs

**Qualified Disabled Veteran Questions:** *Additional preference may be claimed if you check at least one box below and provide proof of eligibility via a copy of DD214 or 15, Copy 4, and a public employment preference letter from the United States Department of Veteran's Affairs (letter may be requested by calling 800-827-1000)*

- I am entitled to disability compensation under laws administered by the United States Department of Veterans Affairs;  
or
- I was discharged or released from active duty for a disability incurred or aggravated in the line of duty; or
- I was awarded the Purple Heart for wounds received in combat.

I hereby claim Veterans' Preference, have attached proof of eligibility as directed and certify that the above information is true and correct. I understand that any false statements may be cause for my disqualification, or dismissal, regardless of when discovered.

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Position Applied For:** \_\_\_\_\_



**North County Recreation District  
Executive Director Candidate Evaluations**

**DATE**

**Candidate:** \_\_\_\_\_ **Interviewer:** \_\_\_\_\_

**SCREENING INTERVIEW**

Criteria	Maximum Points	Candidate Points	Notes
<b>Education &amp; Certifications</b> <ul style="list-style-type: none"> <li>• Minimum: Bachelor’s degree in park and recreation management, public or business administration, or an associated field</li> <li>• Desired: Advanced studies in public or business administration or an associated field</li> </ul> <b>OR</b> <ul style="list-style-type: none"> <li>• Combination of education, training and experience that demonstrate the knowledge, skills &amp; abilities needed to perform the duties of the position</li> </ul>	20		
<b>Work Experience</b> <ul style="list-style-type: none"> <li>• Minimum: Five or more years of increasingly responsible management experience; budget &amp; financial management, facility management, HR management, and public relations experience</li> </ul> <b>OR</b> <ul style="list-style-type: none"> <li>• Combination of education, training and experience that demonstrate the knowledge, skills &amp; abilities needed to perform the duties of the position</li> </ul>	40		
<b>Interview</b> <ul style="list-style-type: none"> <li>• Quality of responses to questions</li> <li>• Preparedness and professionalism</li> </ul>	30		
<b>Board Member Preference</b> <ul style="list-style-type: none"> <li>• Overall impression</li> </ul>	10		
<b>Total Points</b>	<b>100</b>		

**River Road Park and Recreation District  
Board and Panel Evaluation Form**

Candidate \_\_\_\_\_ Interviewer \_\_\_\_\_

**Scoring**

Interview evaluation forms are to be completed by the interviewer to rank the candidate's overall qualifications for the position of District Superintendent. Under each heading the interviewer should give the candidate a numerical rating and write specific job-related comments on the space provided. The numerical system is based on the following:

**1 – Unsatisfactory 2 – Satisfactory 3 – Average 4 – Above Average 5 – Exceptional**

**1. Background**

Does the candidate have the appropriate educational qualifications, training, skills acquired, or qualifications for this position?

Rating: 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2. Verbal Communication**

How were the candidate's communication skills during the interview (i.e. body language, answers to questions)?

Rating: Rating: 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. Technical Ability**

Did the candidate demonstrate a knowledge of the operation of the District?

Rating: Rating: 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_

Comments\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**4. Initiative**

Did the candidate demonstrate, through his/her answers, a high degree of initiative?

Rating: Rating: 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_

Comments\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**5. Overall Impression and Recommendation**

Final comments and recommendations for proceeding with the candidate:

Rating: Rating: 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_

Comments\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **Typical Advertising** for Park & Recreation Management Recruitments

### **By SDAO**

- SDAO Website Classifieds
- SDAO Member News (weekly email to members)
- National Recreation and Park Association
- Oregon Recreation and Park Association
- LinkedIn

### **By District**

- District Website
- District Social Media
- Local Media (e.g., community newspaper)
- Local Social Media (e.g., Facebook)