

## Heal the Bay

### Chief Executive Officer

***The Board seeks a fundraising chief executive to significantly expand the reach and impact of the leading nonprofit water organization in Los Angeles County, with the mission to promote healthy watersheds, thriving oceans, and smart water management.***

**Heal the Bay** builds, expands and preserves clean, healthy, thriving water ecosystems across Los Angeles County and the Santa Monica Bay. Heal the Bay was founded in 1985 by a group of community activists led by Dorothy Green, and over the next 20 years the organization built a strong reputation for environmental stewardship, initially by being Southern California's most effective volunteer-led bay and beach cleanup organization, and later by focusing on clean water and water-use issues in Los Angeles.

Green was succeeded by several individuals over the last three decades, most of whom came from within the ranks of the organization's staff and volunteers. While the grassroots nature of Heal the Bay has been a source of strength, unity and support, certain disadvantages and vulnerabilities came with a grassroots organization built so much on strong relationships. As the organization expands fundraising, programs and environmental impact to new communities in Los Angeles County, it must grow and reallocate resources to their most effective and impactful use. The Board supports a step-change that both honors the organization's traditions of grassroots organizing, and also shifting fundraising, program resource management and governance practices to a more systematic and scalable footing.

The first stage in this change was to evolve the mission in a way that was consistent with Heal the Bay's legacy while also being forward-looking. Although the founding impetus for the organization was to reduce pollution of Santa Monica Bay beaches, over the years the organization's sensibility extended to advocating for clean fresh watersheds and smart use of water in Greater Los Angeles (which imports over 80% of all fresh water used). This gradual change has recently been categorized into three key program areas that define Heal the Bay's future:

- **Thriving Oceans**, measured by whether people can swim and fish at every beach in Los Angeles County without risk of illness;
- **Healthy Watersheds**, measured by water quality and the health and diversity of native plants & animals that are part of Los Angeles County's water ecosystems ;
- **Smart Water Management**, with the objective of having Los Angeles County source 60% of its water locally by 2025.

All investment in Heal the Bay programs will be aligned to these three program areas, with standards to be established for concrete return on investment that can be measured in terms of cleaner fresh and salt water ecosystems and shorelines, and the more efficient use of water.

A second stage of the change is in process, and involves a shift in practices related to board governance, management, education and movement-building. The evolution of governance practices involves further definition of: Board Bylaws, give/get standards, and the authority and responsibilities of the Executive Committee and the Board Chair, Committee Chairs, and other Board Members. The evolution of management practices includes changes to ensure that

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precious staff and financial resources are directed toward actions that have greater measurable environmental impact and away from programs with less impact. The evolution of education, advocacy and movement-building programs will focus on ensuring that Heal the Bay remains a leader in science-informed advocacy and education. To accomplish this, the organization will explore the feasibility of a capital campaign to fund the expansion of its Aquarium and Public Education Center located at the Santa Monica Pier. Heal the Bay is determined to remain a leader in marketing the idea of responsible water management to citizens, businesses and government leaders in Los Angeles County through grass-roots outreach and advertising.

Heal the Bay has an annual operating budget of about \$5.4M, with about \$1.4M contributed by individuals, \$2.6M through Corporations, Foundations and Government grants, \$1M through the Annual Gala, and \$400K through Santa Monica Pier Aquarium door fees and programs. About 94,000 visitors annually interact with the organization through its Aquarium, and 60,000 participants through its beach cleanup, school-based and associated education programs. The organization employs 48 full and part-time staff members, and engages about 470 active, trained volunteers at the Aquarium in various roles. Heal the Bay is guided by a Board of 45 members and an Executive Committee of six officers who chair the Board's standing committees (Marketing, Advancement, Finance, Policy and Nominating), six ex-officio members and the Board Chair.

It is anticipated that Heal the Bay's annual operating budget will increase to \$7M by 2025, and that staff and Board roles will evolve to better position the organization to effectively advance an agenda in Los Angeles County of thriving oceans, healthy watersheds, and smart water management. The Chief Executive Officer will be empowered and supported by the Board to lead this effort.

### **BASIC FUNCTION**

The CEO will lead and financially strengthen Heal the Bay as it engages children, adults, business and government leaders, the media and public policy leaders in "hands-on, minds-on" conservation education and advocacy for clean, healthy, thriving water ecosystems across Los Angeles County and the Santa Monica Bay.

Reporting to the Board, the CEO is accountable for oversight of all aspects of Heal the Bay's facilities, living exhibits, education, public programs, science, operations and advocacy. The CEO will have three key priorities in the next four years:

- Financially strengthen Heal the Bay by aggressively growing a diverse blend fundraising streams, development of earned income opportunities, and by ensuring best and most effective use (measured by positive impact on the water environment) of each Heal the Bay program resource;
- With the Board, explore the feasibility of a \$25m - \$30m integrated capital and endowment campaign to fund the expansion of its Aquarium and Public Education Center located at the Santa Monica Pier, and an endowment to support maintenance and other operating costs;
- Build Heal the Bay's reputation and reach as Los Angeles County's water conservation movement leader known for evidence-based conservation positions, practices, education, programs and exhibitions that are distinctive, exciting, and thought-provoking for the general public and experts alike.

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In the process of pursuing these three priorities, the CEO will ensure that all programs, projects, facilities, outreach and advocacy, and that all staff and Board activities are optimally aligned to promoting the organization's three strategic pillars of thriving oceans, healthy watersheds and smart water management.

## **RESPONSIBILITIES**

The CEO will have four specific priorities in the first 12 months of his or her tenure:

- Understand all facets of Heal the Bay, including its history, advocacy, culture, staff, exhibits, finances, planned exhibitions, education and public programs, facilities, assets and infrastructure, operations and its potential; understand diverse water constituencies across Los Angeles County's coastal and inland areas;
- With the Director of Development, Chair of the Board Development Committee, and other Board and staff members, increase: individual giving by at least 10% annually over the coming decade; grow foundation grants by 50%; and drive increases in restricted government grants for programs and education;
- Work with the staff, Board and volunteers to define and fulfill their contributions to the mission; instill a strong sense of partnership and cohesion across the organization; use open channels of communication to reinforce a culture of excellence toward achieving the highest standards of practice in informal educational institutions focused on movement building and advocacy that influences policy;
- Implement clear metrics of success and create organizational alignment around the three key program and advocacy pillars of thriving oceans, healthy watersheds and smart water management in a way that engages the talent and concentrates the resources of the whole organization.

Other specific responsibilities of the CEO include:

### **REVENUE DEVELOPMENT, MARKETING AND COMMUNICATIONS**

- Serve as the chief fundraiser for Heal the Bay; work closely with the development and other staff, Board, and advisers to expand and diversify revenue streams from program fees, admissions, licensing, facility rentals, concessions, events, etc; set and meet high expectations for increased financial support from foundations, corporations, individuals, government and other philanthropic sources for Heal the Bay's programs, exhibitions and capital projects;
- Serve as an articulate and persuasive spokesperson for Heal the Bay; represent Heal the Bay to all of its constituencies; cultivate strong and supportive relationships with other institutions in the region and in the community;
- Identify and help recruit new supporters whose talents, interests and commitment will help to further Heal the Bay's mission and programs and expand funding opportunities; nurture strong community partnerships; work to ensure active engagement of Board talent and resources in support of the institution.

### **LEADERSHIP & GENERAL MANAGEMENT**

- Manage the day-to-day business affairs of Heal the Bay in a financially responsible manner, with the intent of achieving greater financial independence and sustainability;

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- Hire, lead, supervise, motivate, develop, change and evaluate staff, ensuring that staffing levels, roles and competencies are appropriate to meet the organization's goals;
- With the Board Executive Committee and supported by senior staff, translate Heal the Bay's strategy into annual operating plans incorporating at least seven operational sections: fundraising; finances & staffing, lean operations & infrastructure, education programming, policy & advocacy, marketing & communications, Board governance.

#### **EDUCATION AND ADVOCACY**

- Solidify Heal the Bay's reputation as a leader of California's water conservation movement known for exceptional programs that raise awareness among diverse Los Angeles constituents of the important of clean, healthy, thriving water eco-systems;
- Develop productive relationships and alliances with others outside of the organization willing to promote smart water use and healthy water ecosystems;
- Work with staff to develop a comprehensive plan to strengthen, continually refresh and enrich Heal the Bay's education and advocacy;

#### **GOVERNANCE**

- With the Board and under the direction of the Board's Chair, set the strategic direction for Heal the Bay; implement Board policies, goals, priorities and objectives;
- Identify and help recruit new Board members whose talents, interests and commitment can further Heal the Bay's mission and programs, and help to expand funding;
- Work with the Chair to ensure an effective Board committee structure and active engagement of Board talent and resources in support of the institution.

### **IDEAL EXPERIENCE AND QUALIFICATIONS**

The ideal candidate has the following experience and qualifications:

- Measurable and successful results in raising funds and in identifying, cultivating and soliciting individual, foundation and government donors;
- A deep understanding of how children, their families and the region's residents can be engaged through innovative education and community organizing; a track record cultivating strong ties with a region's residents and visitors; experience with advocacy, public policy and movement-building, especially for water conservation and water eco-systems;
- A detailed understanding of operations, financial and staff management; an understanding of the different challenges involved in managing capital facilities, education programs, and projects with discrete objectives is important;
- Outstanding verbal and written communication skills, with the tact to address issues in non-confrontational and non-polarizing ways, but nevertheless with determination;
- A leader adept at planning, prioritizing, organizing and following through; a hard worker with a high energy level who welcomes accountability; a person who cultivates trust and engages the interest of constituents; an individual who is straight-forward, shares information easily, receives as well as gives advice, and respects the abilities of

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others; someone who imparts trust, integrity and solidity and guides others in a similar vein; an ability to disagree without being disagreeable;

- A person with a sense of humor and perspective.

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Heal the Bay  
November 2016