



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

## Position Specification



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### Chief Executive Officer

01 November 2018



Carlson Beck advises **Greenbelt Alliance** on the basis of an exclusive consulting assignment. The following details are for your information and should be shared with discretion.

## POSITION SPECIFICATION



**THE POSITION:** CHIEF EXECUTIVE OFFICER

**REPORTS TO:** BOARD OF DIRECTORS

**LOCATION:** SAN FRANCISCO, CALIFORNIA

### THE ORGANIZATION

#### *Vision and Mission*

**Vision:** Greenbelt Alliance envisions a Bay Area where the natural and agricultural lands that provide so much to our region are protected and where everyone can live in a thriving neighborhood that they are proud to call home.

**Mission:** Greenbelt Alliance addresses a single challenge: how the Bay Area handles growth. We shape the rules that govern growth to protect the region's open spaces and to ensure neighborhoods within our cities and town are amazing places for everyone.

#### *Overview*

In 1958, Dorothy Erskine, Jack Kent, and colleagues founded Citizens for Regional Recreation and Parks, comprised of environmentally concerned people and groups that would later become Greenbelt Alliance. Over 60 years, the organization has grown and evolved through three names: Citizens for Regional Recreation and Parks, People for Open Space, and Greenbelt Alliance. Their original mission was to protect parks and recreational areas in the Bay Area.

During the 1980s, Greenbelt Alliance began publishing unique research reports linking land-use policies to the importance of Bay Area farming and affordable housing issues. In the mid-1980s, after years of researching the effects of affordable housing on preserving open space, Greenbelt Alliance began endorsing sustainable and equitable development projects in the Bay Area's cities and towns.

Greenbelt Alliance became the first Bay Area environmental group to shift the focus to not just preventing bad development, but also encouraging the right development in the right places.

In 1988, Greenbelt Alliance opened a second office in the South Bay, then added a third and a fourth office in the East Bay and North Bay in 1995.



Greenbelt Alliance advocates for, provides expertise on, and builds support behind public policy and planning that supports open space conservation as well as sustainable and equitable development.

For 60 years, Greenbelt Alliance has been a prominent environmental leader for the entire nine-county region. Today, it is the only Bay Area organization that holistically addresses land-use issues across the region -- including land conservation, sustainable and equitable development, and their intersection.

### **Programs**

Greenbelt Alliance addresses a single challenge: how the Bay Area handles growth. The organization shapes the rules that govern growth to protect the region's open spaces and to ensure neighborhoods within the Bay Area's cities and towns are amazing places for everyone.

The organization accomplishes this via three program areas:

- safeguarding our greenbelt's natural lands through public policies that stop sprawl;
- advocating for plans and policies that create sustainable thriving neighborhoods for everyone; and
- protecting our greenbelt's agricultural lands and supporting local farmers and ranchers.

### **Operations and Organizational Structure**

Greenbelt Alliance is governed by a 28-member Board of Directors, comprised of business and community leaders, elected officials, and planning and land-use policy experts from throughout nine counties that comprise the Bay Area. The board members provide governance of the organization and contribute to leading the organization's strategic planning process. Additionally, in partnership with the Chief Executive Officer, they support and further the organization's fundraising efforts and professional network building.

There are 17 full-time staff members as well as three independent contractors whose work contributes to Greenbelt Alliance's operations. Staff is structured with a Management Team reporting directly to the Chief Executive Officer comprised of the:

- Deputy Director
- CFO & Director of Administration
- Marketing & Communications Director/Interim Advancement Director

The annual operating budget is \$2.3 million. Funding has historically been a mix of grants from foundations, program service revenue, investment income, and contributions from private sources.

The current organizational strategy includes raising Greenbelt Alliance's profile in the Bay Area, highlighting its past achievements, as well as expanding its programmatic work and impact throughout the nine-county Bay Area.

### **Organizational Culture**

Greenbelt Alliance's organizational culture reflects the nature of its policy expertise, its land-use planning and conservation knowledge, and its community engagement and drive towards desired outcomes and impact. The high-caliber staff are able to work both autonomously as well as in collaboration internally with fellow colleagues and externally with community and municipal partners as well as elected officials. The



work can be team-based and expertise-based. The culture is respectful and collegial. It demands the contribution of the best work of each individual to the benefit of the whole – the organization, the staff and Board, the participants and partners, as well as the communities.

For additional information on Greenbelt Alliance, please go to [www.greenbelt.org](http://www.greenbelt.org).

## **THE POSITION**

The Chief Executive Officer (“CEO”) of Greenbelt Alliance is responsible for visionary leadership and savvy management of the organization. This includes organizational strategy, effective programs, fundraising for self-sustainability, financial operations, and external relations (building networks, serving as the spokesperson, participating on conference panels and making presentations, raising Greenbelt Alliance’s profile).

The CEO is charged with delivering on the mission, program, and strategic goals of the organization in a fiscally, ethically and legally sound manner. The CEO plays a leading role, partnering closely with the Board and Senior Staff, in developing and articulating the strategic direction of Greenbelt Alliance and implementing the resulting strategies and initiatives.

The ideal candidate is a strong leader with excellent management, communication and motivational skills. S/he is a seasoned administrator with several years of proven experience and a deep understanding of and talent in effective and inspirational management of staff, fundraising, and Board relations.

Broad nonprofit management experience is highly desired or comparable professional experience, as is credibility with Greenbelt Alliance’s stakeholders, staff, funders, and donors. The organization is seeking to diversify its staff, so a demonstrated commitment to DEI (diversity, equity, inclusion) efforts is highly desired.

A successful candidate must demonstrate the presence and maturity to work effectively with and inspire a committed volunteer Board, major donors, institutional funders, municipal partners, elected officials, and staff.

The CEO of Greenbelt Alliance reports to the Board of Directors, with the Board Chair as a primary liaison.

### ***The Professional Opportunity***

This is an exciting opportunity for the right professional. S/he will have a passion for Greenbelt Alliance’s vision and mission. S/he will be excited and motivated by serving as the primary spokesperson providing Greenbelt Alliance’s narrative on its Bay Area history, leadership, and impact regarding open space protection and supporting growth in the right places. This position is one of significant influence in how the Bay Area continues to evolve as a desirable place to live and do business.

Greenbelt Alliance is at an exciting inflection point in its continued evolution as an organization seeking a higher profile locally and regionally as a subject matter expert in land-use planning and policy, sustainable and equitable development, conservation, and the organization’s holistic approach to growth. Assisting organizations, municipalities, industries, and communities with making informed decisions and actions is where Greenbelt Alliance can continue having meaningful impact in shaping the Bay Area.



## **Responsibilities**

### ***Organizational Leadership & Strategy***

- Provide vision, direction and structure to achieve the mission and strategic plan of Greenbelt Alliance;
- Lead the organization with an approach that values and aligns with Greenbelt Alliance's values and mission, with a strong commitment to diversity, equity, and inclusion;
- Provide leadership and motivation to inspire and drive staff and nurture a culture that encourages teamwork, innovation, data-based decision making, accountability, and increased impact;
- Ensure the strategic plan is current and provides for a sustainable competitive advantage and considers trends and innovations in land-use planning and policy as well as conservation;
- Take concrete actions to raise Greenbelt Alliance's Bay Area and regional profile, further informing major donors, institutional funders, community members, associations, municipalities, and stakeholders as to Greenbelt Alliance's value-add, expertise, and role; and
- Ensure that all organizational endeavors are legal, prudent, and ethical.

### ***Finance***

- Oversee the Financial function, via the CFO & Director of Administration, to allow prudent and strategic planning and management of organizational financial operations, ensuring adequate cash to meet payroll and other financial commitments;
- Approve expenditures within Board-delegated authority and ensure adequate funding to sustain and expand Greenbelt Alliance's mission;
- Work with the CFO to ensure financial systems' infrastructure enables accurate and complete accounting and financial reporting; and
- Ensure compliance with all applicable laws, regulations and reporting requirements from local, state and federal government, or private entities to safeguard Greenbelt Alliance's assets.

### ***Fundraising***

- Oversee the Advancement Director ("AD") and the Fundraising function, working in partnership with the AD in the development and implementation of an annual organizational fundraising plan and multi-year strategy;
- Work closely with the Board on identifying new potential donors, leveraging their personal networks and partnering with the AD in cultivation, solicitation, and stewardship; and
- Manage a portfolio of specific donors and funders, as appropriate, as developed by the Advancement Team; engage new donors and assist Board and staff in solicitation efforts.

### ***Operations and Program Development***

- Provide single point accountability for the organizational success and financial sustainability at Greenbelt Alliance;
- Ensure that program management and operations support and conform to Greenbelt Alliance's standards;
- Manage the Program Team and support the continued development of strong and innovative programs aligned with Greenbelt Alliance's mission; and
- With the Management Team, establish annual organizational and program objectives, and effectively and clearly define structures and procedures for accomplishing program improvement.



### **Governance**

- Collaborate with the Board Chair and Executive Committee in setting Board meeting agendas, preparing materials and managing meetings;
- Assist the Board in recruiting new members and establishing an effective committee structure and related governance guidelines; and
- Serve in an *ex-officio* capacity on Board committees, including Finance, Fund Development, Strategic Planning, and others as requested by the Board.

### **External Relations**

- Serve as the primary spokesperson and “face” of Greenbelt Alliance in the field and community;
- Actively seek opportunities to speak on panels at industry conferences, give presentations, serve as a thought leader on trends and activities in land-use planning, policy, and conservation; and
- Be the inspirational and motivational leader of Greenbelt Alliance’s organizational brand, and the efforts to elevate it.

### **Human Resources**

- Via the CFO, oversee the development and implementation of HR policies, procedures and practices;
- Collaborate with the CFO to implement performance management process for staff which includes regularly monitoring staff performance and annual performance reviews; and
- Oversee the establishment of management processes, IT systems and communication channels which enable effective and efficient delivery of programs and management of Greenbelt Alliance.

## **CANDIDATE QUALIFICATIONS/EXPERIENCE**

**Education:** A Bachelor’s degree required; a Master’s degree is preferred.

**Experience:** Minimum of ten years of experience in land-use policy, planning, conservation, or nonprofit organizations, or other organizations requiring enterprise management, including minimum of five years in a managerial position with P&L responsibility.

Experience with taking a long-term organizational view strategically and operationally.

Experience serving as the primary spokesperson for an organization, and an awareness of how to elevate an organization’s brand. A track record of effective communication, both written and oral, to a variety of audiences.

Demonstrated track record of success at fundraising from individuals and organizations, or evidence of a strong aptitude for this set of responsibilities.

Experience building and leading staff teams, and effectively managing, mentoring, inspiring, and motivating them, as well as ensuring roles and skill sets are aligned for mutual benefit.

Understands regional politics and how to work effectively with cities and districts; has knowledge of policy and land-use issues, as well as policy experience.

Prior experience working effectively with a Board of Directors is highly desired.



## COMPETENCIES/ATTRIBUTES

The successful candidate will **be**:

- **Passionate about Greenbelt Alliance’s mission and vision;**
- **Secure leader** who listens attentively and well, asks questions, and can be comfortable not having all the answers; able to take appropriate action, including **making difficult decisions** when necessary;
- **Culturally competent**, with an appreciation of and comfort level with working with a wide array of diverse individuals;
- **Respectful and empowering of Greenbelt Alliance’s program directors, regional directors, as well as regional representatives** and their work, collaborating with other staff as appropriate to contribute to successful programs while engendering future success via being a good thought partner;
- Committed to the **value of diversity, equity, and inclusion** as a critical aspect of a strong organization;
- A **savvy fundraiser** with either a track record of success or a high affinity or aptitude for fundraising responsibilities;
- **Able to resolve conflict**, i.e., not conflict-avoidant;
- A **natural collaborator** with a strong relationship building orientation;
- Bold, inspirational, motivating, and **empowering to staff and Board**; and
- Comfortable and effective working in a group environment requiring **team building and mentoring**, flexible multi-tasking, and thoughtful time and expense management.

The successful candidate will **have**:

- **Vision and creativity** to identify new opportunities to expand or improve Greenbelt Alliance’s programs and work, thus increasing brand awareness and community impact in the Bay Area and beyond;
- Experience with **cultural and structural transformation** is highly desired;
- Demonstrated **strong leadership, people management, and motivational ability**;
- **Confident presence -- comfortable with and energized by being “the face”** of the organization;
- Demonstrated track record of **inspiring, mentoring, developing and retaining staff**;
- Ability to **collaborate and develop consensus** among multiple stakeholders, including staff, Board, funders, donors, partner organizations, and municipalities;
- **Financial acumen** to better inform the strategic thinking and planning for Greenbelt Alliance;
- Excellent **oral and written communication** skills as a passionate and persuasive communicator;
- Demonstrated **integrity, trustworthiness, authenticity, and transparency** in communication; and
- Possess a **sense of humor, a containable ego, and an extroverted** presence.

## COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.

For additional information regarding this opportunity, please contact:

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