

## bay.org

### President & Chief Executive Officer

***The Board seeks an inspiring, results-oriented, financially astute executive to lead an education & advocacy organization that attracts overwhelming public support for policies friendly to a living, thriving San Francisco Bay and its watershed.***

**bay.org's** mission is protect, restore and inspire the conservation of San Francisco Bay and its watershed - from the Sierra to the sea.

The organization consists of six divisions assembled over the last seven years. The new CEO will complete integration of these divisions into a single efficient, effective, financially strong conservation organization with a strong brand and broad public support. The new CEO must be an exceptional manager committed to environmental conservation, have an impresario's flair for engaging the public in on-message enjoyable educational experiences, and be able to significantly increase earned and contributed revenue streams.

**bay.org** consists of:

**The Bay Institute** was founded in 1981 as a nonprofit organization dedicated to conservation of San Francisco Bay and its watershed from the Sierra to the sea. The Institute functions as the public policy and advocacy unit of bay.org, analyzes the environmental consequences of human activity on the Bay, identifies effective solutions to threats to the Bay's health, engages in administrative, legislative, and legal processes that affect the Bay, and educates media, decision-makers and the public about the Bay's problems and their solutions.

**Aquarium of the Bay** opened in 1996 as UnderWater World and is an accredited member of the Association of Zoos and Aquariums. The Aquarium is regionally-focused, and displays 191 species and 28,210 individual animals. Thematically, the Aquarium is divided into three galleries, *Discover the Bay*, *Under the Bay* and *Touch the Bay*. The river otter exhibit, *River Otters: Watershed Ambassadors*, and the 300 feet of acrylic tunnels, *Nearshore Waters* and *Sharks of Alcatraz*, are the most popular exhibits. The live animal collection supports the Aquarium's comprehensive and diverse education programs and delights the over 25,000 local school children who annually visit the Aquarium free-of-charge.

**Sea Lion Center** offers free interpretive programs to complement one of San Francisco's most popular attractions, the California sea lions at PIER 39's K-Dock. The Sea Lion Center includes a classroom and exhibit space located directly above the sea lions' regular hangout.

**EcoCenter at Heron's Head Park** a LEED-certified, off-the-grid nature center located in the Bayview Hunters Point community of southeast San Francisco. In its design and intent, the EcoCenter emphasizes environmental justice to reflect its location in one of the most historically polluted communities in the region. The EcoCenter is a hub for environmental education, providing free public and K-12 programs, as well as building partnerships with local CBO's. Surrounding the EcoCenter is Heron's Head Park, filled with native plants, birds and other wildlife common to the San Francisco Bay and the surrounding shoreline.

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**Bay Model Alliance** is the non-profit partner organization to the Bay Model Visitor Center. The Visitor Center maintains and exhibits the 1.5 acre-sized three dimensional hydraulic model of San Francisco Bay developed by the US Army Corps of Engineers in 1957. The model is fully capable of simulating tides and currents, and represents an area from the Pacific Ocean to Sacramento and Stockton, including: the San Francisco, San Pablo and Suisun Bays and a portion of the Sacramento - San Joaquin Delta. The Bay Model Alliance's goal is to grow the capacity of the Visitor Center's programs and partnerships.

**GoPlaces** seeks to solve the fundamental problem of providing logistical support for field trips to museums, aquariums, zoos, outdoor conservation and other educational facilities.

**bay.org** has an annual operating budget of about \$12m, with about \$9m generated through earned income from the Aquarium's ticketing, retail and event sales operations, and roughly \$3m from contributions from individuals, and from foundation and government grants. About 500,000 visitors experience the organization through its Aquarium and associated programs. The organization employs 160 full and part-time staff members, and engages about 80 volunteers in various roles. **bay.org** is guided by a Board of 14 members and four officers. It is anticipated that the Board will grow and evolve over the next years.

## **BASIC FUNCTION**

The CEO will lead and financially strengthen **bay.org** as it engages children, families, teachers, the general public, business leaders, the media and those with influence over public policy in hands-on, minds-on conservation science, education and advocacy for a living, thriving San Francisco Bay.

Reporting to the Board, the CEO is accountable for managing all aspects of **bay.org's** facilities, living collections, exhibitions, education, public programming, operations and advocacy, and for developing, continually updating and implementing a Strategic Plan that sets objectives through 2030.

The CEO is expected to work closely with the staff to ensure that **bay.org**:

- **continues to build its reputation** as the San Francisco Bay conservation movement leader known for science-based conservation positions, practices, education, programs and exhibitions that are distinctive, exciting, and thought-provoking for the general public and experts alike;
- **retains current and builds new members and constituencies**, including audiences of different ethnicities and backgrounds among both residents and seasonal visitors to San Francisco as well as external partners;
- **evolves its advocacy, exhibitions and educational & public programming** in a way that is true to mission with a focus on efficiency, so that the most critical points on conservation are made more forcefully in ways that engage all parts of the organization;
- **is financially and operationally strengthened** by a mix of aggressive and diversified fundraising, development of earned income opportunities, and through efficient use of **bay.org** resources.

## **RESPONSIBILITIES**

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

- Understand all facets of **bay.org**, including its history, advocacy, culture, staff, exhibits, finances, planned exhibitions, education and public programs, facilities, assets and infrastructure, operations and its potential; understand the diverse Bay Area constituencies and tourists who visit the region;
- Significantly improve earned revenue from aquarium operations by focusing more attention and accountability on increased attendance and ticket sales; significantly increase contributed revenue for annual operations from \$3m to \$5m by the end of 2017 by appropriately engaging all hands (staff, Board and volunteers) in appropriate fundraising activities; initiate a capital and endowment campaign by 2019;
- Work with the staff, Board and volunteers to understand their contributions, strengths and concerns; 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;
- Create organizational alignment around key San Francisco Bay conservation themes in a way that engages the talent and concentrates the resources of the whole organization;
- In conjunction with the staff team, develop exhibits and programs that can be administered within appropriate budgetary constraints.

Other specific responsibilities of the CEO include:

### **LEADERSHIP & GENERAL MANAGEMENT**

- Manage the day-to-day business affairs of **bay.org** with the intent of achieving greater financial independence and sustainability;
- With the Board, refine and interpret the mission of **bay.org** and further articulate its place among like organizations in the region, California and nationally; refine, in conjunction with the Board, **bay.org**'s Strategic Plan as needed;
- Hire, supervise, motivate, develop and evaluate staff, ensuring that staffing is appropriate and fairly compensated to meet the organization's goals; ensure that approved policies are consistently implemented;
- Oversee the preservation and maintenance of **bay.org**'s physical assets (the exhibits, buildings and the infrastructure of the organization); continue to build out **bay.org** facilities as needed.

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

- Serve as the chief fundraiser for **bay.org**; work closely with the staff, the Board, and advisors to expand and diversify revenue streams from program fees, admissions, licensing, facility rentals, concessions, rentals, events and other sources; set high expectations for increased financial support from foundations, corporations, individuals, government and other philanthropic sources for **bay.org**'s programs, exhibitions and capital projects;

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- Serve as an articulate and persuasive spokesperson for **bay.org**; represent **bay.org** 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 **bay.org**'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.

### EXHIBITS, EDUCATIONAL AND PUBLIC PROGRAMMING

- Solidify **bay.org**'s reputation as the leader of the Bay conservation movement known for exceptional programs that raise awareness among regional, national and international audiences;
- Work collaboratively and appropriately manage various relationships with other like organizations, thought-leaders in the field, the NSF, advocates, schools, universities, patrons, volunteers and other community members;
- Work with staff to develop a comprehensive plan to strengthen, continually refresh and enrich **bay.org**'s education programming; develop relationships with others outside of the organization who can strengthen programming and contribute to upgrading permanent and temporary exhibitions.

### GOVERNANCE

- With the Board and under the direction of the Board's Chair, set the strategic direction for **bay.org**; implement Board policies, goals, priorities and objectives; keep the Board informed of all relevant issues; attend all Board meetings and committee meetings as required;
- Identify and help recruit new Board members whose talents, interests and commitment can further **bay.org**'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; cultivate a mutually supportive relationship with stakeholders and other groups that are important to the future of the institution.

### **IDEAL EXPERIENCE AND QUALIFICATIONS**

The ideal candidate has the following experience and qualifications:

- broad familiarity with conservation issues and the operational universe of conservation science organizations, and proven ability to use education and advocacy tools to achieve desired conservation outcomes.
- Strong management and leadership responsibility for an aquarium, zoo, land trust, heritage site, museum, education or policy institute, school or associated institution that engages with and influences subject matter experts, business leaders, government officials and the general public;
- Measurable and successful results in raising funds and in identifying, cultivating and soliciting individual, foundation and government donors; in-depth and current

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experience in marketing and management approaches that increase ticket sales, retail revenue and other earned income;

- A deep understanding of how children, their families and adults learn and can be engaged through innovative programming; experience working with scholars and educational leaders as active and valued collaborators; a track record cultivating strong ties with a region's residents and visitors;
- A detailed understanding of operations and financial management, particularly in a similarly complex business environment; an understanding of capital projects and facilities management is important;
- Outstanding oral and written communication skills, including the means to address issues in non-confrontational and non-polarizing ways, but nevertheless with determination; a track record as an effective, well-respected manager;
- 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 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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