



# Position Specification

Golden Gate National Parks Conservancy

President & CEO

## Our Client



## PARKS FOR ALL FOREVER

The Golden Gate National Parks Conservancy (the Conservancy) is the non-profit organization that supports the Golden Gate National Parks – one of the most visited national parks in the nation. The Conservancy is dedicated to protecting and transforming these PARKS, making them relevant and accessible FOR ALL communities and instilling a sense of stewardship in this and future generations to ensure their vitality FOREVER.

Today, the Conservancy generates over \$60 million in earned and contributed revenue, with 60% of annual funding coming from steady and durable earned income. More than 350 dedicated employees support the Conservancy’s mission, with more than half of the staff directly serving park visitors.

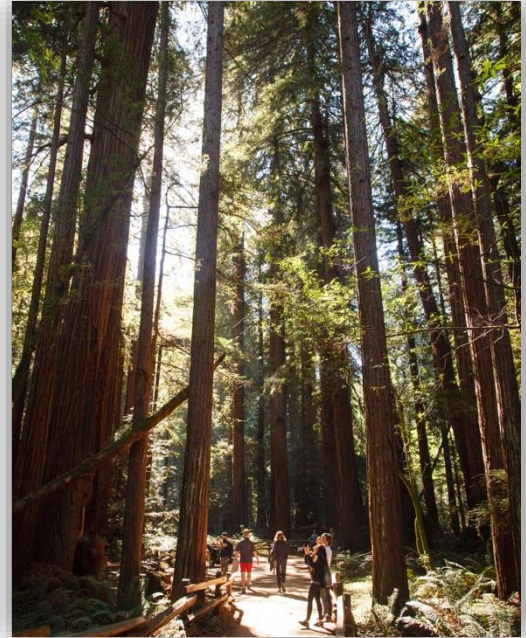
Stretched across 80,000 acres north and south of the Golden Gate Bridge covering Marin, San Francisco, and San Mateo counties (see Appendix A), the Golden Gate National Parks (including the Golden Gate National Recreation Area, Muir Woods National Monument, and Fort Point Historic Site) constitutes one of the world’s largest national parks in an urban setting. It features:

- 37 distinct park sites, including such iconic places as the Presidio, Muir Woods National Monument, Alcatraz Island, Mount Tamalpais, Fort Baker, Crissy Field, Lands End and Mori Point.
- Crissy Field Center – an urban environmental education center that has served more than 700,000 youth and families since 2001, especially those with limited prior access to national parks.

- More than 130 miles of trails.
- 1,200 historic structures (more than any other national park site in the nation).
- 1,000 types of plants, 250 bird species, and the 3rd largest number of federally endangered and threatened species of all 401 units within the National Park Service.
- Significant natural resources, making the parks an “international biodiversity hotspot” designated by UNESCO as the Golden Gate Biosphere Reserve.
- 19 separate ecosystems in 7 distinct watersheds.

The Golden Gate National Parks attract more than 19 million visitors annually – more than the visitation of Yosemite, Yellowstone, Grand Canyon, and the Olympic National Parks combined.

Since 1981, in partnership with the National Park Service and Presidio Trust, the Conservancy has provided more than \$500 million in support for park transformations, habitat restorations, youth engagement, visitor services, interpretive and educational programs, volunteer stewardship, community involvement, research, and conservation. With more than 14,000 members and engaging more than 26,000 annual volunteers with the NPS and Presidio Trust, the organization is widely recognized as an international model for innovative environmental education, stewardship, and philanthropy. The Conservancy has received more than 80 local, state, and national awards for its ground-breaking projects and programs. (See Appendix B for a list of signature projects and major accomplishments.)



More information can be found at: <http://www.parksconservancy.org/>  
2017 Annual Report: <http://www.parksconservancy.org/about/publications/annual-reports.html>

## **The Role**

The Conservancy seeks a dynamic, visionary, and collaborative leader who can build upon the incredible legacy and foundation established by current President & CEO Greg Moore, who has led the Conservancy for the past 33 years. The Conservancy’s new leader will be passionate about making the parks welcoming, inclusive, available, and relevant to all communities to further the Conservancy’s “Parks For All” vision. Reporting to and working with the Board of Trustees, the President & CEO has responsibility and is accountable for the strategic, programmatic, financial, and operational management of the Conservancy.

The President & CEO is the Conservancy’s most public advocate and will foster strong relationships with the organization’s partner agencies, including the National Park Service, the Presidio Trust, and the

Golden Gate Bridge, Highway and Transportation District, among others. Deep and longstanding collaboration with its partners is fundamental to the Conservancy's success, and the President & CEO will maintain the trust, relationships, and working agreements necessary for this collective impact. The President & CEO will also build and maintain strong relationships with local, state and federal officials, community organizations, civic leaders, and the many visitors who enjoy the Golden Gate National Parks.

The President & CEO has oversight for the operations of a complex organization with multiple functional responsibilities, including management and development of revenue-generating activities, education and community engagement programs, and the stewardship of parklands and historic landmarks. The President & CEO supervises the activities of a senior management team and manages a total work force of approximately 350 employees in professional, administrative, technical, visitor service, and trades occupations.

*The President & CEO will:*

- Collaborate with the National Park Service, the Presidio Trust, and other key partners to ensure coordination and effective communication in support of mutual goals and programmatic objectives;
- Lead the Conservancy in prioritizing, implementing, and enhancing its resources in order to create a sustained, profound, and lasting impact;
- Manage complex multi-partner projects and programs from inception to completion;
- Serve as a chief philanthropic ambassador among a diverse donor constituency to secure restricted and unrestricted funds from foundations, corporations, and highly committed individual donors for annual, major, and campaign gifts;
- Lead the Conservancy's commitment to "Parks For All" and achieve its diversity, equity, and inclusion (DEI) objectives;
- Communicate the Conservancy's mission to a wide range of audiences and stakeholders in order to inspire and motivate its constituencies to protect and strengthen Golden Gate National Parks;
- Strengthen organizational structure, systems, and business practices to accomplish the Conservancy's mission;
- Utilize innovative technological platforms to strengthen its engagement with critical constituencies such as park visitors, members, donors, and the media;
- Provide intellectual leadership and foster an entrepreneurial environment of creativity and innovation; and,
- Ensure that all activities and programs meet the highest standards of ethics, governance, and transparency, and are aligned with the Conservancy's core values.

## **Candidate Profile**

The next President & CEO of the Conservancy will be a skilled and inspiring leader and collaborator with the stature and the credibility to lead an iconic and highly visible institution. S/he will have the

leadership and managerial experience to thoughtfully run a large, complex, multi-stakeholder organization.

The successful candidate will be an exceptional communicator and relationship builder whose vision and passion for the Conservancy and its Parks For All Forever mission will inspire park partners, funders, staff, and users. S/he will have outstanding communication skills, and have the ability to develop,



articulate, and rally diverse constituent groups behind the short-term and long-term vision for the organization. S/he should possess well-developed political sensitivity and skill. S/he will bring leadership and commitment to the Conservancy's DEI objectives.

The next leader will have experience working closely with and empowering a Board, staff, and other constituents to achieve ambitious goals in a fiscally responsible manner. The successful candidate will be comfortable with ambiguity, flexible yet decisive, and will be

able to build consensus and drive decision making in all directions, including navigating adeptly among competing interests in a matrixed partnership environment.

The successful candidate must exhibit a deep commitment to the mission of the Conservancy and a passion for making a significant and lasting impact for the Golden Gate National Parks. A passion and vision for inclusivity and reaching a more diverse audience related to achieving the "For All" mission of the Conservancy is essential to this role.

In terms of the performance and personal competencies required for the position, we would highlight the following:

**Passion for Parks and Shared Commitment to Parks For All**

This individual will demonstrate genuine enthusiasm for and authentic commitment to the outdoors, conservation, and public mission of parks. S/he must be an inspiring advocate for the Conservancy's core mission and the vision of Parks for All Forever. The successful candidate will bring with him/her a demonstrated belief in the importance of access, equity, and inclusion, as well as respect for the broad diversity of visitors and communities served. S/he will bring experience with community partnerships that reach diverse audiences. Finally, s/he will fully embrace and successfully execute the Conservancy's supporting role with its partner agencies, including the National Park Service, the Presidio Trust, the Golden Gate Bridge, Highway and Transportation District, and the members of the Tamalpais Lands Collaborative.



**Collaboration and Communication Skills**

S/he will be an inspiring and authentic communicator who can articulate the Conservancy’s vision and direction to a wide audience as well as be effective one-on-one. S/he will have the ability to work collaboratively and cultivate strong trust-based relationships with government agencies, partners, corporate leaders, community groups, donors, foundations, elected officials, Board members, and staff. S/he will possess the ability to influence internally and externally through informed vision, political acuity – without being “political” or partisan - while bringing multi-constituency sensitivity and demonstrated commitment to diversity and inclusion.

**Management of a Complex Organization**

Balancing the operational priorities of the Conservancy with the mission of serving the community will require sound business judgment, seasoned leadership experience of high performance teams and proven intellectual resilience. S/he will foster a culture of accountability and empowerment, convening and leading constituencies from across the organization to achieve excellence. The candidate will have the ability to set priorities decisively, delegate responsibilities, assure accountability, and allocate resources to ensure results. Experience in managing large-scale public private partnerships is especially valuable.

**Strategy, Innovation and Vision**

As the leader and chief strategist of the organization, the President & CEO must possess strong conceptual and strategic thinking skills, a drive for innovation, and the ability to create, and rally the community around a compelling vision. Importantly, the President & CEO must have the demonstrated record of setting priorities and the ability to turn strategy into operational reality. S/he will be a leader who brings innovation and inspiration to the mission of Parks For All and who takes creative, well-reasoned risks in support of strategic goals.



**Resource Development**

The successful candidate will build upon the Conservancy’s current funding base to increase and diversify financial support from foundations, corporations, and individuals for annual operations and capital needs. S/he will actively promote the Conservancy to advance the development of appropriate partnerships, locally and nationally, in support of its mission. S/he will demonstrate the ability to attract and persuade individuals and institutions to support the work of the Conservancy with the resources the organization needs to thrive.

**Diversity and Inclusion**

The Parks Conservancy is committed to fostering, cultivating, and preserving a culture of diversity and inclusion. Consistent with our Equal Employment Opportunity (EEO) policy and in compliance with applicable laws, the Parks Conservancy provides equal opportunity to individuals who are qualified to perform job requirements regardless of age, color, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, or any characteristics protected under federal, state, or local laws. Equal opportunity will be provided in all aspects of the employment relationship, including, but not limited to, our practices and policies on recruitment and selection, compensation and benefits, professional development and training, promotions, transfers, social and recreational programs, layoffs, and terminations.

**Contact**

Russell Reynolds Associates has been exclusively retained for this search and prospective candidates are invited to contact Russell Reynolds Associates directly. All inquiries and discussions will be considered strictly confidential.

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Appendix A: Map of Golden Gate National Recreation Area (GGNRA)





## Appendix B: Additional Background on the Conservancy

### Conservancy Accomplishments at a Glance

- Stewarded **80,000 acres** of national parkland, in partnership with the National Park Service, Presidio Trust, and other public agency partners.
- Provided **\$500 million** in park support since inception.
- Created **100 acres** of shoreline park at Crissy Field.
- Saved **1,491 acres** at the Presidio as national parkland.
- Preserved **350 acres** of Fort Baker as national parkland.
- Created and improved more than **155 miles** of park trails and built **20 overlooks**
- Secured more than **7 million hours** of volunteer service; more than 357,000 volunteers as of 2017.
- Connected with nearly **700,000 young people** of many backgrounds with nature, community, and the parks through the Crissy Field Center.
- Grew **2.8 million native plants** for use at 100 restoration sites.
- Protect **33 endangered and threatened species** through habitat restoration and preservation efforts.
- Serve **1.5 million visitors** on Alcatraz annually.
- Rehabilitated or interpreted more than **100 historic structures**.
- Produced more than **1,000 books, maps, guides** and park products.
- Counted more than **20,000 birds of prey** annually, at the Golden Gate Raptor Observatory.
- Supported by **14,000 members**.
- Received more than 80 **awards** for excellence.

### Key Projects, Programs and Accomplishments:

**Crissy Field Restoration.** In partnership with the National Park Service, the Conservancy led a community-driven \$34 million restoration and fundraising project that transformed Crissy Field from an abandoned military site to a beloved national park and opened to the public in 2001.

**Presidio Transformation.** In partnership with the National Park Service, the Conservancy converted this historic army post to national parklands in 1994. In partnership with the Presidio Trust and the National Park Service, the Conservancy is building trails, bikeways, and overlooks; expanded the Rob Hill Campground; revitalizing a variety of ecosystems, and partnered on development of a new visitor center.

**Crissy Field Center.** The Conservancy and National Park Service created an urban environmental education center that has served, since 2001, nearly 700,000 youth and family members, mainly from diverse neighborhoods.

**Park Youth Collaborative:** The Park Youth collaborative (PYC) is a growing coalition whose mission is to broaden the capacity of youth-serving organizations working within the Golden Gate National Parks to engage and make the parks more accessible to underserved youth.

**Presidio Tunnel Tops.** The Conservancy is working with the Presidio Trust and the community to design and build a new 14-acre park on the tunnel tops of the Presidio Parkway that will connect the Presidio to Crissy Field and will feature scenic overlooks, paths, gardens, picnic grounds and an interactive playscape where kids can explore nature. The \$100 million project is one of the largest and most ambitious civic park projects in the history of San Francisco.

**Fort Baker Rehabilitation.** The Conservancy and National Park Service worked together on the 2008 post-to-park conversion in which this former Army post was transitioned to its national park purpose and its National Historic Landmark buildings were given new life through creation of the Cavallo Point lodge.

**Lands End Revitalization.** With the National Park Service, the Conservancy led this community and philanthropic-supported project featuring restored habitat, new trails and overlooks, and the Lands End Lookout visitor center.

**Community Stewardship.** With the National Park Service and Presidio Trust, the Conservancy provides volunteer and public education programs, including the Golden Gate Raptor Observatory, Native Plant Nurseries, Park Stewardship, and Trails Forever.

**Trails Forever.** The Conservancy created and works with the National Park Service and Presidio Trust to implement this parkwide initiative to create a world-class trail system north and south of the Golden Gate. More than \$100 million has been invested into park trails, overlooks, and restoration projects to date.

**Golden Gate Bridge.** In collaboration with the Golden Gate Bridge, Highway and Transportation District, the Conservancy organized the 75<sup>th</sup> anniversary bridge celebration and dramatically enhanced visitor amenities, trails, and overlooks.

**Park Visitor Centers and Services.** With the National Park Service and Presidio Trust, the Conservancy designed, funded, built, and staffs park visitor centers and information facilities on Alcatraz, at the Presidio, Fort Point, Golden Gate Bridge, Lands End, Marin Headlands, and Muir Woods.

**One Tam.** The Conservancy works in partnership with the Marin Municipal Water District, California State Parks, Marin County Parks, and the National Park Service (collectively the Tamalpais Lands Collaborative) to secure the long-term health of Mt. Tamalpais and engage the community in the stewardship of the mountain's watershed.

**Alcatraz Island.** The Conservancy works in partnership with the National Park Service to provide an award-winning visitor experience featuring the Cellhouse audio tour, as well as to restore historic gardens and rehabilitate historic buildings. The Conservancy partnered with the National Park Service to bring the dramatic art exhibit “@Large: Ai Weiwei on Alcatraz” to the island.

***Institute at the Golden Gate.*** The Conservancy founded this program to advance the role of parks in addressing environmental and social challenges, including public health and climate change, through innovation, civic engagement, and cross sector collaboration.