

Crystal Cove Alliance President & CEO

Crystal Cove Alliance, a unique historic district on the southern California coast, seeks a proven executive to design and deliver coastal-oriented education, conservation and recreation experiences and complete in-process capital improvements that preserve a unique part of our nation's history, all while managing a financially sustainable enterprise.

Crystal Cove Alliance (CCA) protects, restores and preserves the Crystal Cove State Park Historic District, and provides educational and interpretive activities in the District, on its beach, and throughout the marine life refuge. Centered in Crystal Cove State Park and listed on the National Register of Historic Places, the Historic District encompasses 12.3 acres that include 46 historic cottages built over two decades starting in the 1920's, of which 29 have been fully restored to capture the southern California coastal lifestyle circa 1940. In 2007, Crystal Cove received the Governor's Award for historic preservation.

The State Park itself comprises almost 4,000 acres of chaparral canyons, undeveloped woodland and bluffs, and a 1,400 acre marine conservation area located on either side of a 3 mile stretch of beaches and tidepools. The shoreline is dotted with popular swimming and scuba-diving spots, while 17 miles of trails offer visitors hiking, cycling and horseback riding opportunities. Crystal Cove State Park's biodiversity is immense, with 180 different species of birds and 26 reptile species registered, not to mention an incredible variety of marine and land flora and fauna.

CCA was founded in response to a 60-year contract, in its 5th year that was awarded by California State Parks to a private developer to create a luxury resort at Crystal Cove. This would have jeopardized the historic preservation and environmental conservation of the area, so CCA was formed as public-private partnership with California State Parks as an educational nonprofit to preserve and renovate the 46 existing structures while providing educational programming. Over the years, programs have continued to evolve to bring a sharper focus on the organization's three-fold mission of advancing historic preservation and environmental conservation while delivering content-rich educational experiences to the public. Fundamental to CCA is the idea that history and natural landscapes are to be treasured and preserved by all residents of California as a trust for the use of future generations.

CCA holds two contracts with California State Parks, one as the non-profit cooperating association, and the other as a for-profit concessionaire. The for-profit is a wholly owned subsidiary, and operates the historic overnight rentals and oversees food service sub-concessions that are operated by other entities. The organization has a unique business model funded by a combination of earned and contributed revenue. Earned revenue is generated by rental of 14 individual and 10 dorm-style cottages to serve about 25,000 people annually, and through retail operations (primarily The Park Interpretive Store and the online store) and two restaurant concessions (The Shake Shack and The Beachcomber Restaurant). Contributed revenue donated by individuals, foundations and businesses completes the funding picture to support restoration of cottages and structures in the Historic District, general maintenance and preservation, environmental conservation and a wide range of educational and public programs for children, youth, families and adults. CCA's intention is to increasingly imbue earned income activities, all capital improvements and all education with a period-centered, living history flavor.

Reporting to the Board, the President & CEO will manage all CCA activities, facilities and people, including: the important relationships with California State Parks and the Coastal Commission; education offerings and public programs; business operations that generate earned revenue; all facilities; and all finance, human resource, information technology and other operating infrastructure. The President & CEO will also be responsible for driving all fundraising activities, including launching a \$26 million capital campaign to complete the final 17 historic cottages, an endowment campaign, and annual restricted and unrestricted fundraising. Critical to the President & CEO's success will be strong business management and financial management experience, and the ability to inspire and engage the public and diverse partners in CCA's work.

BASIC FUNCTION

The President & CEO will ensure that CCA continues to evolve the Historic District as a living history educational venue that delivers curated educational and entertainment programming. Particular emphasis will be placed on developing funding and other forms of support for CCA, its facilities and programs.

CCA is dynamic, unconventional, and is itself a continually evolving work-in-process. CCA is viewed as a model within the state park system and has also been recognized for its entrepreneurial nature by both the Little Hoover Commission and the 2014 Parks Forward Report. The Board and staff view active engagement with the local community, funders, historians, naturalists, local businesses, schools, universities, the State Park and government officials as important to its success. Respectful discourse is as important as advocacy and a practical results-oriented business sensibility. Of critical importance is that CCA successfully entices a diverse visiting public to embrace experiences offered by the Alliance and its partners.

With this idea in mind, the President & CEO position is explicitly open to diverse candidate profiles. Such may include: business professionals (particularly with experience in the hospitality industry or venue-based management experiences); professionals with experience managing living history facilities, botanical gardens, historic residences, museum facilities, etc.; arts and education professionals, naturalists, gallerists, schools leaders; fundraising professionals; and others with a strong track record of driving funding support for organizations like CCA.

The CEO's overall responsibilities include:

- Setting the tone for CCA's education and public programs, and for all associated CCA exhibitions, events and gatherings;
- Managing and systematically renovating or upgrading the physical plant of the Historic District;
- Launching a \$26 million capital campaign to complete the final 17 historic cottages and all necessary infrastructure for the ocean front site;
- Diversifying earned and contributed revenue streams; maximize earned revenue that is generated in ways that are consistent with the organization's mission while also ensuring contract compliance among vendors; build relationships with current and attract new donors of restricted and unrestricted contributed revenue;
- Strengthening the organization's management practices by implementing lean, precise and effective controls to ensure that CCA's limited resources have the greatest sustainable impact;

- Raising awareness of the CCA brand, particularly among prospective visitors and diverse donor and potential donor cohorts locally, in southern California, and the United States; CCA will be undergoing a name change in 2016 and will transition to the Crystal Cove Conservancy'
- Positioning CCA as the "go to" resource in the area for information regarding coastal conservation and related topics;
- Collaborate with California State Parks to offer the public-private partnership as a national model where the synergy provides shared funding and resources to the benefit of all Californians.

CCA's annual operating budget is \$5.3 million funded by \$3 million in earned revenue and \$2.3 million in contributions. The organization, and its subsidiary, has an extraordinarily committed staff of 34 employees and a Board of 19 community leaders. Up to 50 volunteers also support the organization's work.

Staff is organized into 6 groups:

- **Education & Public Programs** includes staff responsible for delivering programs to the public, with success of the group based on attendance and public satisfaction with the offerings. This group also includes Subject Matter Experts (SMEs) who can be on staff, subcontracted or brought in from universities or museums to set the direction of programs & education, develop course content, and shape historically accurate programs and scientifically valid conservation in concert with state parks and the visiting public;
- **Finance & Operations** consists of a small group of staff and subcontractors responsible for accounting, reporting, and common support infrastructure. Key is assuring sound financial and accounting practices to guide the Management Team in decision-making;
- **CCMC/CCBC** are the Crystal Cove Management Company and Crystal Cove Beach Cottage entities, (Crystal Cove Beach Cottages is a DBA for Crystal Cove Management Company) tasked with Front of House & Customer Experience and Back of House & Facilities Management responsibilities. Success metrics are based on maximizing net revenue from cottage rentals, customer satisfaction with their experience utilizing CCA facilities, completion of capital projects on time & budget, and preservation of historic structures;
- **External Affairs & Government Relations** includes government and partner relations with local, state and government officials and other partners including school districts, advocates, partners in the education conservation historic preservation and other associated fields;
- **Marketing Communications** includes general marketing, public relations, conventional & social media, and web presence. Success is measured by public awareness indicators, e.g. calls, clicks, attendance, etc.;
- **Development** is responsible for maximizing contributed revenue from individuals, foundations and businesses as measured by total contributed income). Responsibilities include to plan, direct and implement CCA's fundraising efforts, from prospect identification and targeting to cultivation, solicitation and recognition, in collaboration

with the Board's Development Committee. All staff, particularly members of the executive leadership team, are responsible for strong and personal participation in fundraising. The CEO will serve as the fundraiser-in-chief, but fundraising is viewed as a joint responsibility shared by every Board and staff member.

Current staff responsibilities are generally aligned to the above model, with appropriate adjustments made to take into account the unique gifts and knowledge of particular individuals.

The CEO will serve as an articulate and persuasive spokesperson for CCA, representing the organization to diverse constituents and partners regionally and nationally who have an interest in the history and natural landscape of California's southern coastal region. The CEO will work with the Board to evolve the organization's structure and alignment, talent, operating and strategic plan; develop, refine, and implement preservation, conservation education programs with reference to best practices for the sector; focus on fundraising; and evolve the governance model to strengthen CCA in service to its mission.

IDEAL EXPERIENCE AND PERSONAL CHARACTERICS

The President & CEO should have the following experience, qualifications and attributes:

- A minimum of 10 years of business and nonprofit management experience with at least 5 years experience as a President or CEO of an organization similar in size to CCA; an action-oriented manager with experience driving earned and contributed revenue streams while implement strong cost management;
- Experience shaping and delivering engaging, entertaining educational experiences, especially those that align to the organization's historic preservation and environmental conservation mission; knowledge of immersive, experiential learning and entertainment would be useful; a leader with a deep desire to have a beneficial impact by stewarding a historic southern California facility; satisfaction engaging a diverse audience in an entertaining and educational journey;
- Demonstrated creativity as a marketer and promoter of businesses or nonprofit organizations like CCA; an extrovert who is personally and actively engaged in connecting organizations that deliver experiences to a visiting public; a leader with a positive sales sensibility;
- Demonstrated ability to forge mutually-respectful and effective relationships with a diverse group of personalities in a collegial and cooperative manner, including members of the Board, staff, funders and prospective funders, partner organizations, advisors, celebrities, media, opinion leaders and the public; a team builder;
- Outstanding oral and written communication skills, including the means to address issues in non-confrontational, non-polarized ways but nevertheless with determination; a track record as an effective communicator; the presence and credibility to serve as an effective spokesperson for CCA;
- Demonstrated ability to frame and solve complex problems innovatively and cost-effectively; sensitivity to deadlines; excellent sense of quality; the ability to analyze and formulate disparate information into a sound, well-organized plan that achieves well-defined objectives; results-oriented, adept at planning, prioritizing, organizing and following through;

- A “doer” with a willingness to work hands-on in developing and executing a variety of activities ranging from the internal day-to-day to the highly creative; an energetic, alert, creative, hardworking person, able to take immediate action when necessary; a leader with a sense of humor and perspective.

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