

Tahoe Fund

Chief Executive Officer (CEO)

Position Description

Tahoe Fund is seeking its founding CEO to develop the operational, programmatic and financial support required to raise and distribute \$50 million dollars over the next 10 years in private support to leverage increased public funding to restore and enhance the Lake.

Tahoe Fund (Fund) was founded as a 501(c)(3) non-profit corporation in 2010. By 2011 the Fund raised approximately \$800,000 dollars and began funding its first improvement projects. The mission of Tahoe Fund is to restore and enhance the extraordinary natural environment of the Lake Tahoe Basin by building broad support for projects and programs that increase the enjoyment of the region for current and future generations. Critical to this mission is a near laser focus on delivering funding for projects that benefit all residents and visitors to the Lake and ensure a more sustainable future for the region.

Tahoe Fund supports short and long term project-based enhancements to the natural environment and infrastructure of the Lake Tahoe Basin. The fund will focus its grantmaking in the core areas of conservation, recreation and stewardship. The initial grants represent a vision of the impact the Fund is determined to have on the region. Grants to date include supplemental funds to complete the Lakeside Bike Trail which is part of a much larger effort to build a premier bicycle and pedestrian trail network around Lake Tahoe. Also granted has been operating support for Van Sickle Bi-State Park, a unique park that serves the South Shore communities. Education is also a significant part of the Fund's mission and this year the Fund supported the publication of the *State of the Lake Report* compiled by UC Davis to inform the public about how activities impact the Lake's clarity, physics, chemistry and biology. In addition to these projects, Tahoe Fund was the organizing sponsor of the 2011 Lake Tahoe Summit where the Governors of both California and Nevada joined high ranking federal officials and local leaders to explore the theme of Stewardship and Sustainability in Challenging Times.

Tahoe Fund is governed by a 20-member Board of Directors, an impressive group of regional business, environmental, and government agency leaders representing both Nevada and California. This formidable group represents core interests around the Lake and they have been brought together by their shared vision of a Lake Tahoe region where the natural and human environments are in balance for generations to live, vacation and cherish the natural beauty of the Lake Tahoe Basin.

Position Overview

The CEO, reporting to the Chair of the Board and accountable to the Board of Directors, will manage and lead all aspects of the Tahoe Fund. At the outset the CEO will be responsible for building the Fund's organizational infrastructure along with leading the Board in developing the Fund's strategy. On an ongoing basis the CEO will be responsible for fundraising, operations and programs while building relationships with regional leaders, donors and donor prospects. As the chief asset developer and face of the Fund, the CEO will be charged with fully engaging the Board, staff and the public to achieve the Fund's fundraising goals.

The CEO will assist the Board with developing a multi-year strategic/business plan and a corresponding strategic communications plan. The CEO will be responsible for implementing and managing the plan. The CEO is also responsible for ensuring transparency and public accountability and that the Fund adheres to strict ethical and legal standards.

This is a hands-on position and the CEO is expected to be very visible. Critical to the success of the Fund will be the public relations and marketing efforts required to obtain support from the communities





around the Lake, including nearby metropolitan centers of Reno, Las Vegas, Sacramento and San Francisco, corporate and private foundations, and other sources regionally and nationally that directly align with the mission and the vision of the Fund. Developing local support will be critical to leveraging the funding for larger initiatives with federal or private partners.

The Fund has ambitious goals for its impact over the next ten years. These goals are balanced by a desire to utilize existing resources in the region to fulfill the implementation of the projects funded and to streamline operations. They intend to grow only enough to secure the appropriate level of staffing to attain their fundraising goals. It is estimated that in the first few years, the operating budget would be in the range of \$500,000. The Fund currently utilizes the Tahoe Truckee Community Foundation (TTCF) in Truckee, California as its back office and the Fund is located at the Parasol Tahoe Community Foundation's facility in Incline Village, Nevada. To date, the Fund has been staffed by contracted consultants who support the fund's administration, fundraising and communications.

The Region and the Need

Lake Tahoe is considered the jewel of the High Sierra, one of the deepest and bluest lakes in the world. At 6,229 feet above sea level, Lake Tahoe is the highest lake of its size in the United States. From the lake, there is a stunning 360 degree panoramic view of the Sierra Nevada Mountains which rise to over 10,000 feet in the region. The Lake Tahoe Basin spans 505 square miles and hosts millions of visitors annually. The region provides a rich offering of world class winter sports and summer outdoor activities. Much of the local economy depends on visitors and multi-home residents who contribute significantly to businesses that provide accommodations and entertainment in the region. A national treasure, the region was passed over as a candidate for a National Park in the early 1900's due to a large percentage of property held privately. Today, the United States government and other public agencies manage 87% of the land.

During the days of massive private ownership, the watersheds were heavily damaged. Fifteen years ago, a Presidential Summit launched a public-private partnership that has led to significant environmental gains, including an improvement to Lake Tahoe's famed clarity. One of the results of that partnership is the Tahoe Environmental Improvement Program (EIP), which was established to repair this previous damage and protect against future harm. There are currently \$2.5 billion dollars in EIP projects in the pipeline that have been identified as most critical to sustaining the environmental integrity of the region.

Tahoe Fund is committed to raising private funds for these projects working to leverage the work of the region's government agencies, nonprofits and businesses. The Tahoe Basin region is complex in governance; working in collaboration will require expanding and nurturing working relationships with two state governments, five counties and multiple communities, local, state and federal agencies, in addition to nonprofits, business and regional groups that plan, regulate and steward the Lake's many resources.

Key Responsibilities:

Fundraising:

- Plan, direct and execute a fundraising strategy focused on raising \$5m over the next 2 years and \$50m over the next 10 years;



- Oversee and manage major gifts, annual support, special events, memorial gifts, interpretive signage program, campaigns, planned giving and other fundraising programs;
- Create and implement fundraising strategies for individuals and corporations and evaluates results against outcomes;
- Monitor the availability of grants from federal and state governments and private foundations, lead the team in the submission of grant proposals and presentations;
- Facilitate the preparation, content, and timing of all direct mail, online marketing, and collateral pieces to message the Fund's activities and encourage charitable gifts.

Organizational Leadership:

- Work with the Board of Directors to develop strategic plans and annual work plans;
- Lead the development of strong and effective governance at all levels of the organization;
- Develop and sustain a productive and mutually supportive relationship with the Fund's Board; provide the Board with information and resources needed to carry out their work, promptly inform them of all issues and opportunities that may affect Tahoe Fund and recommend appropriate courses of action;
- Present accurate, effective and timely management reporting to the board; manage board communications with the goal of achieving the highest standards of governance;
- Recommend new policies for Board approval as needed.

External Relations:

- Represent the organization to a wide range of constituencies throughout the Basin and to the broader public through a variety of social, print and electronic media; expand awareness of Fund's program achievements and make the case effectively for supporting the Fund;
- Establish and maintain positive relationships with the Board of Directors, Founder's Circle members, actual or potential funders, key stakeholders and the community-at-large, including state and regional institutions and organizations; business, professional, conservation and education leaders; service organizations; and the area Chambers of Commerce;
- Work to involve new and diverse constituency groups; conduct outreach to educate the public on the Fund's mission and objectives and maintain a positive, professional image and reputation of the Fund to all constituencies;
- Work with Tahoe public agencies, project collaborative members and area nonprofits; increase support for Tahoe Fund by meeting regularly with stakeholders to coordinate programs, solve problems, and design new initiatives;
- Seek the cooperation and participation of partner groups, legislators, media representatives, businesses, civic groups and the general public to further the goals of Tahoe Fund;
- Communicate effectively to all groups regarding the mission and programs of the Fund; establish a trustworthy, transparent and visible presence for the Fund in the community at large.

Finance and Operations:

- Develop and manage the Fund's annual budget and staffing plan for Finance Committee and Board approval; implement the annual budget including both the expenditures and the realization of revenues through successful fundraising;



- Develop the capacity and effectiveness of management and financial systems, procedures, policies, and communication processes; ensure that all systems and procedures are functioning at highest and best use and develop new policies as needed;
- Manage all financial activities to carry out the mission and vision of the Fund;
- Direct the documentation and stewardship of Tahoe Fund's donors, ensure that donor records and acknowledgments are maintained in accordance with appropriate standards and best practices and in keeping with all board-approved policies (i.e. Gift Acceptance Policy & Document Retention);
- Develop and manage an efficient and effective organization, keeping administrative costs to a minimum; recruit, hire and manage all staff;
- Monitor and ensure organizational transparency and compliance with Nevada and California statutes and the IRS regulations governing non-profit corporations;
- Work with Tahoe Fund's Audit Committee to retain and work with the auditor to gather and prepare information for the annual audit;
- Work as needed with internal and external legal counsel in all matters affecting the Fund;
- Be aware of any changing fiscal, physical and social environments and modify Fund operations in response to those changes;
- Manage and establish a clear delineation of authority and responsibilities for all contractors; oversee the political monitoring firm.

Program Management:

- Establish and evaluate the procedures for grantmaking and ensure they are effectively and transparently communicated to the public;
- Supervise and coordinate the California Tahoe Plate Licensing program (per agreement with the CTC), in addition to future programs;
- In collaboration with key partners, identify regional needs that are appropriate for the Fund to address and bring them forth for consideration and prioritization;
- Monitor and evaluate effectiveness of grants; reporting to the board and stakeholders progress toward Fund goals;
- Develop, maintain, and present performance metrics, benchmarks and targets to measure the programmatic effectiveness and ensure the confidence of funders.

Experience and Qualifications:

A successful candidate will likely have:

- A passion for the Lake Tahoe region, its environment and communities;
- Proven success at developing and executing multi-million dollar fundraising campaigns;
- Significant leadership experience and achievement in the private, public or non-profit sector;
- Demonstrated success planning, executing and raising significant operating and program funds;
- An energetic, entrepreneurial background that combines analytical skills with political savvy;
- Gravitas; clearly competent in articulating a vision that motivates internal and external stakeholders toward common goals;
- Transformative leadership skills as evidenced by a track record of forward thinking and significant personal achievement;
- The ability to forge pragmatic solutions in environments characterized by ambiguity and complexity;



- An inclusive, transparent, consensus-building leadership style both in and out of the public spotlight that inspires Board members, donors, staff and partners in the community;
- Excellent written and oral skills as well as strong listening skills;
- High integrity and a commitment to personal and professional excellence;
- Ability to maintain confidentiality, exercising the highest level of tact and discretion in both internal and external interactions;

Additionally, the successful candidate will likely have:

- Experience with nonprofit management and governance, particularly board development;
- Experience in natural resource conservation and/or environmental education;
- Familiarity with Tahoe Basin, federal, state, and local agencies and communities;
- Experience working with government agencies, including an understanding of (or willingness to learn about) the Tahoe Regional Planning Agency, California Tahoe Conservancy, and Nevada Division of State Lands leadership and operations;
- Significant skills and success at engaging businesses in programs designed to benefit their local communities;
- Demonstrated understanding of the legal, financial and ethical requirements of grantmaking nonprofits;
- Success working in a highly visible environment;
- Ability to build an efficient and effective organization; a high degree of financial acumen;
- A track record of building partnerships, coalitions, and alliances in the public spotlight and across sectors, communities and fields of practice.

Personal Attributes

- Understands and embraces the unique and critical role Tahoe Fund can play in developing a healthy and sustainable region;
- Highly collaborative and transparent;
- Politically astute, able to navigate a complex social network;
- Inspires confidence and trust;
- “Can-do” attitude and solutions-oriented;
- Ability to work both independently and collaboratively;
- Strong work ethic coupled with an optimist’s enthusiasm and a pragmatist’s desire for action.

For additional information or to submit your qualifications for review, contact either:

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