

# Heal the Bay

**President and Chief Executive Officer  
Executive Search  
Heal the Bay**



Heal the Bay

## Heal the Bay

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Established in 1985, [Heal the Bay](#) is an environmental nonprofit organization dedicated to its mission of making the coastal waters and watersheds in Greater Los Angeles safe, healthy, and clean. They use science, education, community action, and advocacy to fulfill this mission.

With the support of 20,000 active members and volunteers, Heal the Bay is the most recognized environmental nonprofit group in Greater Los Angeles, raising awareness and making progress with practical solutions to often complex problems. They conduct hundreds of beach and community cleanups each year, informing people about the root causes of pollution along the shorelines and in their neighborhoods. They advocate for strict water quality regulations that protect the health of both humans and the animals that call local creeks, rivers, and the Santa Monica Bay home. They operate the award-winning Heal the Bay Aquarium at the Santa Monica Pier, inspiring visitors to take action to conserve the region's most important natural resource: clean water. Heal the Bay also educates and inspires the next generation of environmental stewards, with more than 100,000 visitors and students joining them each year for school field trips, science-based classroom presentations, and events. Some of Heal the Bay's most recognized programs are the Beach Report Card®, River Report Card, Nothin' but Sand and Suits on the Sand beach cleanups, Marine Protected Area Watch, Speakers Bureau, and Angler Outreach Program.

Just over three decades ago, Santa Monica Bay was a dump site for barely treated sewage. Pollution from sewage and storm drains led to a decrease in the number and quality of fish in the Bay; dolphins had reproductive problems and were full of tumors; a large patch of the bottom of the Bay was essentially lifeless; and people who swam and surfed in the Bay complained about infections and other illnesses. In response, Heal the Bay founder Dorothy Green and a small group of concerned community members took it upon themselves to heal this troubled part of the ocean, and the progress has been nothing short of remarkable. Grassroots action culminated in a lawsuit that required Los Angeles to upgrade the Hyperion sewage treatment plant to full secondary treatment, which resulted in a cleaner, safer Bay. Beach water quality continues to improve, and marine life once again flourishes in the Bay. But there's still much work to do.

Heal the Bay married its grassroots legacy with science and policy expertise, and is now one of the most effective, fiscally sound environmental organizations in the region committed to long-term sustainable change.

Heal the Bay is a tax-exempt, 501(c)3 nonprofit organization with a staff of 30 professionals and an annual revenue of nearly \$4 million, of which 80% is earned through individual and corporate fundraising and foundations, 10% from government grants, and 10% from fee-based programming. Learn more about Heal the Bay's work at <https://healthebay.org/our-impact/>.

### Heal the Bay's Core Goals.

Heal the Bay's core goals are to protect public health and the environment through water pollution reduction, smart water management, and ocean conservation. Heal the Bay achieves these goals by focusing on urgent issues where they can make an impact. For example, Heal the Bay's three major 2021 campaigns were Take Climate Action, Protect Public Health, and Ban Single-Use Plastics. All of these are timely water issues with critical decision points and strategic actions needed to protect public health and the environment.





## Heal the Bay (CONTINUED)

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Take Climate Action: Demanding systemic change and advocating for multi-benefit clean water solutions that build toward an equitable, sustainable, and climate-resilient water future.

Protect Public Health: Protecting people and ecosystem health through science-based education, outreach, and advocacy on contaminated water, fish, and sediment at our beaches, rivers, and offshore.

Ban Single-Use Plastics: Eliminating harmful, oil-based plastic pollution from our ocean and watersheds to defend clean water and ocean habitats for people and wildlife.

### Heal the Bay's Core Values are Science, Inclusion, Impact, and Trust.

Science: At the core of everything Heal the Bay does is science. They rely on science to build meaningful policy and education programs. They do the research, make complex information more accessible, and advocate for scientific principles and data to guide decision-making on water policy, open space initiatives, public health, habitat restoration, and environmental education.

Inclusion: Heal the Bay is committed to equity in the environment. They acknowledge that historically marginalized communities have been overburdened by systemic injustices, face disproportionate pollution, health, and climate crisis impacts, and have limited access to open space. They build awareness for environmental justice and boldly address clean water and green space needs with multi-benefit solutions in the places that need them the most. They also promote increased coastal access and demand safer water recreation areas.

Impact: Heal the Bay embraces change, motivates action, and inspires innovation. Their effectiveness as individuals and a collective community is measured by steady progress in the real world. Their approach is adaptable, but their vision is clear. They strive for clean water, a deeper connection to nature, and an equitable transition to a climate-resilient future.

Trust: Heal the Bay takes their role as the region's water watchdog seriously. The community relies on Heal the Bay to get the job done, time and time again – whether it is activating volunteers, educating local youth, welcoming people to their Aquarium, or sharing beach water quality grades. Heal the Bay prioritizes transparency, credibility, and collaboration in all that they do.

### Heal the Bay's Equity Statement

Equity means everyone has what they need to succeed and all people are welcome, embraced, treated with respect, and empowered to contribute and thrive—regardless of race, gender, sexual orientation, age, culture, ability, ethnicity, nationality, religion, or income. Achieving equity is the result of the proportional distribution of necessary resources, support, and opportunities, so that successful outcomes are available to everyone. Heal the Bay acknowledges that historically marginalized and underserved people and communities are often overburdened by systemic injustices, face disproportionate pollution, health, and climate crisis impacts, and have limited access to green space and clean water. Heal the Bay works to close equity gaps in our communities through science, advocacy, education, and community action.



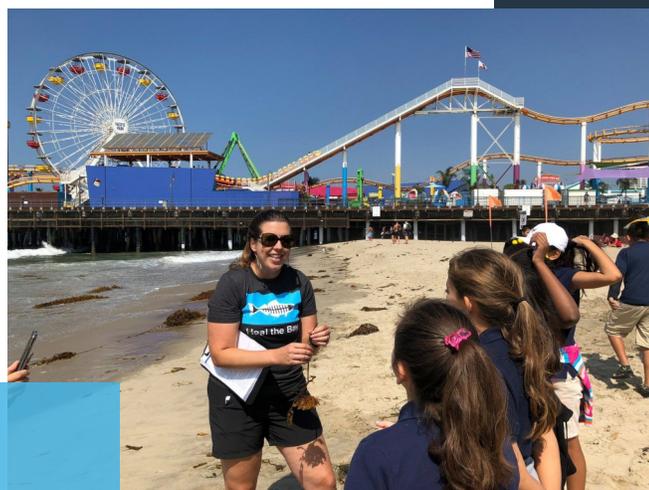
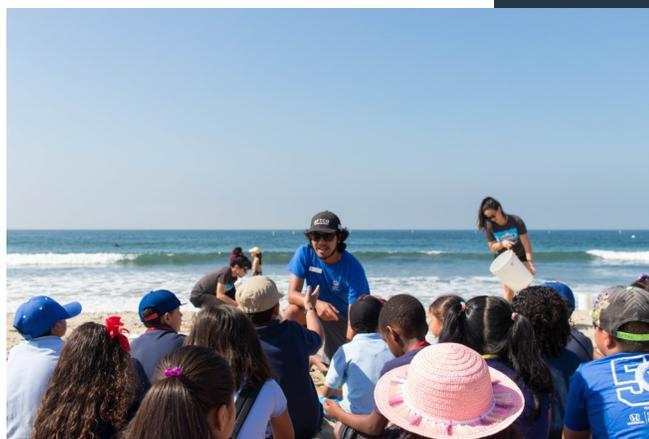


## The Opportunity

This is a pivotal moment for Heal the Bay. After 36 years of service and commitment to making the coastal waters and watersheds in Greater Los Angeles safe, healthy, and clean, Heal the Bay has made a significant impact and developed an exceptional reputation as a strong and trusted advocate for the Santa Monica Bay. The organization has an important and unique mission that fills a critical need in the region and beyond. Heal the Bay's board of directors and staff are passionate about this mission and want the organization to continue its great work and impact on water issues locally and statewide.

However, Heal the Bay faces challenges to building on its success, including changes in donor behavior and shifts in private funding, a need to increase and diversify funding, rising operating expenses, and a need to enhance its role in public policy development. To meet these challenges and better position the organization for the future, Heal the Bay needs a leader with the experience, skills, and determination to further develop and drive strategies to:

- a. articulate a holistic, shared vision and actionable plan for its future;
- b. elevate enhance program innovation and effectiveness to better inform and educate local communities, drive clean water policy development, and support Heal the Bay's overall mission and vision;
- c. increase and diversify revenue, with an emphasis on maximizing and expanding existing revenue streams, elevating fundraising, and identifying opportunities to develop and implement new revenue-generating strategies;
- d. elevate visibility and awareness of Heal the Bay's programs and services, and the value and impact of the organization as a whole among key audiences, including the general public, elected officials and policy-makers, corporate leadership, foundations, the general public, peer organizations, and the media, locally, regionally, nationally, and internationally, and build and maintain meaningful, lasting relationships within these audiences;
- e. maintain financial stability and increase operational efficiency, by enhancing current systems, resources, policies, procedures, and programs to identify opportunities for improvement across all segments of the organization;
- f. and invest in staff and build a collaborative culture that values staff input and development and prioritizes diversity and inclusion.





Heal the Bay

## The Opportunity (CONTINUED)

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To help realize its goals and further support its mission, Heal the Bay is seeking a visionary and action-oriented leader to serve as its next President and Chief Executive Officer. The successful candidate will bring a genuine interest and deep commitment to Heal the Bay's core mission and will embody a caring, inclusive, and facilitative leadership style that inspires and empowers staff and volunteers, encourages collaboration, and fosters innovation.

The organization has an engaged board of directors, a skilled leadership team, and a passionate, caring, and knowledgeable staff committed to the communities Heal the Bay serves. With the search for a new President and Chief Executive Officer, Heal the Bay is entering a transitional period, inviting new opportunities for innovative leadership with the advantages of a strong foundation and a tradition of organizational excellence.

This is an exceptional opportunity for a proven leader to build on the Heal the Bay's rich history, foster mission and community alignment, inspire and enact collaborative change, and make a lasting impact on clean water and sustainable communities throughout Greater Los Angeles.

## Position Summary

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The President and Chief Executive Officer (CEO) will serve as Heal the Bay's lead executive and, in partnership with the Board of Directors and staff, will be responsible for the overall success of the organization. This includes leading and supporting the Board and staff through the development, refinement, and execution of a holistic and unified strategic vision and plan for Heal the Bay, to maintain financial stability and increase internal operational efficiency; diversify and expand revenue; increase external visibility and awareness; elevate influence over policy development, enhance program quality and impact; and build a collaborative, cross-functional culture; all to strengthen Heal the Bay's ability to better meet the needs of the communities it serves.

Reporting to the Board of Directors, the CEO will work closely with the Board Chair and Executive Committee. In collaboration with Heal the Bay's leadership team, the CEO will lead a staff of over 30 professionals. Read more about Heal the Bay's [board of directors and staff](#).

Externally, the CEO will serve as the lead spokesperson and advocate for Heal the Bay to all audiences and will work to strengthen and expand relationships important to the organization, including those with potential funding sources, media, elected officials, government agencies, charitable foundations, corporations, individuals, and within the communities Heal the Bay serves. Internally, the CEO will work closely with the Board, Board Chair, and leadership team, establishing policies, providing clear direction, and ensuring effective implementation of the mission, future strategic plans, and programmatic and revenue goals by engaging, inspiring, and supporting staff.

To accomplish all this, Heal the Bay's next CEO will demonstrate integrity; a transparent and collaborative style; an enthusiasm for the mission of the organization; and a commitment to boldly pursuing sustainable growth and change to move Heal the Bay forward. Key responsibilities for the next CEO include the following [seven priority areas](#):





## Position Summary (CONTINUED)

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### **1. Providing Visionary and Strategic Leadership to Sustain and Grow Heal the Bay:**

- Provide overall strategic leadership vision for Heal the Bay; serving as a champion for innovation, navigating issues, and increasing the organization's reach and impact on all communities it serves.
- Establish an inclusive and transparent planning process with both the Board and staff to develop a shared vision for the future of Heal the Bay and use this unified vision to inform decision-making throughout the organization.
- Collaborate with the Board and staff to develop and implement a comprehensive strategic plan to move toward actualizing the vision; ensuring that the budget, staff, and priorities are aligned with Heal the Bay's core mission and that the plan balances the need for structure and proactive strategies with the need to be flexible and reactive to unforeseen issues such as environmental crises, political and social changes, and changes in labor laws.
- Prioritize and expand efforts to center diversity, equity, inclusion, and access as they relate to the Heal the Bay mission, and intentionally apply an environmental justice lens to all decision-making and strategic planning within the organization.
- Partner with the Board to determine the pace at which priorities can be advanced, decide which projects deserve primary attention, and monitor the rate at which decisions are implemented.
- Monitor trends in nonprofit management to assure Heal the Bay's plans and services reflect best practices and anticipate potential challenges.

### **2. Supporting and Enhancing Advocacy and Education Program Development:**

- Advance the mission of Heal the Bay by prioritizing and promoting programs that align with the mission and support a unified vision for the organization.
- Assure effective implementation of all Heal the Bay programs and services by meeting regularly with leadership to review policies and outcomes, staff performance, and feedback from external partners and the general public.
- Elevate program and service quality through regular assessment of service portfolio for efficiency and effectiveness, alignment with mission, potential for impact, sustainability, and funding.
- Promote programs, services, and events that are produced in a cost-effective manner, employing economy while maintaining a high level of service and responsiveness.
- Guide leadership in exploring innovative new programs, services, and pilot projects consistent with Heal the Bay's mission and goals.





## Position Summary (CONTINUED)

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### **3. Strengthening Heal the Bay's Revenue and Resources:**

- Ensure there is sufficient revenue to meet Heal the Bay's operational needs and strategic goals by increasing the efficacy of current revenue sources and identifying opportunities to develop new sources.
- In conjunction with the Advancement Director and Board, ensure an effective fund development program and the stability and future sustainability of a balanced mix of revenue sources and solicitation programs to include individual giving at all levels; planned giving and bequests; corporate, government, and private foundation giving; events; e-commerce and retail; and fee-based programming.
- Participate actively in identifying, cultivating, and soliciting donor prospects; develop an understanding of the importance of revenue and a sense of urgency throughout the organization; and coach staff at all levels to imbue a culture of fund development as part of the daily responsibilities of the Board and staff.
- Increase efficiency and sustainability in current fee-based endeavors, in particular those connected to the aquarium, and identify opportunities to develop and implement new revenue-generating social enterprise programs.

### **4. Representing and Marketing Heal the Bay Effectively with External Constituents:**

- Serve as chief spokesperson, advocate, and relationship developer for the Heal the Bay brand, on all issues important to the organization, its mission, and the communities it serves, and represent Heal the Bay with various media outlets and at important functions such as community and fundraising events, public meetings, and professional conferences.
- Partner with the Board and staff to develop, implement, and monitor comprehensive, targeted, and proactive marketing and branding strategies to raise awareness of Heal the Bay and communicate the value of its programs and services to external audiences, including donors.
- Build and nurture cooperative external relationships to strengthen Heal the Bay and expand its reach. Constituents could include, elected officials and policy makers, corporate, community, and civic leaders, foundations, other nonprofit leaders, the general public, media (traditional and digital), and donors.
- Facilitate the integration of Heal the Bay into the fabric of the communities it serves, expanding and strengthening its reach and impact through proactive marketing and direct involvement with business, political, and community leaders.
- Lead the Board and staff in developing and implementing comprehensive plans to elevate Heal the Bay's role in advocacy and strengthen the organization's ability to drive policy change to better support its mission.
- Encourage and empower the Board and staff to also serve as external ambassadors and relationship developers to further Heal the Bay's mission.





## Position Summary (CONTINUED)

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### 5. *Strengthening Heal the Bay's Infrastructure and Operations:*

- Provide overall leadership and direction of all Heal the Bay activities, managing day-to-day operations, finance, HR, IT, etc., to ensure the organization is operating in an effective, efficient, and fiscally responsible manner.
- Maintain the financial health of the organization, including developing long- and short-range financial plans, monitoring the budget and ensuring sound financial controls are in place; set financial priorities to support the needs and goals of Heal the Bay programs, services, and staff.
- Assess the condition and usage of existing facilities, technology, and resources, and develop strategies to meet future facility and resource needs.
- Analyze current operating practices and costs and identify and explore opportunities to increase efficiency, cost-effectiveness, and impact; using data and research to inform key decisions.
- Stay informed of best practices and innovations in finance, human resources, revenue development, aquarium operations, and overall nonprofit management and governance, and as appropriate, adapt these to create maximum impact within Heal the Bay and for the communities it serves.



### 6. *Sustaining and Supporting a Vibrant Staff Culture:*

- Provide consistent leadership and clear direction to members of the leadership team and staff at all levels. Define organizational and individual goals, specify responsibilities and accountabilities for management personnel, and evaluate staff performance regularly.
- Deploy resources efficiently and effectively, working with the leadership team to balance staff workload and effort, and provide regular feedback and development opportunities so staff can continuously grow and improve.
- Inspire and mentor staff, and promote a caring, professional, and efficient work environment that actively prioritizes diversity and inclusion, encourages innovation, supports professional development, and promotes the success of all staff in establishing, executing, and achieving goals that further the vision of Heal the Bay.
- Promote a culture that facilitates cross-functional collaboration and strengthens communications throughout the organization.





## Position Summary (CONTINUED)

### 7. *Facilitating Governance and Board Development:*

- Cultivate a strong and transparent working relationship with the Board and ensure open and regular communication about the measurement of financial, programmatic, and impact effectiveness against stated milestones and goals.
- Partner with the Board Chair to enable the Board to fulfill its governance functions and facilitate the optimum performance by the Board, its committees, and individual members.
- Help the Board and its fund development committee(s) design, implement, and monitor viable fundraising plans, policies, and procedures, and guide and enable board members to participate actively in Heal the Bay’s fund development process.
- Collaborate with the Board and staff to maintain strong relationships with current strategic partners and funding sources and engage and empower board members to participate in efforts to build new relationships to benefit Heal the Bay and its mission.
- Work toward the creation of a more diverse and committed board, helping to identify and recruit effective board members who represent a diverse range of demographics, including age, gender, ethnic and cultural background, industry, and area of professional expertise.



## Candidate Profile

The successful candidate will be a collaborative, transparent, and proactive leader with the professional experience and leadership attributes to inspire respect and shared vision among Heal the Bay’s leadership, staff, and board, and among the members and communities Heal the Bay serves. This leader will bring a servant leadership approach that prioritizes the needs of the community and staff, as well as an understanding and appreciation for Heal the Bay’s rich history and mission, along with a vision for its future.

The CEO will have demonstrated ability in organizational administration with ten or more years of relevant leadership and management experience. This executive will bring a deep passion and commitment to improving water sustainability, health, and safety, and should have a strong knowledge base and appreciation of the opportunities and challenges facing the coastal waters and watersheds in Greater Los Angeles. The ideal candidate will value a science-based approach to leadership, ideally gained through direct experience in an organization focused on water environmental education and advocacy. This leader will also have many, if not all, of the qualifications and attributes listed in the following seven priority areas, which match those listed in the Position Summary section:





## Candidate Profile (CONTINUED)

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### 1. Visionary and Strategic Organizational Leadership:

- An action-oriented leader, with proven success driving unified vision, change, and growth within an organization and translating broad goals into achievable steps.
- Exceptional deductive reasoning, critical thinking, analytic, strategic planning, and synthesis skills, with the intellectual curiosity and willingness to encourage and champion innovation, and the ability to generate buy-in and develop consensus and excitement for new ideas, while maintaining a sense of urgency and commitment to results to keep initiatives on track.
- An entrepreneurial, self-motivated, confident and influential style that is coupled with sensitivity and flexibility. A leader who is an advocate for growth and change and achieving results collaboratively.
- A forward-thinking outlook that embraces diversity, inclusivity, sustainability, technology, wellness, and a wide range of progressive strategies. A leader who considers issues of diversity, equity, inclusion, and access in decision-making and strategic planning, and is mindful biases in their own decision-making and in that of others within the organization.
- Character and substance: a person with the highest ethical and professional standards, as well as the ability to manage the most sensitive and challenging issues with tact, diplomacy, and discretion.
- A humble, trustworthy, accountable leader, with a genuine interest, strong alignment, and commitment to Heal the Bay's mission.



### 2. Advocacy and Education Program Development:

- Track record of leading high-quality, productive, efficient, advocacy-focused programs highly desired. In-depth programmatic knowledge gained from experience within an environmental, water, science-based organization focused on policy and advocacy is preferred.
- Success partnering with program leadership and the Board in assessing efficiency and effectiveness of programs and services, and developing new programs to further an organization's mission.
- An understanding of the importance of civic and community engagement, with a community-centered approach that prioritizes including local civic and community leadership in implementing water policies and projects.





## Candidate Profile (CONTINUED)

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### 3. *Resource Management and Development:*

- Demonstrated success increasing efficiency of existing revenue sources and/or developing and implementing new revenue-generating strategies.
- Track record of partnering with staff and Boards in creating and implementing successful development plans and long-term fundraising campaigns through multiple revenue streams, including individual and major giving, corporate and foundation giving, planned giving, events, government contracts, e-commerce, and fee-based programming.
- Ability, willingness, and desire to fundraise and build relationships to secure the financial success of an organization, while promoting its mission.
- Experience building and leveraging relationships for the benefit of an organization, including utilizing relationships to identify and secure revenue.
- Prior success partnering with staff to build individual and corporate giving programs; identifying prospects, cultivating new donor relationships, and closing on individual gifts of \$10,000 or more and corporate sponsorships and partnerships of \$50,000 or more on a regular basis highly desired.

### 4. *Communications and External Relations:*

- Strong written and oral communications skills, as well as the listening and interpersonal skills to serve as an enthusiastic, charismatic, and credible ambassador for Heal the Bay. Must be comfortable with public speaking with and being interviewed by a range of media outlets. Spanish fluency a plus.
- Proven ability to build and nurture meaningful, lasting relationships with internal and external stakeholders at all levels, and to educate, influence, and motivate key audiences, including staff, board, elected officials and civic leaders, key business leaders, peer organizations, the media, or other individuals who have an interest in the mission of Heal the Bay.
- Enthusiasm about utilizing social, cultural, political, and business relationships across the city, region, state, country, and world to advance the mission of Heal the Bay.
- Deep experience and connections across a variety of sectors within Greater Los Angeles, and Southern California, including local political, civic, and corporate leaders highly desired.
- Track record of success partnering with staff and/or board members in developing and implementing strategies to increase visibility and awareness, and/or advocate for an organization, program, or individual desired. Experience, skill, and ability in advocacy, government relations, marketing, public relations, issues management, and/or social media marketing preferred.





## Candidate Profile (CONTINUED)

### 4. Communications and External Relations (Continued):

- Cultural humility and a commitment to equity and inclusion. Must embrace diversity of all kinds and respectful of a wide range of backgrounds and experiences.
- Experience guiding and enabling staff and board members to serve as external voices and connectors for the organization.



### 5. Operational and Administrative Leadership:

- Demonstrated success integrating and coordinating diverse areas of management. Experience overseeing the following areas is highly desired: finance; human resources; fund development; marketing and communications; facilities management and development, planning and evaluation; data analytics; and governance. Working knowledge of general business operations in a nonprofit environment required.
- A financially savvy leader with strong business acumen, solid financial grounding, and a track record of effective budgeting and resource allocation, with the ability to identify and explore opportunities to increase operational efficiency and impact.
- Strong understanding and demonstrated track record of success utilizing technology for a range of functions, along with an appreciation for research and analytics and how data can inform and educate decision-making.
- Ability to oversee the management of day-to-day details while maintaining a big-picture organizational view. Prior experience successfully navigating an organization through growth and/or change desired.





## Candidate Profile (CONTINUED)

### 6. Staff Management and Support:

- Demonstrated success managing and motivating staff across a range of functional disciplines, with experience recruiting, developing, leading, evaluating, and retaining a diverse and productive team of programmatic and administrative staff.
- An accessible, caring, facilitative leadership style, with the ability to mentor, inspire, and empower staff with respect and kindness; a commitment to transparency, collaboration, and fairness; and the ability to balance these with the needs for expediency, decisiveness, and accountability. Ability to demonstrate a strong sense of personal accountability and requires the same discipline from staff.
- Success building a unified organizational culture, with collaborative, cross-functional teams.
- A leader who acknowledges and celebrates individual and collective staff success.
- Track record of prioritizing and promoting the professional development of staff, leadership, and of self.



### 7. Governance and Board Development:

- Experience partnering with a board in leading organizational change, including the skill and ability to deal effectively with demanding situations, assessing all factors, and developing and implementing successful solutions is highly desired.
- Track record of facilitating strategic alignment within a board, ensuring a fair and balanced planning process that prioritizes the mission and vision of the organization.
- Success engaging a board to actively participate in fund development endeavors while also enhancing giving from individual board members.
- Experience identifying and recruiting effective and engaged board members that represent a diverse range of demographics is preferred.





Heal the Bay

## Education and Certifications

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Bachelor's degree or equivalent combination of relevant education and experience required. An advanced degree is preferred. Bilingual or multilingual a plus.

## Compensation

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The starting salary is offered at \$175,000 annually. Heal the Bay offers an excellent benefit package including health insurance and a retirement savings plan as well as a flexible workplace and positive, supportive team members.

## Procedure for Confidential Candidacy

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Submit resumes or nominations, with assurance of confidentiality, to Berkhemer Clayton, Inc.:

Ben Lambert  
Senior Vice President  
Head of Higher Education, Healthcare, & Nonprofit Practice  
213.621.2105  
[ben@berkhemerclayton.com](mailto:ben@berkhemerclayton.com)

## Commitment to Diversity and Inclusion

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Heal the Bay and Berkhemer Clayton, Inc. are committed to a process of diversity and inclusion. We welcome all qualified candidates for consideration.

Heal the Bay is an Equal Opportunity employer, and does not discriminate on the basis of race, color, national origin, ancestry, religion, gender, sexual orientation, age, physical disability, mental disability, marital status, veteran status, genetic information, or any other characteristic which may be specified by law or organizational policy.

