



POSITION SPECIFICATION

Chief Operating Officer

Crystal Cove Conservancy and Crystal Cove Management Company seek an experienced COO to lead operational and property management to support the preservation and sustainability of Crystal Cove State Park.

SEARCH CONDUCTED BY

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The logo graphic for Potrero Group consists of two parallel diagonal lines, one blue and one green, extending from the bottom right towards the top left.

About Crystal Cove Conservancy



Crystal Cove Conservancy (The Conservancy) is the nonprofit public benefit organization dedicated to the protection, preservation, and sustainability of Crystal Cove State Park, located on the traditional and unceded lands of the Acjachemen and Tongva Tribal Nations.

Rooted in saving this rare piece of California's natural resources and cultural history, Crystal Cove Conservancy and California State Parks have worked together to develop a unique social enterprise model. Crystal Cove Conservancy, the contracted nonprofit partner to Crystal Cove State Park, and Crystal Cove Management Company (CCMC), a wholly owned subsidiary of Crystal Cove Conservancy and the contracted concessionaire to Crystal Cove State Park, work together to create equitable opportunities for access to the coast and coastal accommodations.

The Conservancy and CCMC use revenues earned in the concession operations to further The Conservancy's primary mission to develop and implement innovative educational programs that engage K-12 students and community members in place-based conservation that restores and protects miles of precious California coastline and thousands of acres in the backcountry. By cultivating the next generation of scientists who will care for public lands and promote access for historically excluded communities, The Conservancy and CCMC work to ensure that Crystal Cove, and as importantly, places like it, are protected for generations to come.

For more information, visit CrystalCove.org.



The Opportunity

As a member of the leadership team and a partner executive to the President & CEO, The Conservancy's Chief Operating Officer (COO) is a key organizational strategist and holds primary responsibility for the management of Crystal Cove Management Company, a for-profit company. The COO is also responsible for concession operations and internal affairs to advance The Conservancy's broader mission to increase equitable access to public lands, science learning, and the environmental cause itself and to promote an inclusive organizational culture that expands the diversity of staff, visitors, and supporters.

The coming retirement of CCMC's founding president creates a unique leadership-level opportunity with one of California State Parks' largest and most successful partnership operations. A rarity in state parks, the combined nonprofit and for-profit operations of Crystal Cove Conservancy allow its team to pursue business innovation and a profitable bottom line to reinvest in the young people who will care for the coast and the planet for years to come. The Conservancy will also begin opening 22 additional overnight accommodations in phases over the next four years, beginning in mid-2022. These units will eventually double the Park's capacity for overnight stays and require strong leadership as The Conservancy and CCMC manage this unprecedented growth.

In collaboration with the leadership team and directly overseeing a growing concession staff

of 15 and an Interpretive Store staff of eight, the COO is responsible for operations of overnight cottage rentals and oversight of the subconcessionaire which manages two full-service restaurants providing food service in the Park: The Beachcomber Café and the Crystal Cove Shake Shack. The COO also holds primary responsibility for maintenance and special projects for the Historic District and the 46 historic structures that comprise it. As The Conservancy restores 17 cottages on the North Beach, a \$45M+ capital project, and its 22 rental units come online beginning in 2022, the COO will also be responsible for that operational expansion.

This position will hold key responsibility for financial oversight of the concession operations, the jointly held Facilities Improvement Account, and the management of interactions between State Parks and the concession operations, including the subconcessionaire. As such, this role will require a strategic whiz with a talent for cultivating relationships, proven negotiation and project management skills, and a keen eye for financial analysis and planning.

While the COO's primary focus is the concession, they will also play an essential leadership role within The Conservancy as a whole, collaborating with the leadership team to support the nonprofit side on donor relations, events, and marketing and communications to increase awareness and support for The Conservancy's mission.



Responsibilities

ORGANIZATIONAL STRATEGY

- In collaboration with the leadership team and Board of Directors, the COO will help set short- and long-range organizational strategy to fulfill the organization's mission.
- Serve as internal consultant to the President & CEO, VP Programs & Strategy, CFO, and other key stakeholders on all concession and operational matters, making recommendations and suggesting proactive strategies to keep The Conservancy moving toward mission fulfillment.
- Set annual strategy for the concession operations, including financial projections, special projects, contract compliance, and equity advancement.
- Participate in all internal strategic planning, including advancing equity and program expansion, to ensure alignment of plans for the nonprofit with plans for the for-profit.
- In collaboration with the President & CEO, Communications Manager, and staff Justice, Equity, Diversity, and Inclusion (JEDI) Committee, create and implement a marketing strategy to increase awareness of The Conservancy and its mission and promote equitable access to the Park, and the Cottages in particular, for people from lower-income and historically excluded communities.
- Manage contract compliance and occasional contract negotiations with California State Parks and ensure that CCMC is generally in regulatory and legal compliance.
- Oversee and manage CCMC's Board of Directors which meets at least annually and participate and support quarterly Conservancy Board of Directors' meetings, quarterly Executive Committee meetings, and represent The Conservancy as a board member for California Parks Hospitality Association, a statewide organization representing concessionaires with California State Parks.
- In collaboration with the Leadership Team, provide support for The Conservancy's HR practices to manage HR and compliance issues and create a vibrant, inclusive culture that promotes the well-being of staff and the organization.

"This is a critical role at The Conservancy and a unique opportunity for someone to bring their business sense and management experience to bear in a way that will have a lasting impact in the lives of the students who learn with us and, in turn, the planet we all call home. The office location doesn't hurt either..."

Kate Wheeler, President & CEO,
Crystal Cove Conservancy

Responsibilities

CONCESSION OPERATIONS

- Oversee day-to-day cottage operations managing a staff of 15, including a Cottages Manager, guest service team, maintenance, and housekeeping teams, and manage the required staff growth to support the North Beach cottages as they are put in service.
- Provide oversight and management for all budgets, forecasts, financial plans, and processes for CCMC.
- Manage subcontract with Beachcomber Restaurant Group, including contract compliance, financial oversight, project and maintenance requests, and all communications between the subconcessionaire and State Parks.
- Manage all contract issues with concession and subconcession contracts, including compliance and reporting.
- Oversee all contracts and relationships with vendors and contractors, including housekeeping contractors, project contractors, repair and maintenance companies, and operational suppliers.
- In collaboration with other leadership team members, work to advance The Conservancy's efforts to connect with and serve diverse communities that have been historically excluded from open spaces in Orange County and promote an internal culture of inclusion and belonging for people from all backgrounds at The Conservancy.
- Oversee the Park Interpretive Store and provide direct supervision to the Store Manager.

NORTH BEACH RESTORATION

- Provide leadership-level support to the project team restoring the North Beach cottages, including managing sourcing and procurement for all furnishings, fixtures, and equipment for the newly restored cottages as they come online over the next four years.
- Manage operational expansion requirements as each new group of cottages come online over the next four years.





Desired Experience and Competencies

As a key member of the leadership team, the COO will be a strong and focused professional with proven project management, supervisory, negotiation, and planning skills. The COO must be enthusiastic, flexible, collaborative, and able to set goals and operate independently. The ideal candidate will have at least seven years of experience in a similar role; Bachelor's degree in a related field is required, and an MBA, MPA, or other advanced degree is preferred. Experience in both nonprofit and for-profit environments is strongly desired.

The ideal candidate will bring significant experience in contract negotiations, maintenance or construction, project planning, and financial and personnel management and can demonstrate the ability to achieve goals and meet deadlines while managing multiple projects. Understanding of equity and inclusion and a commitment to its advancement is essential. Spanish or other language proficiency is a plus.

Knowledge of Crystal Cove Conservancy, its mission and programs, and the Park is helpful. Experience in concession operations, parks, or social enterprise is strongly preferred. Most of all, the candidate must have a passion for protecting and preserving the coastal environment and creating more opportunities for access to it. Weekend and evening work may be required.

PHYSICAL REQUIREMENTS

Due to the location of The Conservancy and CCMC's offices, this position requires certain physical abilities. These requirements include, but are not limited to:

- Ability to climb stairs and negotiate uneven and unpaved surfaces.
- Must be able to remain in a stationary position 50% of the time.
- Must be able to constantly operate a computer and other office productivity equipment, such as a printer or calculator.

Crystal Cove Conservancy provides equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, sex, age, disability status, gender identity, gender expression, or genetics. Members of groups that have faced historic barriers to environmental access are highly encouraged to apply.

To Apply

Interested candidates should apply by **January 28, 2022** for priority consideration.

Please send an email to crystalcovecoosearch@potrerogroup.com with the subject line “Crystal Cove Conservancy COO Search”. Applications should include a resume and a cover letter describing your qualifications that match the position criteria and what you will bring to the role.

STATUS

Full-time; exempt.

COMPENSATION

We offer a competitive compensation package with a starting range of \$135,000–\$155,000 annually and participation in The Conservancy’s Executive Bonus Pool which allows for a 10% performance bonus based on individual and organizational performance.

Benefits include paid time off, medical/dental insurance, long- and short-term disability insurance, life insurance, and retirement plan contribution. Relocation assistance will be offered if necessary.

REPORTS TO

Crystal Cove Conservancy President & CEO

LOCATION

Crystal Cove State Park Historic District, Newport Coast, CA; flexible remote work for a portion of each week is possible.

FOR MORE INFORMATION

More information on this position is available at <https://potrerogroup.com/executive-search/ccc-coo-search.com> or contact: Andrew Leider, Managing Director, Potrero Group, aleider@potrerogroup.com



Potrero Group is honored to coordinate the Chief Operating Officer hiring search on behalf of Crystal Cove Conservancy. Supporting an innovative conservation organization is in perfect alignment with Potrero Group's commitment to providing rigorous strategy and business planning, organizational effectiveness, and nuanced search services to mission-driven organizations. Potrero Group supports innovative leaders and organizations making a difference in the world.

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