



JOB OPENING ANNOUNCEMENT FOR PRESIDENT/CEO OF REDWOOD FOREST FOUNDATION, INC AND USAL REDWOOD FOREST COMPANY LLC, its wholly owned subsidiary

The Redwood Forest Foundation, Inc. (RFFI) was conceived out of the “timber wars” of the 1990’s. Brought together by a common goal, a diverse group of activists, timber interests and community leaders set about creating a new model - a community working forest for the long term benefit of the communities reliant on those assets. Working together in deep appreciation of the intrinsic and economic value of redwood forests, they developed a vision and a new nonprofit framework that would own and manage forests for timber production while returning them to a healthier state and retaining high quality jobs in the process. Honoring the diverse voices of the community, they committed to sustainable principles that carefully balance social and ecological considerations with the long-term economic health of the region. Utilizing commercial sector funding, RFFI was able to acquire a 50,000 acre forest and retain local management committed to stewarding the land sustainably. RFFI’s mission is recognized as a unique and powerful idea for community-based resource management. Now RFFI is actively working to ensure the success of this idea.

Position Overview

The President, reporting to the Board of Directors through the Chair of the Board, is responsible for managing and leading RFFI. RFFI is looking for an experienced leader who can synthesize the long-term mission and vision of RFFI into an operating strategy and execute a plan that will build financial support and strengthen the organization on all levels. In partnership with our experienced forestry staff and the committed and active working board, the President will lead the development and execution of strategic objectives. Acting upon the policies and goals set forth by the board, the President will be the primary agent for building the organization including growing strategic relationships, developing and directing resources and managing operations.

Key to the success is the ability to operate as a trusted partner to a diverse set of stakeholders and partners. In particular, the President will need to understand and honor the unique configuration of conservation, timber and community interests that brought about the formation of RFFI in order to successfully negotiate the deeply felt commitment to the values of each voice.

RFFI currently operates with a forestry staff of five and 3.5 additional FTE supporting programs, partnerships, fundraising, communication and finances. It will take a well-rounded leader equally capable of managing complex finances and operations, building financial support, and connecting community strategy to daily work. The successful candidate will have exceptional communications skills, strong operational skills and a deep respect and passion for developing RFFI’s vision.

Background

It took ten years of perseverance, but in 2007, RFFI entered a bid to purchase the 50,000 acre Usal Redwood Forest (Usal), which was on the market and was threatened by forest fragmentation. Seizing this opportunity to create a community forest, the Foundation purchased the property through an

innovative financing structure. The original \$65 million purchase was structured in three loans with the expectation that the sale of a conservation easement would both ensure its future as a working forest and pay down a portion of the debt. After some delay, in 2011, RFFI was able to conclude a conservation sale that sold 957 acres to the Save the Redwoods League and received funding for a conservation easement now held by CalFire on the balance of 49,000 acres.

The property is typical of coastal forests that have suffered the impact of intensive industrial logging for over 100 years. The historical removal of overstory trees has left hardwoods dominant on much of the land. The long-term vision for the property is a redwood-dominated forest, however converting from the current hardwood dominated structure will require decades of careful management. Usal began hauling logs in 2012 and maintains a consistent, albeit low harvest volume annually allowing the forest inventory to recover from decades of even-aged management and neglect. In 2015 RFFI received certification for Usal under the conservation protocols of the Forest Stewardship Council (FSC)[®] and in 2020, RFFI and URFC received the Forest Stewardship Council[®] Leadership award.

RFFI is also doing its part to address climate change. In 2015, Usal Redwood Forest became the largest carbon sequestration project registered with the California Air Resources Board as part of the CA Cap and Trade program. Revenue from the sale of forest carbon offsets has generated more than \$46 million, used to fund operations, retire bank debt and restore watersheds.

The Usal Redwood Forest has tremendous potential as a community asset. The property is rich in fishbearing streams, diverse wildlife and plant species, and archeological sites. Since 2007, RFFI has been actively restoring the property. In partnership with many other organizations, nearly 26 miles of streamside roads have been decommissioned while others have been upgraded to reduce erosion; 12 miles of salmon habitat has been restored and surveys to assess fish populations are being conducted. Shaded fuel breaks have been established along ridgelines to reduce the risk of wildfire and RFFI in partnerships with local tribal representatives have worked together to form the Chinquapin Springs Acorn Grove which will be used for acorn gathering by local Native Americans.

While many long-term benefits of RFFI's management are decades away, the successful placement of the conservation easement, the impact of restoration projects, the revenue generated by carbon offset sales and the continuation of timber harvests which provide local employment have tangible benefits today.

RFFI has been working diligently to assess and determine ways to manage the forest in a manner consistent with our principles and retain the positive working relationships they have with the community and their financial partners. Balancing the needs of the financial model while honoring the various community voices, will require a careful listener, an expert communicator and an entrepreneurial spirit undaunted by complex issues. While technically almost 25 years old, RFFI is still working to realize it's vision. Continuing to build its programmatic work, community partnerships and outreach as well as financial support is critical. The current strategic priorities include:

- ❖ Integrating community, scientific and indigenous knowledge into our forest management with specific objectives on fire resiliency, carbon capture, climate mitigation and habitat restoration in addition to improved forest productivity.

- ❖ Redefining the relationship between communities dependent on forests and the ownership and management of the timberlands that surround them by deepening connections, strengthening partnerships and expanding roles.
- ❖ Strengthening of RFFI/URFC financial position to allow for sustain management of the Usal Forest as an outstanding example of community driven forestry and a model for other forested lands.

The current operations for RFFI are funded through a combination revenue generated through the sale of carbon offsets and philanthropic support. Programmatic development has been hindered by the need to develop additional philanthropic investment and, if practical, market-based funding streams. The current budget is approximately \$450,000, not including the forestry operation, and staff includes the CEO, Business Manager and administrative support as well as part time contractors supporting fundraising and communication. While key relationships are dispersed throughout the Redwood Region, we prefer this position to be located in Mendocino or Humboldt Counties. A regular and routine presence is likely needed in Fort Bragg, California, where Usal Forest and the forestry staff are located. This past year the board has convened via zoom, however building strong cohesive board relationships necessitates meeting face to face periodically and at the moment, Fort Bragg is centrally located for convening board members.

REDWOOD FOREST FOUNDATION, INC

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Job Title:	President & Chief Executive Officer (CEO)
Reports to:	RFFI Board of Directors
Worksite:	RFFI Offices, 90 West Redwood Ave, Fort Bragg, CA 95437
Allocation:	Full-time
Date:	Updated 12-01-2021
FLSA Status:	Exempt
Compensation:	Salary DOE + benefits (health, dental, vision, life, retirement plan)
APPLICATION PROCESS	Please send a resume and cover letter to: CEO@RFFI.ORG , we will be screening applications as they arrive and will schedule interviews starting the week of January 3, 2022. Questions should be directed to Kathleen Moxon -- CEO@RFFI.org

Principal Duties and Responsibilities

Organizational Leadership

- Establish and maintain a positive working relationship with the Board of Directors;
- Assist Board of Directors in identifying potential future Board members who deepen the capacity of the board to represent various stakeholders and increase its ability to fundraise and fulfill RFFI's mission;
- Work with the Board of Directors to develop and execute strategic plans on a periodic basis for the development of RFFI/URFC, including annual work plans to build the capacity of the organization;
- Work with the Board, Forest Manager and forestry staff, to advance the Stewardship Plan for Usal Redwood Forest;
- Provide the Board with information and resources needed to carry out their work, promptly inform them of all business and policy issues and opportunities that may affect RFFI and recommend appropriate courses of action;
- Present accurate, effective and timely management reports to the Board and sustain the open communications required for healthy partnership with the Board;
- Lead the development of strong and effective governance at all levels of the organization;
- Facilitate communication and cooperation between the forest managers, community members and community partners so that ideas, and perspective can be shared and relationship strengthened;
- Build and manage staff as required; and
- Recommend new policies for Board approval as needed.

Fundraising

- Plan, direct and execute a fundraising strategy focused on raising operating capital for RFFI,

supporting forest related projects and programs, investigate alternate funding for meeting its fiduciary responsibility and for other key initiatives;

- Develop and support fundraising programs including corporate and foundations grants, major gifts, annual support, special events, memorial gifts, campaigns, planned giving and other fundraising programs;
- Monitor and pursue grants from federal and state governments as well as private foundations, and work with the board and staff in the submission of grant proposals and presentations;
- Work with the board and staff to facilitate and develop a culture of fundraising within the organization;
- Facilitate the preparation, content and timing of direct mail, online marketing, and collateral pieces to promote RFFI's activities and encourage charitable gifts, and;
- Direct the documentation and stewardship of RFFI's donors and related tree planting program, ensure that donor records and acknowledgements are maintained in accordance with appropriate standards and practices.

Finance and Operations

- Maintain an open and direct working relationship with financial partners in order to actively and advantageously manage fiduciary responsibilities;
- Develop and manage RFFI's annual budget. Implement the annual budget, including both the expenditures and the realization of revenues through successful fundraising and earned-income development;
- Oversee development of Usal Redwood Forest annual budget that is prepared by the Forest Manager and its integration with the RFFI budget to create an integrated organizational budget,
- Monitor and ensure organizational transparency and compliance with California statutes, the conservation easement, Forest Stewardship Council (FSC) certification, IRS regulations governing nonprofit corporations and other agreements, certifications and regulations;
- Direct the URFC forest carbon compliance offset program in coordination with the Forest Manager. Annual tasks include managing the contract Program Coordinator in the inventorying of Usal Forest carbon and preparation of the Offset Program Design Report, registration of the project with the Climate Action Reserve and California Air Resources Board, and negotiating offset annual sales. It also includes working with the RFFI Board to budget and approve annual sales, reporting to and negotiating with Bank of America and their counsel to secure consent for sales, and providing the bank with settlement documentation to complete distribution of proceeds between debt payment and URFC operating reserves; and
- Negotiate purchase and funding of land acquisitions, including the Reist Ranch.

External Relations

- Reach out and represent the organization to a wide range of community members and constituencies throughout the region and nationally to connect the broader public to RFFI's work; expand awareness of RFFI's achievements and effectively make the case for supporting the Foundation;
- Establish and maintain positive relationships with actual or potential funders, key stakeholders and the community-at-large including state and regional government, institutions and organization, business, professional, conservation and education leaders,

- service organizations and other that share an interest in the work of community forestry;
- Oversee the cooperation and participation of partner groups, legislators, media representatives, business, environmental nonprofits, civic groups and the general public to further the goals of RFFI; and
 - Communicate effectively to all groups regarding the mission and programs of the Foundation, establish a trustworthy, transparent and visible presence of the Foundation in the community at large.

Program Management

- Evaluate and propose new programs to further the mission of RFFI and foster the development of long term community participation and support for RFFI's work. Ensure all programs bring value to the organization and are sustainably funded;
- In collaboration with key partners, identify regional needs that are appropriate for the Foundation to address and bring them forth for consideration and prioritization as programs;
- Develop programs related to future land acquisitions, including the Reist Ranch; and
- Develop, maintain, and present performance metrics, benchmarks and targets to measure the programmatic effectiveness and ensure the confidence of funders.

Supervision Received

Supervision is provided by the RFFI Board of Directors.

Supervision Exercised

Direct supervisor of the URFC Forest Manager, Business Manager and Administrative Assistant and other RFFI staff and contractors

Qualifications

Specific desired skills

- a. Demonstrated understanding of the legal, financial and ethical requirements of nonprofits;
- b. Significant leadership experience and achievement in the private, public or non-profit sector;
- c. A background in forestry, conservation biology, resource management or experience in roles that provide insights and knowledge of these disciplines;
- d. Demonstrated success planning, executing and raising significant operating and program funding;
- e. A high degree of financial acumen; including budget development and management, analyzing and presenting financial information.
- f. Experience working with boards, including meeting agenda development, identifying the appropriate decision making level based on law and organizational policy, provision of timely and appropriate information supporting the boards need to make decisions.
- g. A track record of building partnerships, coalitions, and alliances in the public spotlight and across sectors, communities and fields of practice;
- h. Understands and embraces the unique and critical role RFFI can play in developing a healthy and sustainable region;

Personal attributes

- a. A passion for the idea of working forests and a belief in their capacity to transform communities;

- b. An energetic, entrepreneurial mindset that combines analytical skills with political savvy;
- c. Clear competency in articulating a vision that motivates internal and external stakeholders toward common goals;
- d. An inclusive, transparent, consensus-building leadership style both in and out of the public spotlight that inspires and builds trust;
- e. Strong listening skills combined with excellent written and oral skills;
- f. High integrity and a commitment to personal and professional excellence; Highly collaborative and transparent;
- g. Politically astute, able to navigate a complex social network, and
- h. Strong work ethic coupled with an optimist' enthusiasm and a pragmatist's desire for action.