

Position and Candidate Specification



KEEP AMERICA
BEAUTIFUL

Chief Executive Officer

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About Keep America Beautiful

Keep America Beautiful (KAB) envisions a country where every community is a clean, green and beautiful place to live. Its mission is to inspire and educate people to take action every day to improve and beautify their community environment.

KAB believes:

- People and places are profoundly interconnected
- Thriving communities are rooted in individual responsibility and action
- Behavior change, including education, is the foundation for lasting impact
- Research and data inform education, policy change, and action
- Positive change happens when people work together

Established in 1953, KAB was the brainchild of a group of corporate and civic leaders who brought the public and private sectors together to develop and promote a national cleanliness ethic. Today the organization is driven by the work and passion of more than 700 community-based affiliates, more than five million volunteers, and the support of corporate partners, municipalities, elected officials and individuals. KAB provides the expertise, programs and resources to help people end littering, improve recycling and beautify America's communities.

End Littering

For nearly seven decades, KAB has served as the country's nonprofit steward of litter prevention. Litter is more than just a blight on our landscape: it is costly to clean up, impacts our quality of life and economic development, and eventually ends up in our waterways and oceans. KAB's 2020 National Litter Study – led by academics, social scientists and leading researchers – is the most comprehensive study of litter in America, and will guide and inform policy decisions in communities across America for years to come. Armed with data, KAB is uniquely positioned to lead in delivering impactful programs, tools and educational models – and to inform policy -- to end littering in America.

Improve Recycling

KAB works collaboratively with a range of community leaders and other stakeholders to improve recycling in America. KAB's work is focused on making away from home "on-the-go" recycling more convenient, and by educating and engaging individuals to recycle more of the right things the right way in order to create jobs, cleaner greener communities, and to enable a circular economy.

Beautify America's Communities

To ensure beauty is our lasting signature, KAB works with millions of volunteers on beautification and greening programs that impact more than 20,000 communities annually. Through programs such as the Great American Cleanup and Community Impact Grants, KAB's actions lead to native species plantings, sustainable community gardens including fruit and vegetable gardens, tree plantings, urban forestry, vacant lot transformation, graffiti

abatement, fighting blight and more. And, KAB helps build stronger, more resilient communities through its RETREET program focused on disaster response tree planting.

KAB delivers tangible and meaningful financial returns for communities nationwide. On average, KAB affiliates provide \$34 in measurable community benefits for every \$1 invested by local governments. Through the Great American Cleanup, its signature community improvement program, KAB delivers an annual average of more than \$175 million in measurable benefits to the communities it serves throughout the country.

ADDITIONAL INFORMATION

After nearly five years of service as Keep America Beautiful President and CEO, Dr. Helen Lowman has decided to step down from her role at the organization at the end of 2021. Highlights from her tenure have included: completion of a highly inclusive and effective strategic planning process that gave the organization a road map for success; acquisition of the nonprofit RETREET focused on disaster response tree planting; and development of a portfolio of digital programs and offerings allowing the organization to drive impact during the pandemic.

Headquartered in Stamford, Connecticut, Keep America Beautiful operates with an approximately \$8 million budget and 21 staff. For more information, please visit <https://kab.org/>.

Keep America Beautiful's next CEO will be a transformational leader who can bring new thinking and approaches to the organization and build on KAB's momentum by personally engaging and leading a robust, expanded development plan, and by embedding KAB's theory of change with key stakeholders to inspire collective action. This person will accelerate an expanded development strategy that demonstrates how KAB's value proposition helps stakeholders advance their goals.

Reporting to the Board of Directors, the President and Chief Executive Officer (CEO) of KAB will plan and execute all activities and operations of the organization, based on a strategic vision developed in collaboration with the board. Specifically, this leader will be responsible for the overall leadership, administration and management of the organization, including strategic planning and fundraising, public relations strategy, administration, personnel, and fiscal management.

As the face of Keep America Beautiful, this leader will establish alliances and relationships that must be optimally leveraged to maximize community impact. This includes maintaining and growing a robust network of state and local affiliates across the country, and strengthening this network by providing reciprocal value and inclusive partnership that builds upon the network's deep expertise. As the strategic and operational steward for the organization, the CEO will be focused on building financial and social capital, civic will and the ability to expand KAB's sphere of impact.

KAB maintains a principal office in Stamford, Connecticut, and it has both local and remote employees. Due to the nature of this position and the travel required, the location for this role is flexible.

KEY RELATIONSHIPS

Reports to	Board of Directors
Direct reports	Chief Development Officer Chief Marketing Officer Chief Operating Officer Comptroller
Other key relationships	~700 KAB state and local affiliates Corporate and program partners Private donors Regional and state recycling organizations State governments, municipalities and public officials 5,000,000+ volunteers

KEY RESPONSIBILITIES

- Advance KAB's mission by providing strategic vision and leadership; establish and execute the organization's objectives and priorities while measuring the impact and results of those activities.

- Collaborate with the Board of Directors and the management team to ensure the short- and long-term fiscal health of the organization.
- Strengthen brand awareness, relevance, and profile of Keep America Beautiful, driving more engagement and momentum with a fresh, modern energy.
- Cultivate, strengthen and broaden the donor community, leading efforts to diversify funding streams by securing major grants, donations and partnerships from a diverse range of entities including corporations, community and private foundations, Federal grants, individuals and others. The Board is particularly exploring a major initiative to diversify and add to the traditionally corporate funding base through direct-to-consumer and individual donor cultivation.
- Proactively approach CEOs and senior leaders to communicate KAB's value proposition, develop relationships, open doors, and secure new funding sources from corporate and program partners and private donors.
- Maintain the energy and engagement of key stakeholders, including a strong affiliate base, involved state and local governments and an expansive volunteer network.
- Translate KAB's vision and mission into the most effective programs, practices, standards and research that satisfy the short-term needs of the affiliates and long-term needs of the Keep America Beautiful mission; this includes a thorough evaluation of current programs.
- Serve as the primary spokesperson for Keep America Beautiful, e.g., speaking at national press conferences and local events and participating in print and television interviews.
- Ensure the organization maintains the digital and technological infrastructure that delivers content management system and donation tools to the KAB community through sound investment and prioritization.
- Manage an \$8 million budget and the organization's financial reserves.
- Continue to develop, manage, diversify and motivate the KAB team, recruiting new talent as necessary.

DESIRED OUTCOMES

- A refined value proposition that inspires existing and new stakeholders to become even more invested and engaged with the organization.
- A focused set of organizational priorities that leverage KAB's strengths.
- Long-term financial sustainability with consistent growth and diversified revenue streams.
- Strong staff morale, performance, and retention.
- Best practices in organizational processes and an effective operating rhythm.
- A culture of trust and partnership between KAB and the affiliate network.
- A focus on diversity, equity, and inclusion in all aspects of the organization.
- Renewed brand strategy resulting in increased brand awareness, engagement, and relevance.
- Innovative and expanded programming.
- Technology is leveraged to drive innovation and efficiency as well as to create institutional momentum.

KAB's next CEO will be an accomplished leader from the corporate, non-profit, or public sector with the presence and credentials to inspire, motivate, and lead the various constituencies that the organization serves. This executive will be a true collaborator who will drive key initiatives including delivering innovative and expanded programming, building a shared vision to inspire and educate people to take action every day to improve and beautify their community environment, expanding the KAB brand, exploring options to enhance delivery of services and continuously achieving organizational excellence.

IDEAL EXPERIENCE

Significant leadership and management experience

A track record of leadership and management experience with direct accountability for results and financial success in a large, diverse and highly visible organization; strong business and financial acumen.

Spokesperson experience

Experience serving as a credible and compelling “face and voice” of an organization, with exposure to national media and public speaking before large, high-profile groups.

Stakeholder management experience

Familiarity with building consensus and collaboration in a position of leadership, effectively engaging with internal and external stakeholders to build trust and gain broad buy-in on organizational goals and strategic direction.

Demonstrated success in building and working constructively with a Board of Directors

Resulting in the ability to quickly build relationships with an understanding of board governance best practices.

Resource development experience

Experience in defining and articulating a value proposition and sense of purpose to current and potential donors and securing resources from various sources, including corporations, foundations, individuals and the government.

Nonprofit understanding

Exposure to a mission-driven organization, ideally with an affiliate/network structure and/or a public/private partnership model, that results in an understanding of the nuances of the nonprofit environment.

CRITICAL LEADERSHIP CAPABILITIES

Resource and Relationship Development

In a climate in which funding for non-profit organizations is particularly challenged, this leader will build and strengthen support by bringing:

- Strategic and creative thought leadership to fundraising, leveraging his/her and the board’s networks to diversify and expand the organization’s revenue streams, particularly with respect to individual donors;

- The ability to develop and articulate KAB's core message and value proposition with charisma, passion and authenticity;
- An understanding of the trends in funder and community needs, and the ability to build the systems, supports, and deliverables to respond to those trends;
- The ability to intuitively link KAB programming to evolving funder and community needs by articulating how KAB programs create added value to donors;
- Excellent cultural agility and a capacity for networking, partnering, facilitation, alliance building and relationship management globally among highly diverse groups of people;
- Active listening skills to understand diverse viewpoints, and the ability to bring participants to a collective decision; and
- An outstanding ability to lead through influence, persuasion, inspiration and motivation.

Organizational Leadership

This executive will successfully harness the passion and tireless mission commitment of the staff, affiliate network, Board, and volunteers by serving as a unifier, team builder, mentor and motivator. This includes:

- Ensuring that KAB's organizational structure and management systems are transparent, synergistic, effective and leverage best practices;
- Dedicating time and resources to develop and motivate staff in a hybrid environment, and to encourage cross-functional collaboration allowing for new approaches, ideas and strategic thinking to occur;
- Engaging and empowering others, holding them accountable and positioning teams for success;
- Setting an example of "humbly serving" the mission and inspiring others in the organization to do the same, modeling and creating a culture of openness, transparency, inclusion and accountability;
- Demonstrating a genuine commitment to improving and beautifying communities and environmental community engagement, and a willingness to take appropriately calculated risks in service to that commitment; and
- Building a culture of respect and responsibility, and an inclusive workplace and network environment, that is aligned with a broader organizational equity agenda.

Strategic Leadership

In this highly visible role, the CEO will advance KAB's mission and move the organization into renewed relevance by:

- Leading change and growth, creating a compelling vision for the future and unifying the management team and the affiliate network behind it;
- Keeping the organization "on mission" while thinking expansively about the organization's potential and driving forward innovation;
- Remaining biased toward action, with a willingness to constructively challenge current thinking and an ability to make reasonable decisions when consensus proves to be unfeasible; and
- Working constructively with the board of directors to develop and execute KAB's strategic plan, setting clear milestones and performance expectations and making adjustments in response to internal and external market dynamics.

OTHER PERSONAL CHARACTERISTICS

- High degree of passion for the mission, values, and outcomes of KAB
- Exceptional "executive presence" that will inspire trust and confidence with CEOs and thought leaders
- A strong will to succeed, persistence and tenacity
- High emotional, social, and political intelligence
- High energy and a willingness to work hard
- Honesty, authenticity and great moral integrity
- Willingness and ability to travel extensively

APPLICATIONS AND NOMINATIONS

KAB is being assisted in this important recruitment by Spencer Stuart. If you wish to confidentially submit application materials or nominate someone to serve as the next CEO, please email:

KABCEO@SpencerStuart.com.