



Position Specification

CALSTART
President & CEO

Our Client

[CALSTART](#) is a mission-driven industry organization with a 32-year history of building the clean transportation sector, creating jobs, improving air quality, and reducing climate change. Evolving from a concept to a coalition, CALSTART plays a pivotal role in removing barriers to the development and adoption of clean transportation technology through market strategies, industry collaboration, and public policy. CALSTART accelerates clean tech transformation in cars, buses, trucks, and fuels.

Founded in 1992, CALSTART partners closely with its member companies to accelerate the pace of technology. With more than 200 employees in offices in California, New York, Michigan, Colorado, Florida and Europe, CALSTART is uniquely positioned to drive the growth of the clean transportation industry by harnessing the support of its more than 240 member companies and building upon the lessons learned from the major programs it manages for the State of California. CALSTART manages more than \$1 billion in vehicle incentive and technical assistance programs in the United States and is leading a global effort to build the zero-emission commercial vehicle market in more than 40 nations. The organization is on pace to distribute more than \$400 million in funds by 2026.

Specific activities on which CALSTART is taking the lead include:

- Demonstrating and developing new clean transportation technologies.
- Conducting assessments and validations, including third-party performance evaluations and business-case analyses of emerging technologies.
- Accelerating market adoption by developing and managing innovative programs that promote cleaner technologies and fuels.
- Engaging in policy work to enhance opportunities and funding for clean transportation.
- Providing member support to help diverse member firms achieve their business and technical objectives, thereby growing the clean transportation sector.

The Role

The President & CEO will have the opportunity to provide strategic leadership to CALSTART during a time of dynamic evolution and change in the industry. This role requires a visionary leader committed to advancing sustainable transportation solutions and driving impactful change in environmental health and policy. The CEO will play a critical role in positioning CALSTART to support the commercialization of clean transportation technologies, particularly zero-emission vehicles (ZEVs) and related infrastructure by working with businesses, governments and research institutions to overcome barriers to adoption and accelerate market growth. Success in these efforts will in turn lead to job creation, energy independence, infrastructure investment, and more global competition.

Key responsibilities include, but are not limited to:

- **Strategic Leadership:** Develop and implement CALSTART's strategic plan, ensuring alignment with the organization's mission and vision. Identify emerging trends and opportunities in the clean transportation sector and position CALSTART for continued success. This may include leading the organization through a period of evolution to ensure CALSTART adapts to market needs and shifting external dynamics
- **Operational Oversight:** Oversee CALSTART's day-to-day operations, ensuring effective execution of programs and initiatives. Oversee budgeting, funding, and resource allocation to ensure the financial sustainability and growth of an organization that managed \$400M in program funds across multiple states.
Program Management: Oversee CALSTART's programs in technology development and demonstration, assessment and validation, market acceleration, and member support. Ensure programs are effectively managed and deliver impactful results.
- **Membership Engagement:** Strengthen CALSTART's membership base by providing valuable services and networking opportunities. Engage members in CALSTART's strategic planning and policy advocacy efforts.

- **Fundraising and Development:** Diversify and grow CALSTART's funding base through grants, contracts, membership, and other revenue streams. Cultivate relationships with funding agencies, foundations, and private sector partners.
- **Policy Advocacy:** Lead CALSTART's policy efforts, building broad industry coalitions to enact policies that support industry growth in adopting clean technology. Represent CALSTART's interests before policymakers at the state, federal, and international levels. Lead efforts in shaping public policies that support transportation decarbonization and clean air initiatives.
- **External Relations:** Serve as CALSTART's primary spokesperson, representing the organization at industry events, conferences, and media engagements. Build and maintain relationships with key stakeholders, including government officials, industry leaders, and community organizations.
- **Team Leadership:** Guide and mentor an accomplished staff, promoting a culture of innovation, inclusivity, and excellence.
- **Board Relations:** Work closely with CALSTART's Board of Directors (Board), providing regular updates on organizational performance and seeking guidance on strategic issues.

The President & CEO will ideally be based in California and expected to spend regular time in CALSTART's Pasadena office, as well as conduct frequent travel to other key markets where the organization operates. This role will be responsible for effectively managing a geographically dispersed and partially virtual workforce across North America and internationally.

The compensation available for the role considers a variety of factors including, but not limited to, work location, individual skill set, previous/applicable experience, and other organizational needs. The estimated salary range for this role is \$300,000 – \$325,000 and the CEO will be eligible for an annual performance bonus. This salary range represents CALSTART's good faith and reasonable estimate of the possible base salary range and is one part of the total rewards package that CALSTART provides to employees.

Candidate Profile

CALSTART is seeking a dynamic, strategic, and collaborative President & CEO who can further the ambitious mission and goals of the organization. This individual will bring a proven track record in strategic leadership roles within the clean energy, transportation, or environmental sectors, ideally having led organizations of comparable scale and complexity. The successful candidate must have versatile leadership skills, an innovative and creative spirit, and the ability to establish a working environment that fosters trust, teamwork and accountability across a staff working in diverse areas and virtually. The CEO will be an empowering leader with high integrity and the ability to inspire others, particularly in times of ambiguity. It will be critical that this executive demonstrate the ability to persevere in the face of setbacks, recalibrating strategies as needed to drive for success, modeling that behavior for the team.

The ideal candidate will bring significant experience working within the clean transportation space, advancing policy, implementing programs, and effectively leading teams. The successful candidate will have outstanding stakeholder engagement skills, showcasing familiarity across industry, government, and the nonprofit sectors. This person will possess an understanding of environmental policy and regulatory issues of concern to CALSTART, as well as the intellectual curiosity needed to come up to speed on emerging issues.

The successful candidate will also have an appreciation for the impact CALSTART has made, and the leadership role the organization plays in the field. The CEO will also show a clear understanding that the industry is changing and will have demonstrable experience in leading an organization through periods of change or evolution. They will bring valuable experience engaging and working with a board or similar governing body and will be highly regarded by colleagues and peers.

The most important leadership competencies for the next leader to possess include:

- Inspirational and galvanizing leadership
- Visionary and able to drive a strategic plan
- High business acumen
- Relationship building and communication skills
- Management and operational excellence, with a growth orientation
- Integrity and accountability

Additional, preferred qualifications include:

- Advanced degree in Business Administration, Environmental Science, Public Policy, or a related field.
- Proven leadership experience in the clean transportation sector or a related field.
- Strong understanding of clean transportation technologies, markets, and policies.
- Experience in legislative processes and public policy development related to environmental and transportation issues.
- Demonstrated success in fundraising and development.
- Strong understanding of financial management, including budgeting and resource allocation.
- Exceptional ability to articulate the organization's mission and engage diverse stakeholders effectively.
- Excellent communication, interpersonal, and presentation skills.
- Ability to build and maintain relationships with diverse stakeholders, to include the ability to work in a bipartisan manner.
- Experience in managing complex organizations and budgets.
- A passion for CALSTART's mission and a commitment to advancing clean transportation.

Given CALSTART's focus on technology development and market acceleration, the CEO should have a strong grasp of the latest advancements in clean transportation technologies. The CEO also needs to be adept at building coalitions and advocating for the interests of the clean transportation industry. Further, as CALSTART facilitates collaboration between competitors, the CEO should understand how to manage these dynamics effectively and adhere to antitrust requirements.

Importantly, with CALSTART's strong roots in California, experience with the state's policies and funding mechanisms would be valuable.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy

- The ability to create and articulate an inspiring vision for the organization in partnership with the Board.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implement plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.

- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

Driving Sustainability

- Firmly believes that both sustainability and profit are in the organization's best long-term interest.
- Integrates economic, societal, and environmental factors into a purpose-driven strategy, turning sustainability into a competitive advantage.
- Understands and incorporates viewpoints from all key stakeholders to drive decision making and share the benefits.
- Delivers breakthrough innovations and business models that create value for all stakeholders, continually challenging traditional approaches.
- Sets ambitious business and sustainability goals, driving concerted action and investments, and stays the course in the face of setbacks or push-back from short-term oriented stakeholders.

Contact

Russell Reynolds Associates has been retained to lead this engagement. Please submit any inquiries, expressions of interest, and nominations to: CALSTARTCEO@RussellReynolds.com.