

TAHOE DONNER ASSOCIATION
2018 BOARD DIRECTOR VACANCY
11509 Northwoods Blvd., Truckee, CA 96161
CANDIDATE QUESTIONNAIRE

Name: Karen Heitzman

Date: November 12, 2018

1. What are your qualifications in joining the Board of Directors?

I became a full-time resident of Tahoe Donner and Truckee in September after purchasing my home in December of 2017. As a new Tahoe Donner homeowner, I remain open-minded regarding the issues the board faces and do not consider myself exclusively pro or anti on particular issues. I had the opportunity to attend the October BOD meeting and based on that experience I believe it will be very beneficial to have a neutral Director. My desire is to ensure that Tahoe Donner is fiscally sound and functioning with all home owners in mind.

As an experienced business woman, I have spent much of my career in leadership roles with a focus in HR. Currently, I provide business consulting service to U.S. based small and mid-sized companies. I also work at Squaw Valley part time.

I served as Vice-President and Executive Director on the Village of Loon Mountain HOA Board of Directors for 12 years; additionally, I chaired the Architectural Committee. I was the founding Treasurer and Executive Director for the Westboro Community Land Trust as well as being a member or advisor to various civic organization including the HR committee for the Town of Westboro, NEHRA (New England Human Resources Association), the Boy and Girl Scouts of Westboro, and the Westboro High School Ski Team.

I believe that my skills and experiences as a business leader and former Board member to an HOA will be very beneficial to supporting the Tahoe Donner Board of Directors as they work to accomplish their goals for the remainder of the term.

2. If selected to the Board, what do you hope to accomplish during the five (5) month term?

It is very important that the Board maintain fiscal prudence while balancing the diverse needs of 6,500 homeowners. If selected I will use the next five months to:

- To keep an open mind, demonstrate a willingness to compromise and exercise common sense.

- Evaluate existing data and ask questions of homeowners and subject matter experts in order to make informed recommendations to the Board regarding current and future issues.
- Be open to conversations with home owners, taking their concerns to the Board for discussion.
- Review BOD and committee notes and videos to become more informed about the work that has been done and is being done.

3. In your opinion, what are Tahoe Donner's long-term big picture issues? If selected, how do you propose to address those issues?

I believe that long-term issues facing Tahoe Donner include ensuring that there is adequate revenue and reserves to maintain our ageing infrastructure, ensuring that there is representation of ALL homeowners, not just those with a specific project or opinion, and ensuring that as an HOA we are adapting and responding to current demands such as ensuring prudent forestry management and defensible space.

In addressing these issues, I will provide the homeowner's with unbiased representation. I will vote based on the facts presented, not my personal views.

NOTE: Please submit your answers to these questions along with your completed application packet. Completed application packets are due to either Member Services at Northwoods Clubhouse or electronically to electionscommittee@tahoedonner.com in PDF format by December 10, 2018 at 4:00 p.m. If you have any questions, please contact the Elections Committee at the above e-mail address.

Karen Heitzman

STRATEGIC BUSINESS CONSULTANT

Transforming Organizations in Demanding Environments

- *People Leadership*
- *Strategic Business Leader*
- *Employer Branding*
- *Tech Industry Focused*
- *Global Recruiting – US/UK/EMEA/Hong Kong/Ukraine/India*
- **Diplomatic and trusted adviser** - builds and maintains relationships across diverse groups; communicate effectively and confidently.
- **Dynamic influencer** – catalyst for affecting change, consensus builder and corporate evangelist.
- **Coach, business partner and team focused executive** - thinks creatively in order to devise new solutions in response to contemporary business challenges.
- **Passionate, results focused people leader** - experience in fast paced, high growth organizations; resourceful and capable of prioritising opportunities; possess a proactive and entrepreneurial approach to problem solving and leadership.

CAREER HIGHLIGHTS

Angeley Holdings LLC, Boston, MA & San Francisco, CA (2009 – Present)

SENIOR MANAGEMENT CONSULTANT

Representative consulting opportunities:

- BART
Team building and professional development
- Iworkwell, Inc. Online HR directory
Editor and subject matter expert
- FES Solar
People Operations
- Options 4 Growth
General HR Consulting for small business
- Emerald Bay Extracts
Business plan development
- Folderwave
Business Operations

Career Directions, Boston, MA & San Francisco, CA (ongoing) – Provide career strategies to college bound high school students and adults in transition.

PRINCIPAL

Glu Mobile, San Francisco, CA (2017)

INTERIM DIRECTOR, TALENT ACQUISITION

Served as the interim leader of Global Talent Acquisition reporting to the VP of HR -Led recruiting organization until permanent director could be hired. Focused my attention on motivating the existing team and filling executive roles.

- **Evaluated and refocused recruiting/sourcing team** – re-engaged staff by created a team centric approach to recruiting, increased accountability, improved communications with managers and managed reporting relationships;
- **Implemented scalable recruiting processes** – partnered with senior managers and executives to develop and refine global, strategic hiring plans creating a pipeline for hard to fill roles e.g. software engineers, data analysts, game designers, studio heads, etc.
- **Managed a geographically dispersed recruiting team of 5;**

Model N, Redwood City, CA - A \$100MM publicly traded SaaS company producing revenue management software for the pharmaceutical and semi-conductor industries.

INTERIM GLOBAL DIRECTOR, TALENT ACQUISITION (2015-2016)

Served as the interim leader of Global Talent Acquisition reporting to the CFO - Reorganized recruiting responsibilities and implemented systematic processes to better leverage the talent organization.

- **Evaluated and refocused recruiting/sourcing team** – re-engaged staff by created a team centric approach to recruiting, increased accountability, improved communications with managers and managed reporting relationships;
- **Implemented scalable recruiting processes** – partnered with senior managers and executives to develop and refine global, strategic hiring plans creating a pipeline for hard to fill roles e.g. professional services, technologist and sales; oversaw nationwide university recruiting;
- **Developed a cohesive employment brand** – tied together the website, social media platforms and the candidate experience to create a strong employer brand and employment value proposition;

- **Reduced headcount expenses** - oversaw the expansion of university recruiting to lower utilization rates, managed all recruiting vendor contacts and significantly improved time to fill by 20%;
- **Managed a geographically dispersed recruiting team** of 8;

Goodwin Procter LLP, Boston, MA –\$865MM Global Law Firm with 10 offices and 1,500 employees
TALENT & RECRUITMENT LEADER (2012-2015)

Recruited to build an employment brand attracting and retaining high-performing employees - Established Goodwin's first comprehensive talent acquisition approach to professional staff recruiting.

- **Significantly improved overall stakeholder satisfaction** – translated business strategies into workforce plans for multiple business units while building strong working relationships with hiring managers, directors and executives;
- **Established employment brand that attracted top talent** - introduced Glassdoor and LinkedIn social media platforms to broaden the firm's exposure to candidates; coordinated with Marketing to improve candidates experience;
- **Developed and managed recruiting strategies, processes and programs** - utilized metrics, data driven analytics, social media and recruiting tools to significantly improve staffing efficiencies;
- **Managed \$800k recruitment budget** – reduced agency fees by 15% through stronger oversight of staffing firm relationships and contract negotiations; coordinated the management of the 300+ contract employees; provided oversight and direction to nine person recruiting team located in eight offices (U.S., UK, and Hong Kong);
- **Routinely recruited for senior level positions** – leveraging political savviness, business acumen and attention to detail; filled Chief, Senior Director, Director and Manager level roles;

Suffolk Construction Company, Inc. Boston, MA
SENIOR HR BUSINESS PARTNER (2011)

Reporting to the Chief Operating Officer of \$2B national Construction Management Company; partnered with regional leaders to provide coaching and strategic HR influence;

- **Implemented strategic HR partnering with managers** – identified opportunities to improve team performance and relationships;
- **Supported effective workforce planning strategies** – rolled out a simplified performance review process;

Pearl Meyer & Partners, Southborough, MA - Executive Compensation Consultancy with seven offices; 35 Managing Directors
VICE PRESIDENT OF HUMAN RESOURCES (2005-2009)

Recruited with the key mission to drive organizational change and talent management. Directed all HR activities and collaborated with CEO to lead change management initiatives – transformed a maverick culture into a collaborative one. Retained individuality across eight offices and gained recognition as one of the top five consulting companies in the executive compensation industry.

- **Partnered with VP, Marketing to establish premier recruiting brand** – PM&P selected as finalist for Fortune "Best Small-Mid-sized Companies" and Vault's "Top 50 Consulting Firms;"
- **Designed & won buy-in for executive assessment process** – linked compensation to organizational and cultural integrity, intellectual capital, as well as revenue;
- **Established first consistent, enterprise-wide performance management process and accompanying metrics** – won Executive Committee approval for pay for performance reward system for all professional staff;
- **Created end to end career ladder** – established progressive competencies from analyst thru managing director;
- **Implemented "best fit" candidate identification and selection process** – hired 75 staff members, including 16 of segment's 200 top consultants and managing directors;
- **Launched university recruiting/intern program** - yielding 12-15 high potential hires annually;

EDUCATION

M.S., Communications Management – Simmons College, Simmons School of Management, Boston, MA
B.S.B.A., Management – Northeastern University, D'Amore-McKim School of Business, Boston, MA
Harvard Business School – Managing in Professional Services Firms

STUFF YOU'D NEVER GUESS

Stoker on a tandem team, former alpine ski coach, female anchor for beer league ski race team, killer bocce player and novice knitter.