



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Chief Operating Officer/Chief Financial Officer

05 March 2019



Carlson Beck advises **Habitat for Humanity East Bay/Silicon Valley** on the basis of an exclusive consulting engagement.



POSITION SPECIFICATION



THE POSITION: CHIEF OPERATING OFFICER/CHIEF FINANCIAL OFFICER

REPORTS TO: PRESIDENT & CHIEF EXECUTIVE OFFICER

LOCATION: OAKLAND, CALIFORNIA

THE ORGANIZATION

As an independent affiliate of Habitat for Humanity International, Habitat for Humanity East Bay/Silicon Valley (“HEBSV” or “Habitat East Bay/Silicon Valley”) believes in a world where everyone has a decent place to live. They create opportunities for families to transform their lives, gaining the strength, stability, and self-reliance they need to build a better future. Working together as a community, they build homes with affordable mortgages, repair and renovate existing homes, counsel first-time homebuyers, and revitalize neighborhoods in Alameda, Contra Costa, and Santa Clara counties.

Operations and Organizational Structure

The annual operating budget of Habitat East Bay/Silicon Valley is approximately \$24M. Its funding comes from institutional support (foundations, corporations) individual donors, special events, government contracts, home sales, construction, general contracting, and ReStore, a retail operation. Habitat East Bay/Silicon Valley operates three ReStore locations in Oakland, San Jose and Concord. HEBSV has \$2M in operating reserves.

Habitat East Bay/Silicon Valley is governed by a 17-member Board of Directors. It has a staff of 108 employees. Direct reports to the CEO include:

- Vice President of Housing Development
- Vice President and Chief Development Officer
- Chief Operating Officer/Chief Financial Officer

For additional information, please visit www.HabitatEBSV.org.

THE POSITION

As a member of the Senior Management Team (“SMT”) and in partnership with the CEO, the Chief Operating Officer/Chief Financial Officer (COO/CFO) ensures the strategic financial planning for HEBSV and shares the responsibility for the financial deployment of the HEBSV resources. Further, the COO/CFO makes certain that HEBSV resources are best aligned with mission and that its long-term financial resources are stewarded



carefully. In addition, and equal in importance to financial responsibilities, the COO/CFO is charged with leading HEBSV's internal and external service operations to reflect a culture of continuous improvement, collaboration and high performance while remaining lean, innovative and economically sustainable.

The COO/CFO currently has six direct reports: Controller, Retail Operations, Client Services, Home Preservation, Project Specialist, as well as Human Resources and Operations. S/he will be working closely with the board of directors and will attend committee and board meetings regularly.

Duties and Responsibilities

Essential Functions

Strategic and Operational Leadership

- Serves as a strategic thought partner to the SMT, advising the President & CEO, committees and governance board on all financial considerations.
- Acts as staff liaison to the Finance Committee, Audit Committee and other appropriate operating committees of the Board.
- Determines a sustainable financial model for HEBSV, which in turn, promotes increased efficiency, increased earned income, increased fundraising, and increased staff engagement through close alignment and work with the other SMT leaders.
- Proactively leads the development and operation of HEBSV growing service initiatives, including, but not limited to:
 1. Client Services: Includes Homeowner relations, counseling and mortgage origination
 2. Home Repairs: Includes Home repair operations and profit generating third party contract administration that is in alignment with home preservation activities.
 3. ReStore: Driving operational performance and expansion
 4. CDFI: Financing and business development to increase revenue and better serve HEBSV and Habitat California affiliates
 5. Other service units as developed
- Leads HEBSV operations support areas prioritizing key internal customer needs in the areas of Human Resources, Information Technology, Risk Management and other business operations requirements.

Financial Management

- Ensures that the organization has the appropriate financial controls, policies, procedures and reporting systems in place to provide timely, reliable and insightful information, which captures a complete and holistic view of HEBSV's operations and financial position.
- Proactively directs financial planning and analysis, including the establishment of, and reporting on, key performance metrics, to assist the SMT in the ongoing management of operations.
- In conjunction with staff leaders, develops budgets, projections and financial/business models that provide short and long-term cash flow, income statement and balance sheet expectations. Provides a framework for key performance indicators, which show the connections and implications between the HEBSV's annual operating budget, reserves and long-term debt obligations.
- Develops financial and business case(s) to support HEBSV's key long-term initiatives. Make sure that the financial plans are clear and updated as cash flow is received during the annual funding cycle.

Financial Enterprise and Structuring



- Develops financing capabilities and oversees the prudent investment of surplus capital consistent with the objective of financial sustainability and in support of HEBSV’s evolving business model:
 1. Secures general organizational credit lines
 2. Secures project related capital to supplement government funding
 3. Insures sufficient liquidity is in place to support ongoing operations
 4. Proactively manages the structure of HEBSV’s financial position as needed to maximize external financial partner support
 5. Develops new forms of long-term capital and financing facilities
 6. Invests surplus cash in accordance with investment policy guidelines
 7. Coordinates relations with banking, asset management and other financial institutions.
- Partners with the SMT to optimize “earned revenues” and provide analytical tools and insights around these initiatives. Seek to develop and catalyze new forms of earned income.

CANDIDATE QUALIFICATIONS/EXPERIENCE

Experience: Minimum of 12 years of financial management experience with at least five years at a senior management level in a \$10M+ organization.

Minimum of 10 years of experience building, leading, coaching, and mentoring a team.

Experience with non-profit accounting practices, in community development or affordable housing, a plus.

Education: Bachelor’s Degree in Business Administration, Finance, Accounting or related field; CPA and/or MBA preferred.

COMPETENCIES/ATTRIBUTES

The successful candidate will have or be:

- A **strategic thinker**, the driver behind the team’s success, while taking a hands-on approach to execution when appropriate. A history of successfully creating and implementing a strategy and vision based on strong analysis and rationale.
- A **skilled and effective communicator** in both the spoken and written word. One who is curious, open to healthy debate, and asks questions. A strategic partner who is creative yet grounded in reality.
- Ability to **forge and maintain effective working relationships** with representatives of public and private organizations, board members, staff, volunteers and the public.
- Exceptional capacity for **leading and managing people**; a team builder who has experience in scaling up organizations; capacity to enforce accountability, develop and empower top-notch leaders from the bottom up, lead from the top down, cultivate entrepreneurship, and learn the strengths and weaknesses of the team; and, place people in a position to succeed.
- Ability to **effectively prioritize projects** in order to determine which areas have the highest potential of delivering significant results
- Demonstrated **best practices in accounting and financial management** and have a successful record of accomplishment in creating and implementing policies.
- Brings the rigor and discipline associated with **best practices in operational management**.



- Possess the ability to **bring innovation where needed and the passion, drive and confidence** to move the organization forward.
- **Proactive, have a “can-do” attitude** and enjoy **working collaboratively**; adept at communicating financial information to various audiences, ensuring complex financial matters and concepts are expressed in a succinct and understandable way.

Work Environment/Physical Requirements

Primarily office work. Occasional travel required.

COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.

For additional information regarding this opportunity, please contact:

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