

EXECUTIVE SEARCH SPECIFICATION
FOR THE POSITION OF
CHIEF FINANCIAL OFFICER
SECOND HARVEST FOOD BANK OF SANTA CLARA AND SAN MATEO COUNTIES

THE ORGANIZATION

Based in Silicon Valley, Second Harvest Food Bank of Santa Clara and San Mateo Counties (Second Harvest) is one of the largest and well-funded food banks in the nation. Currently providing food to an average of 260,000 people every month, Second Harvest is a trusted community-based organization that was founded in 1974. Despite the immense wealth in Silicon Valley, and partly due to the high cost of living, hunger and malnutrition are pervasive as families sacrifice nutritious food for other basic necessities like housing. We are leading the effort to end hunger in Silicon Valley while building empathy and compassion for those who can't always afford nutritious food.



Second Harvest keeps people healthy and housed by providing enough nutritious food for 55 million meals a year. We distribute free groceries, including more fresh produce than almost any other food bank in the country, through a network of 320 nonprofit partners at 985 sites. These include shelters, pantries, soup kitchens, community centers and schools. Second Harvest directly manages 180 of those sites.

Second Harvest helps people find free groceries through our Food Connection hotline and online tool. Our Food Connection staff also work out in the community helping people get connected to food resources, including federally funded nutrition programs.

Second Harvest believes that everyone needs nutritious food to fully engage in work, school and life. Our progressive Healthy Food and Beverage Policy guides our effort to distribute the most nutritious food possible. We have a team of nutritionists and volunteer Health Ambassadors who provide nutrition

education, food tastings and cooking demonstrations so people can prepare healthy meals on a budget. Second Harvest also offers food-safety training to our partners to ensure the safe handling of food.

Free and reduced-price school meals are a critical source of nutrition for kids. Second Harvest works with school districts to maximize the use of these federally funded meals, and during the summer months we collaborate with schools, libraries, youth groups and other community partners to leverage those meals. Second Harvest is also leading local efforts to increase the number of summer meal sites and raise awareness so families know they are available.

The Supplemental Nutrition Assistance Program, known as CalFresh in California, is another critical source of food. In partnership with Santa Clara and San Mateo county social services agencies, Second Harvest helps applicants enroll in the federally funded program, which provides an electronic benefit transfer (EBT) card that allows individuals to purchase nutritious, culturally specific food from their preferred grocery stores and farmers' markets.

Second Harvest estimates that one in four people in Silicon Valley is at risk of hunger – far more than the one in 10 we are currently serving. Because of this we are exploring new and innovative ways to reach more people with food. Second Harvest is committed to providing food where, when and how people need it – focusing on a more client-centric approach to food-banking. This means not only overcoming physical barriers to accessing food, but also emotional barriers. We launched an intensive effort three years ago to better understand what motivates our clients and determine why some people who need food aren't accessing it. We found that transportation issues, schedule conflicts and shame were high on the list. Second Harvest is working diligently to eliminate the stigma that may exist by creating a "One Community" culture that is more open and welcoming so people won't feel uncomfortable seeking assistance.

Second Harvest also advocates for anti-hunger policies and educates policymakers and stakeholders on the importance of strong programs and collaboration in addressing hunger and related health issues. We work with local, state and national organizations to support policy changes that address client barriers, strengthen and improve the effectiveness of food and nutrition programs, and create systems change to end hunger. Second Harvest is affiliated and partners with Feeding America, the preeminent national hunger-relief organization. To learn more about how Second Harvest is building a hunger-free community, visit www.shfb.org.

1 in 10

1 in 10 people in Santa Clara and San Mateo counties receives food from Second Harvest.



THE OPPORTUNITY

Second Harvest's position offers a prospective CFO an especially compelling career opportunity. The successful candidate will join an organization with a clear and achievable mission, thousands of supporters, financial strength, and a team eager to grow and exceed expectations.

The organization seeks an experienced and strategic Chief Financial Officer who will report to the CEO, serve as a key member of the executive leadership team, and lead overall financial management. The Chief Financial Officer (CFO) will collaborate with key stakeholders in addition to the CEO, including staff, volunteers and donors, as well as the Finance and Audit committees of the Board of Directors. The CFO will lead a team of experienced professionals to develop strategic initiatives and budgets to support Second Harvest's plans, ensure financial stability, provide analysis and monitor metrics, and support/fund innovation.

Second Harvest is in the final phase of developing a three-year strategic plan that charts the path to support continued growth and innovation, to ensure that anyone in Silicon Valley who needs a healthy meal can get one. They are a mission-driven organization that values their clients, their team, and delivering services that have a real impact on hunger and health in Silicon Valley.

The ideal candidate will:

- Possess excellent financial acumen and analytical skills
- Be adept in accounting, but even stronger in financial strategy
- Get joy from building and developing people, and working as a team
- Be a collaborative and creative problem-solver with a focus on the big picture
- See and drive opportunities to continuously improve processes
- Operate in accordance with organizational values and high ethical standards

Key Deliverables

- Provide strategic financial advice and recommendations to the CEO and Board of Directors on how to meet the organization's changing needs.

- Lead strategic meetings with the Finance Committee. Provide timely and accurate financial statements as well as analyses of current and future financials. Monitor and manage reserve funds in collaboration with investment advisors.
- Lead the organization's annual operating and capital budgeting, aligning with the annual planning process and the Strategic Plan. Educate senior staff and managers on the parameters and accountabilities for the budget process.
- Establish credible and effective partnerships with all functional teams.
- Model being a good steward of our resources through efficient and cost-effective management of organizational assets.
- Manage internal business operations including:
 - Budgeting and forecasting for revenue and expense
 - Administration of payroll
 - Review of all contracts
 - Cash flow management
 - Monitor and management of reserve funds in collaboration with investment advisors and Finance Committee
 - Month-end, quarter-end, and year-end close
 - Preparation and execution of annual audit
 - Establishment and maintenance of operating metrics and business projections for Finance Committee, Board of Directors, CEO and leadership team
 - Insurance plans
 - 403(b) retirement plan
 - Compliance and risk management
- Review, update and develop internal business operations processes to ensure effective service delivery.
- Oversee and direct the preparation and presentation of regular financial and operating reports needed to manage the organization's activities on an efficient and ongoing basis for use in executive level planning and decision-making.
- Ensure compliance with generally accepted accounting principles, state and federal government regulations, and funder requirements.

The CFO manages a total team of nine, with three direct reports, including:

- Director of Accounting
- Financial and Cost Analysis Sr. Manager
- Corporate Counsel
- Accounting and Tax Manager
- Supply Chain Analyst
- Senior Accountants (2)
- Revenue Manager
- Accounts Receivable Specialist

The CFO also serves as a member of the executive team reporting to the CEO, which includes the following:

- Chief Operations Officer
- VP Human Resources
- VP Programs and Services
- VP Development, Marketing and Volunteer Services
- VP Community Engagement, Policy and Strategy



What will success look like after the first year?

- The CFO's team will provide forward-looking, strategic financial reporting (KPIs, dashboard reports, etc.) and provide greater insight into the numbers for the leadership team and Board of Directors.
- The finance and accounting team will increase their impact through more strategic partnerships with others in the organization.
- The CFO will be a partner in developing strategies to fund our long-term growth.
- Innovative tools will be identified and implemented to provide quick and seamless methods for individuals and corporations to donate.
- The CFO will be a contributing leader within the organization and highly visible; this engagement will extend more broadly through participation in national organizations, including Feeding America.
- The Board of Directors will have a high level of confidence in the CFO.

Why join Second Harvest Food Bank now?

- Second Harvest is one of the largest food banks in the United States with a high-performing, fairly new executive team, an experienced, passionate staff, and active, participatory Board. They are implementing innovative new models and looking for game-changing initiatives to end hunger locally.

- The Silicon Valley community, including key Silicon Valley leaders, are engaged in and passionate about the mission. Second Harvest has the support and partnerships to focus on significant growth and innovation.
- The current finance and accounting organization is solid, well respected, and functions well as a team.
- Working for a food bank is incredibly rewarding, making a distinct impact affecting the lives of hundreds of thousands as part of a national mission.

SUCCESSFUL CANDIDATE OVERVIEW

Second Harvest seeks an experienced CFO with senior and strategic leadership experience, a broad financial perspective, and a passion for the opportunity to serve in a growing mission driven organization.

Successful candidates will possess the following education and experience:

- An undergraduate degree in Finance, Accounting, Business Management or related field.
- Ten or more years of progressively responsible people- and project-management experience or equivalent combination. Strong knowledge of, and experience with, finance and accounting processes with proven abilities to create financial analyses and financial forecasts, and develop new lines of funding opportunities.
- Experience in financial statement preparation, budgeting, forecasting, internal controls or similar methodologies. Excellent ability to explain financial and accounting concepts.
- Demonstrated competence in organizing, planning and carrying out activities both independently and as a member of a collaborative team to meet specific timelines with a proven record of accuracy in completing and reviewing data. Strong project and senior staff management experience, including the ability to motivate, lead and set objectives.
- Capable of working at both a strategic level - driving process, organization and business practice changes in alignment with organizational and department goals and metrics – and a tactical level.
- Proven skills to operate as a team player and establish and maintain good relationships with a diverse workforce.
- Experience managing and advising a CEO and Board on enterprise-risk mitigation.
- Effective vendor management and outsourcing capabilities with demonstrated ability to work successfully with and manage third-party service providers such as banks and auditors.
- Outstanding communication and presentation skills; able to persuasively convey and build support for Second Harvest's mission to diverse groups, including donors, board members, the public and others, and communicate strategic project goals and objectives, and gain collaboration from assigned staff.

- Experience using financial planning, budgeting, payroll and ERP systems is strongly preferred. Second Harvest will be implementing Salesforce and Paycom over the next year; any exposure is helpful.

The following items are helpful or preferred, but not required:

- Master's degree
- CPA
- Knowledge of or experience with nonprofit accounting



VICTORY SEARCH GROUP PROFILE

Victory Search Group is a senior level retained executive search firm serving a select group of clients from five offices across the United States. [Victory Search Group](#) has successfully identified, assessed and recruited senior leadership for over 15 years. Victory Search Group is highly collaborative and focused on customer service; we prize partnering with our clients and are trusted by them for our judgment, integrity and responsiveness.

We follow a detailed five-step search process that places significant emphasis on understanding our client's needs, organizational issues and the critical factors required for success by an outside executive. Our success is simply an intense focus on executing each step of the search process, without cutting any corners, while maintaining a constant dialog with both clients and candidates.

VICTORY SEARCH GROUP PROJECT TEAM

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