



THE 360 GROUP
— EXPECT THE UNEXPECTED —

YMCA of Silicon Valley

Chief Financial Officer

Position Description & Candidate Profile

Chief Financial Officer

Location

Santa Clara, CA (hybrid work schedule that includes work from office and home)

Reports to

President and CEO

Our Client

YMCA of Silicon Valley (YMCASV) has been listening and responding to the most critical social needs in the Silicon Valley community for over 150 years. Founded in 1867 (beginning with the YMCA of San Jose), YMCASV operates a comprehensive network of facilities and programs serving San Jose, Cupertino, Morgan Hill, Mountain View, Palo Alto, and surrounding areas. Today, YMCA of Silicon Valley has grown to offer programs and services on more than 300 school campuses, at 10 health and wellness facilities from Gilroy to Redwood City, and a year-round resident camp in the Santa Cruz Mountains.

Despite the incredible wealth of the Silicon Valley region, 20 percent of the population lives at or near poverty level. YMCA of Silicon Valley brings a half-century of experience and expertise in working with donors, professional advisors, and nonprofits to help strengthen local communities through philanthropy. YMCASV is leading the way in program innovation, outreach to underserved communities, technology, people policies and financial management. The organization brings people together to nurture the potential of children and teens, improve community health and well-being, and create opportunities to give back. YMCASV welcomes and serves people from all backgrounds, ages, capabilities and income levels, providing financial assistance to those in need, mirroring and celebrating the diversity of Silicon Valley.

YMCASV's core values of caring, honesty, respect and responsibility guide the organization in its endeavor to strengthen community in the areas of youth development, healthy living, and social responsibility. Pandemic conditions limited the reach of YMCASV's programs, requiring significant downsizing, yet it's now prepared to build back to an even stronger position. With a budget of \$45 million, as compared to about \$90 million pre-pandemic, the organization is poised to be in a strong cash position with the disposition of a property. The CFO will help address short-term budget and fundraising constraints, and in the long term, craft an effective, sustainable business model as the YMCASV moves out of the pandemic

into renewed growth. The CFO will also strongly support the YMCASV's mission to help enable every community member to belong and thrive.

Learn more about the YMCA of Silicon Valley at <https://www.ymcasv.org!>

Position Responsibilities

Reporting to the President and CEO, the Chief Financial Officer will serve as a communicative thought partner and be responsible for financial planning, reporting, asset management, development of systems and procedures, team management, and managing the financial risks of the association. It will be critically important for the CFO to work collaboratively and closely with the whole staff and branches to grow membership and develop innovative strategies to deepen the commitment to common goals. The CFO is part of the senior management team which advances the YMCA in both mission and financial health.

Specifically, the Chief Financial Officer will:

Executive and Team Leadership

- Serve as a member of the executive leadership team responsible for organizational policy development and planning, including the CEO, COO and CHRO; bring openness to partner broadly to create a healthy codependence in addressing shared organizational challenges and goals
- Serve as a thought partner to the CEO, as well as an external and internal ambassador for the YMCASV
- Understand complexity of the organization while providing strategic thinking that can balance finances with organizational priorities and growth
- Along with the executive leadership team, work across the branches of this multi-site organization to develop YMCASV's annual operating budget; roll up sleeves to work alongside the branches to brainstorm creative ideas
- Build, mentor, and lead the finance and accounting team to cultivate a dynamic culture and ensure professional growth
- Understand gift and fund options available for donors and assist – in partnership with development, donor services, executives, and other departmental staff – in evaluating proposed gifts for adherence to YMCA's policies
- Drive change and evolution by leveraging resources and creating alignment to expand organizational opportunities
- Work collegially with the rest of the executive leadership team to incorporate the Y's mission and values into the organization's vision and strategies

- Lead a culture of philanthropy and volunteerism, ensuring engagement, inclusion, and ownership
- Advocate for and institutionalize inclusion and diversity throughout the organization
- Partner with branch staff to ensure alignment and oversee the operations of the accounting/finance and payroll departments
- Remain current and knowledgeable about relevant legal, accounting, tax, audit, treasury, insurance, real estate, data security and public policy matters

Finance and Accounting

- Monitor monthly financial operations and provide guidance to executive and operating staff; work closely with operations staff on issues that affect financial outcome
- Assist operations in finance operational strategies by completing financial modeling; establishing critical measurements; resolving problems; and implementing change for the YMCASV
- Provide independent perspective and constructively challenge, ensuring that business decisions are financially grounded while supporting strategy development and helping to enable execution
- Work directly with the Finance Chair and Committee(s) of the board to deepen volunteer relationships, develop policies, monitor their implementation and meet the related needs of the board
- Review, update, and/or develop internal control systems for the YMCASV and oversee internal audits which check for compliance on a variety of policies and standards. Provide recommendations for improvement
- Manage endowment, under the direction of the Finance Committee, and within the risk tolerance expressed by the Board via the asset allocation policy
- Develop performance indicators and measurement systems for tracking strategic plan objectives; evaluate current business models and lead efforts to modify or redesign business models where necessary
- Oversee preparation of reports to YMCA of the USA and governmental agencies and tax returns
- Oversee the development of the annual operating budget and long-term forecast
- Oversee and certify the annual audit and meet periodically with the outside auditors to maintain communications and keep them informed of changes in the YMCASV
- Work closely with branch staff to ensure that branch budgets are well-planned, realistic, and prepared in a timely manner

- Establish, maintain and/or monitor all banking and financing relationships and special transactions
- Play key role in the plan development and oversight of enterprise risk
- Maintain good working relationships with external partners including auditors, bankers, investment counselors, attorneys and other professional advisors
- Represent the Association at National and Regional peer group meetings and conferences

Profile of the Successful Candidate

YMCA of Silicon Valley is committed to having a diverse workforce to promote effective work in partnership with all communities and population groups in the region. YMCASV seeks a leader with strong financial and strategic acumen; a commitment to the power of community philanthropy and the common good; strong curiosity and the desire to continue learning; a collegial work style; a sense of humor; and the dedication to work hard toward YMCASV's mission of promoting philanthropy and improving the quality of life in the region.

Within this framework, YMCASV seeks a Chief Financial Officer with the following attributes:

- Fluency in financial strategy, trends and reporting
- Knowledge and understanding of general business matters required including budget development, financial reporting, GAAP, cash management, financial nonprofit laws and regulations, business taxes, banking and debt financing instruments
- Excellent interpersonal and communication skills, as well as emotional intelligence
- Demonstrated experience in effectively identifying, encouraging, managing, developing a strong staff team
- An abiding commitment to diversity, inclusion, access and equity
- Experience working with many different constituencies or stakeholders ranging from the Board of Directors to volunteers
- Experience with integrated grants and accounting systems; excellent working knowledge of office and enterprise systems technologies
- Ability to effectively and persuasively communicate with the board, executive team, broader staff, and external contacts
- Demonstrated interest in philanthropy and in serving community needs
- Minimum of ten years with senior-level management experience within finance and/or accounting departments, non-profit experience preferred

Additionally, the successful candidate will likely have:

- Nonprofit experience
- Advanced degree in business, finance, or accounting, or an equivalent combination of education and experience (preferred)
- CPA certification (highly desirable)

Start Timeframe

We seek to have someone in place in Summer 2022.

Compensation

This position offers a competitive salary and includes a comprehensive benefits package. We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – regardless of compensation history.

To Apply

All applications are held in strict confidence. Please submit your credentials and a letter of interest through our private applicant portal to The 360 Group at:

<https://the360group.us/portal/>

Applications should be directed to the attention of Maureen Capitolo, Principal or Melissa Ulum, Of Counsel. Applications will be reviewed on a rolling basis. Earlier applicants may receive priority consideration. To be considered, The 360 Group encourages all interested candidates to submit their applications promptly, via the confidential applicant portal linked above.

At The 360 Group, we know that a richly diverse mix of professionals makes organizations more effective. Using that principle as our “North Star,” we make diversity a hallmark of our firm, and all of our search engagements.

Learn more about The 360 Group at the360group.us.