

## ***Position Profile***

***On behalf of our client, Twin Cities Habitat for Humanity***

***CohenTaylor Executive Search Services  
is conducting a retained executive search for its***

## **Chief Financial Officer (CFO)**



## Twin Cities Habitat for Humanity

### Mission

Eliminate poverty housing from the Twin Cities and to make decent, affordable shelter for all people a matter of conscience.

### Vision

A Twin Cities region where families can own homes in healthy neighborhoods with access to jobs, transportation, and quality schools.

### Values

#### ***Faith in Action***

We are called by God to serve families in need. We welcome people of all faith backgrounds to our mission.

#### ***Hope***

We provide hope and opportunity for families who seek a safe, decent home.

#### ***Community***

We bring people from all walks of life together in our work.

#### ***Equity and Inclusion***

We promote racial equity and strive to increase diversity, inclusion, and cultural competency in all aspects of our organization.

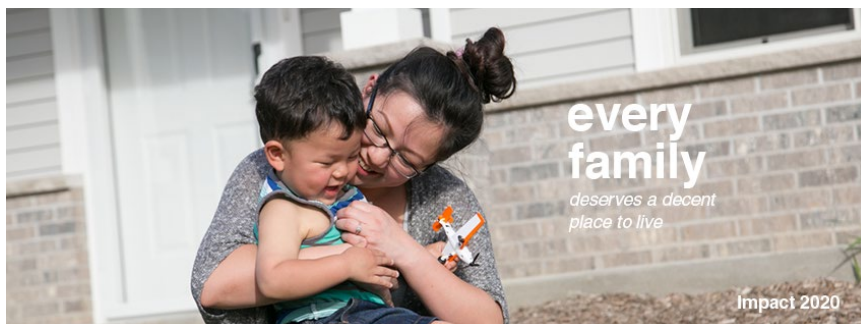
#### ***Integrity***

We honor our commitments and act with fairness, honesty, and respect every day.

#### ***Perseverance***

We continually strive for excellence and innovation in all that we do.

For more information visit the Twin Cities Habitat for Humanity website: [www.tchabitat.org](http://www.tchabitat.org)



## Organizational Overview

Twin Cities Habitat for Humanity is committed to building the quality of life, health, and economic prosperity of the region by producing, preserving, and advocating for affordable homeownership – because homes and families are the foundation of successful communities. Twin Cities Habitat operates throughout the seven-county metro area and has deep partnerships with Minneapolis’ and St. Paul’s core urban neighborhoods.

An affiliate of Habitat for Humanity International, Twin Cities Habitat is one of the largest affiliates in the nation and is on the leading edge of program development, innovation, and fundraising. In 2017, Twin Cities Habitat was one of 23 affiliates recognized by Habitat for Humanity International as an “Affiliate of Distinction” out of 1,300+ affiliates worldwide.

In 2016, Twin Cities Habitat for Humanity adopted an innovative and entrepreneurial four-year *Impact 2020* strategic plan. *Impact 2020* has propelled dramatic growth in the homeownership program to serve 500 families over the next four years. Habitat has also launched its five-year *Multiplying the Impact* comprehensive fundraising campaign to engage thousands of donors and volunteers in the Habitat mission. (To view the full 2020 Strategic Plan, click [here](#).)

Twin Cities Habitat opened its new office facility in 2014 in the Midway area of St. Paul. The organization has an operating budget of approximately \$27M, employs 135 full time employees (and 20 AmeriCorps stipend volunteers). Twin Cities Habitat engages 16,000 volunteers annually.



## Services Provided by Twin Cities Habitat for Humanity

### Homeownership

Twin Cities Habitat is best known for its Homeownership Program, which creates homebuying opportunities for low-income local families. Family's partner with Habitat to buy their homes using Habitat's affordable mortgage, which can be used to buy a home built or rehabbed by Twin Cities Habitat or buy a home for sale on the open market and partner with Habitat for rehab assistance.

### A Brush with Kindness Paint and Repair Program

Twin Cities Habitat preserves homeownership and strengthens neighborhoods by helping low-income homeowners repair and maintain their homes.

### ReStore Home Improvement Outlet

Twin Cities Habitat operates two ReStore Home Improvement Outlets open to the public. ReStore Outlets sell quality donated home furnishings, furniture, and building supplies at a fraction of the original cost. ReStore generates revenue to support Habitat's mission, provides low-cost building materials, keeps usable materials out of landfills, and increases the breadth of donations Habitat can accept.

### Neighborhood Revitalization

Intentional neighborhood partnerships improve quality of life for every community member. Twin Cities Habitat has close partnerships with the Jordan neighborhood in North Minneapolis and the Frogtown neighborhood in St. Paul.

### Mortgage Foreclosure Prevention

Twin Cities Habitat assists families living in the City of Minneapolis who are facing foreclosure or who have fallen behind on their mortgage payments.

### Global Engagement

Local donors and volunteers join Twin Cities Habitat in impacting the global mission through service trips and philanthropic gifts.

### Advocacy

Habitat Housing Hero advocates lead the call for public investment and good housing policies.

### Volunteer

Annually, Twin Cities Habitat engages 16,000 volunteers for a total of 30,000 volunteer days. Volunteers contribute to the mission on construction and repair sites, at the ReStore outlets, in the office, and through board and committee service.

### Fast Facts

Twin Cities Habitat staff includes:

- 135 full-time staff
- 8 part-time staff
- 20 AmeriCorps members

Annual operating budget: \$27M

### For the past five years:

- More than 90% of Habitat homebuyers were families of color
- 19% of Habitat homebuyers were single-headed households
- 10% of Habitat homebuyer households included a person with disabilities
- The average homebuyer family size was 5 people
- The average homebuyer income was \$42,000







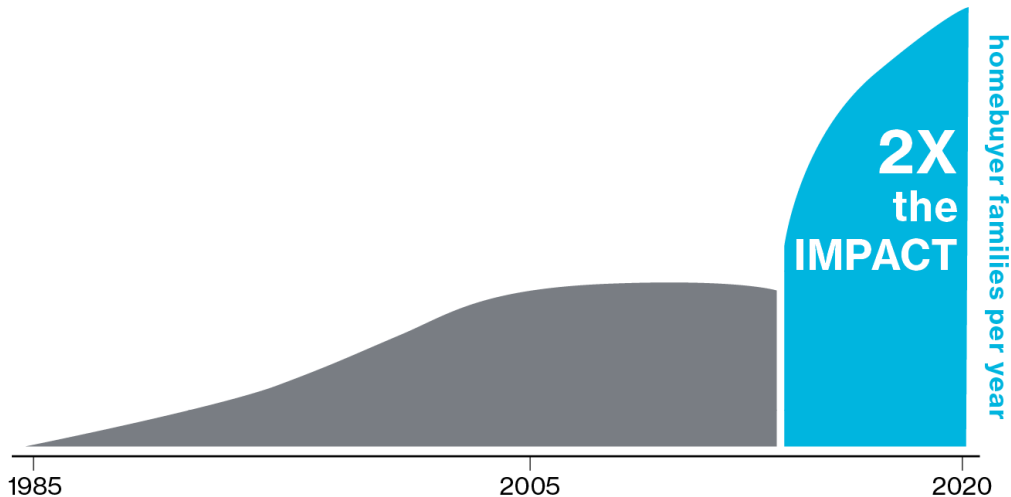
## The Organization's Historic Timeline

- 1985** • Twin Cities Habitat for Humanity was founded as an all-volunteer organization.
- 1986** • The very first Habitat project was completed; a rehab house in South Minneapolis.
- 1989** • The organization hired its first Executive Director, who joined two other staff, a construction supervisor and program associate, in the Habitat office located in the basement of a Mennonite Church in South Minneapolis.
- 2002** • The organization was building more than 50 homes annually by this time. The increased complexity of site acquisition, family selection, and construction led to the decision to a consolidation of the county-based chapters.
- 2003** • Twin Cities Habitat began construction on its 500<sup>th</sup> house.
- 2010** • The affiliate hosted President and Mrs. Carter for two days in Minneapolis and St. Paul during the annual Jimmy and Rosalynn Carter Work Project.
- 2015** • The organization celebrated its 30<sup>th</sup> Anniversary, operating with over 125 staff members and having served over 1,200 families through the Homeownership Program, plus countless more families through its other programs and services.
- 2016** • Twin Cities Habitat launched its *Impact 2020* four-year strategic plan with the goal of partnering with 500 families on homeownership over 4 years. To do this, the organization launched a historic and innovative [partnership with Bremer Bank](#), completely [redesigned its Homeownership Program](#), established a wholly-owned mortgage [lending subsidiary](#), and kicked off its biggest ever comprehensive campaign called *Multiplying the Impact*.



## Strategic Plan and Comprehensive Campaign

In 2016, Twin Cities Habitat launched its *Impact 2020* Four-Year Strategic Plan and its *Multiplying the Impact* Five-Year Comprehensive Campaign. The primary goal of the strategic plan is to more than double the number of families who can partner with Twin Cities Habitat to achieve homeownership. In the first 30 years, Habitat partnered with 1,000 homebuyer families. In the next four years, Habitat aims to partner with 500 homebuyer families.



The goals of the strategic plan include:

- Finance 500 affordable Habitat mortgages
- More than double the homebuyers over four years, up to 500 families
- Work to reduce racial disparities in homeownership
- Recruit volunteers for 120,000 work days
- Partner with 320 low-income homeowners on paint and repair work
- Expand neighborhood revitalization work in Minneapolis & St. Paul
- Pilot age in place program for low-income homeowners
- Open a second and third ReStore
- Inspire Housing Heroes to complete 10,000 advocacy actions
- Increase impact on Habitat's global mission by 25%

The *Multiplying the Impact* Comprehensive campaign launched in 2016 to fund the organizational expansion. After 27 months, Habitat has raised more than 60% of its five-year campaign goal.

## The Role

The CFO for the TCHFH is a Corporate Officer of the organization who develops and implements goals, strategies and policies that result in effective and responsible management of Twin Cities Habitat's finances. The CFO leads the development of financial modeling, strategies and policies that result in effective and responsible management of Twin Cities Habitat's finances.

As a key member of the Executive Leadership Team (ELT), the CFO has direct accountability and responsibility for implementing parts of the strategic plan in support of the organizations mission and vision. The CFO will report to the COO, and will have significant interaction with the organization's CEO, Board of Directors and other stakeholders.

## Reporting Relationships

The CFO reports to the Chief Operations Officer (COO)

The CFO has four (4) Direct Reports:

- Controller
- IT Manager
- Financial Business and Systems Analyst
- Executive Associate (Shared reporting relationship with President, TCHFH Lending, Inc.)

## Key Responsibilities

**Strategic Leadership:** Set the strategic Direction for Twin Cities Habitat in its financial strategy, financial policy, and information technology (I.T.) practices.

- Serve as the CFO for Twin Cities Habitat, supporting the COO and members of senior leadership, by providing ongoing financial modeling and analysis of planned and actual activities and expenditures to optimize capital structure.
- Design and implement plans of action to ensure Twin Cities Habitat is able to achieve annual objectives as approved by the COO.
- Partner with senior leaders to ensure the strategic development of the annual and long-range operating and capital budgets.
- Assess organizational performance against both the annual budget and the long-term strategy. Develop tools and systems to provide critical financial and operational information for manager and leaders; and make actionable recommendations on both strategy and operations.
- Ensure an information services and technology capability that enables the organization to perform.
- Ensure organizational risks are identified, monitored, and mitigated to ensure compliance with applicable laws, regulations, bylaws, policies, and procedures.

**Accounting and Reporting Leadership:** Provide leadership and direction for financial accounting and reporting systems, and oversight of a system of internal controls and risk management.

- Oversee operating budget processes, periodic forecasting, billing purposes, financial controls and records management.
- Provide an open reporting process to the Board and Finance Committee and oversee the preparation and communication of monthly and annual financial reports.
- Oversee accounting department including all accounts, ledgers, and reporting systems, ensuring compliance with appropriate Generally Accepted Accounting Principles (GAAP), regulatory requirements, and Office of Management and Budget audit requirements.
- Develop cash flow projections and manage cash flow and forecasting. Develop sustainable debt structure. Optimize the handling of banking relationships and initiate appropriate strategies to enhance cash positions.
- Develop and utilize forward-looking predictive models and activity-based financial analyses to provide insight into operations and business plans, and partner with leadership to improve operations.
- In partnership with Director of HR, solicit and maintain adequate insurance coverage to protect the organization, its officers, and employees.
- Oversee the I.T. Department to ensure proper maintenance of all systems and functions. Analyze the current system and future I.T. needs and develop, in partnership with I.T. Manager, a plan to address gaps and future expenditures.

**Board Liaison:** Serve as primary liaison to the Board of Directors for assigned committees.

- Develop, coordinate, and deliver major strategic Board presentations in partnership with COO.
- Provide the Board with accurate information and participate in other Board activities and support as requested.
- Assist CEO in fulfilling his responsibilities to inform and engage the Board on financial and risk management issues.

**People Development and Leadership:** Develop and retain key talent and lead accounting, finance, and I.T. teams to ensure productivity and effectiveness in all areas.

- Promote and develop and workplace culture that is welcoming and inclusive.
- Foster the professional development and productivity of each staff member toward the achievement of individual, team, and organizational goals.
- When requested, guide larger, cross functional teams outside direct span of control
- Serve as a leader and teacher for financial education within the organization, developing a line of sight between departmental financials and the broader organization's financial success.
- Cultivate a "customer service orientation" in all aspects of work.

**Executive Leadership Team (ELT):** Serve as a key member of Twin Cities Habitat's Executive Leadership Team.

- Serve as a key member of ELT, working with other senior leaders on organization-wide strategic development initiatives and infrastructure.
- Articulate, model, and steward Twin Cities Habitat's vision and strategic plan. Possess personal alignment to the mission and demonstrate behaviors that reflect the organization's core values.
- Lead courageously during times of challenge or change. Exhibit behavior that reinforces a collaborative, trusting, and professional environment at all times and at all levels of the organization.
- Demonstrate a leadership style that exemplifies cultural competency, adaptability, principled ethical leadership, and personal character.

### The Ideal Candidate

Twin Cities Habitat for Humanity is currently seeking an innovative and forward-thinking leader for the position of Chief Financial Officer. This leader will provide strategic and operational leadership in the areas of Financial Management and Information Technology. The ideal candidate will be an engaging leader who is proactive, fair, and balanced in their approach. The ideal candidate will bring strong financial acumen with proven experience modeling and analyzing strategic financial options in a complex financial environment. They will possess an ability to forecast financial trends across multiple fiscal years, while anticipating and reacting to emerging market implications to mitigate risk.

The following experience and qualities would be exemplified for the ideal candidate:

- **Commitment to Mission** – strong belief in the mission of TCHFH and in the people and neighborhood it serves. Genuine interest in and ability to relate to a highly diverse environment, clientele, and constituencies.
- **Results Driven** – proven track record of exceeding goals and a bottom-line orientation. Evidence of the ability to consistently make good decisions through a combination of analysis, wisdom, experience, and judgment. High level of business acumen, including project management and creative resourcefulness.

- **Strategic Vision and Agility** – ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan. Skills in examining, developing, reengineering, and recommending financial and technology policies and procedures.
- **Analytical and Abstract Reasoning** – ability and experience interpreting a strategic vision into an operational model.
- **Capacity Building** – ability to effectively build organization and staff capacity, developing a topnotch workforce and the processes that ensure the organization runs smoothly. Demonstrate resourcefulness in setting priorities, proposing new ways of creating efficiencies, and guiding investment in people and systems.
- **Leadership and Organization** – exceptional capacity for managing and leading people. Ability to connect with staff both on an individual level and in large groups. Capacity to enforce accountability, develop and empower staff, cultivate entrepreneurship, and align staff in order to maximize each employee's potential.
- **Communication** – excellent interpersonal and communication skills.
- **Action-Oriented** – motivated by challenges. Able to act and react as necessary, even if limited information is available. Not afraid to take charge of a situation. Ability to overcome resistance to leadership and take unpopular stands when necessary.

**Additional Experience:**

- At least 12 years overall experience with progressive leadership responsibility
- Exemplary financial acumen
- Experience in housing finance a plus
- Proven experience developing financial strategy
- Proven experience in financial modeling and budgeting
- Proficiency in debt, investment, and asset management
- Experience with financially complex organizations
- Experience in the administrative management and leadership of business functions of IT
- Strong Board of Directors experience, including building mutually beneficial relationships
- Cultural competence, including passion, interest, and demonstrated commitment to diversity, inclusion, and equity values.

A Bachelor's degree is required and a Master's in business, finance, or related field is strongly preferred. Other relevant certifications (e.g. CPA, CFA, CPM) will be favorably viewed.

**For more information or to send your credentials, please email [info@cohentaylor.com](mailto:info@cohentaylor.com)**

**All inquiries will remain confidential.**