

## Hanna Center Operations & Finance Director

Hanna Center seeks a financially-oriented professional intimately familiar with the management and finances of campus-like facilities to:

- ) manage, secure and upgrade Hanna facilities (buildings, grounds, roads, parking);
- ) manage finances to assure accurate reporting and strong cost controls;
- ) generate revenue for campus improvements through careful renting out of facilities in ways that generate community goodwill and increase support for Hanna's youth.

Hanna provides services to youth transitioning to adulthood. For 75 years, [Hanna's](#) residency-based programs in the North San Francisco Bay region have been credited with transforming the lives of generations of young people in need as they have transitioned to adulthood.

In recent years there have also been operating and financial challenges. Led by a determined Board, Hanna has taken strong, decisive corrective action in the form of personnel changes, introduction of Trauma-Informed Care (TIC) approaches, changes to discipline protocols, stronger oversight of program directors and educators, closer management of finances, and significant upgrades to fundraising. Such changes remain a work in process.

On the financial front, Hanna has a committed donor base, a substantial endowment, and extensive grounds and facilities that comprise a unified campus.

Hanna's operating budget was about \$16 million in 2019. Of that, approximately \$10 million or 62% came from an endowment draw, and \$6 million or 38% came from a combination of Development, Major Gifts, Bequests, Events and tuition. To date, the organization has taken no funding from government entities. A key financial objective in the next years is to reduce reliance on endowment draws to support annual spending.

The campus is comprised of new and old buildings and extensive grounds. Some old buildings have accumulated a significant backlog of deferred maintenance and upgrades, and a few older structures will likely be demolished over the next years. Proceeds from the endowment can be used to fund maintenance, but a capital campaign and new earned income streams will be required to fund capital improvements. The Operations and Finance Director will collaborate with the CEO and the Development Team in building streams of contributed and earned income to fund such improvements.

Hanna is governed and financially stewarded by a 15 member Board of Trustees, and has a 33 member advisory Board of Regents. One hundred regular full-time staff are organized into direct service units (residence, education, clinical and spiritual) and support units (finance, fundraising, admissions). Legacy residential program can serve approximately 84 students (during COVID this has dropped to 46), and The Hanna Institute's community outreach programs have served thousands of children and families.

The organization's origins are strongly associated with the Roman Catholic faith of its co-founders. However, while Hanna is affiliated with Catholicism, the organization maintains an open and affirming culture that has employees, stakeholders and participants from various religious, political, and social backgrounds. Hanna Center belief is that diversity and inclusion is the cornerstone of a thriving and innovative culture.

The Operations and Finance Director manages, maintains and secures all physical facilities, buildings, grounds and support systems; implements strong, accurate financial budgeting, accounting, controls and reporting; and positions the campus to drive earned and contributed income to fund capital improvements.

## BASIC FUNCTION

Reporting to the CEO and working closely with the Board, the Director is responsible for Hanna Center's accounting and controls, operations and infrastructure. This includes for facilities functions (security; maintenance & capital improvements; housekeeping; vendor/contractor relationships) and finance functions (budgeting; accounting & controls; payroll; purchasing; treasury & cash management; and banking, auditor and legal counsel relationships).

The Director will function as the operations and financial management extension of the CEO, with the understanding that the CEO will set and periodically adjust the organization's course and the Director will translate these plans into budgets, reports, operating workflows and capital improvement projects. The Director will ensure that the organization's infrastructure is strong and finances are transparent, while also ensuring that Hanna Center is a hospitable, safe and enjoyable environment for all youth, partners and other users of campus facilities.

Hanna's focus will always be on providing services to at-risk youth transitioning to adulthood. This is the priority of all staff, including the Operations & Finance Director.

## RESPONSIBILITIES

### IMMEDIATE PRIORITIES:

- ) Quickly get to know Hanna Center – its people, culture, constituents, funding structures, facilities, programs, current and future operational needs;
- ) Establish strong working relationships with the CEO, colleagues and direct reports, and the Chairs of the Board, Finance and Audit Committees; strengthen and sustain a culture of transparency, collaboration, communication, teamwork and integrity;
- ) Understand and manage internal systems and controls, operations, processes and financial procedures to ensure the integrity of the financial information and reporting.

### FINANCE:

- ) Review, streamline, simplify and make transparent Hanna Center's financial apparatus, including an assessment of whether Hanna Center's finance system ought to be migrated to a standard and easily maintained software platform like Quickbooks; review chart of accounts, current accounting systems and control procedures, audit trails, financial documentation and workflows; assure that financial infrastructure is lean and cost-efficient, while allowing flexibility required for growth;
- ) Ensure that actual expenditures are in alignment with budget plans; review all contracts, insurance, vendor and subcontractor relationships to identify cost savings; work with all departments to manage and control spending; assure that payroll is accurate and processed in a timely way; forecast and manage cash flow to ensure that cash on hand is adequate to meet obligations and future needs;
- ) Provide accurate, timely and succinct information on the financial status of all programs and departments to the CEO, Chairs of the Board and Finance Committee upon request; develop long- and short-range financial plans and prepare accurate and timely financial and operating reports for the CEO and the Board.

### FACILITIES

- ) Secure the campus, its buildings and grounds, assuring that all Hanna property remains on site, and that the campus environment is safe for all residents and users throughout the day and night;

- J Manage, maintain and continually upgrade all campus grounds, buildings, mechanical systems (electrical, water/plumbing, HVAC) and the technical infrastructure (WiFi, phone, kitchens, lighting, etc); provide day-to-day management of all housekeeping staff and all vendors and contractors relationships.
- J Identify opportunities to use the facilities to develop earned income streams in ways that increase community connection and support, generate goodwill, advance efforts to raise contributed revenue for the facilities, and are consistent with Hanna's social-good mission of supporting youth as they navigate toward adulthood;
- J Actively support the development function in capital fundraising campaigns, including through direct solicitations and grant requests.

### IDEAL EXPERIENCE, QUALIFICATIONS AND EXPERIENCE

The ideal candidate should have the following experience and qualifications:

- J Proven managerial, problem-solving and planning capabilities and significant financial, administrative, human resources, and day-to-day operating responsibility with a facilities-intensive business or nonprofit organization (independent or public school, hotel, conference facilities, community college or university, scouting organization, municipalities, hospital system; etc.); experience with both buildings and grounds is desirable;
- J Deep understanding of the finances and mechanics of managing a campus operation undergoing significant transformation would be useful; facility and comfort with technology; knowledge of and experience with project accounting other financial accounting and reporting systems is highly desirable;
- J A mature level of judgment and decision-making in a changing, forward-thinking operating and customer service environment; exercises tact, skill and diplomacy when engaging in negotiations with colleagues, other entities, officials, contractors, employees and their representatives... but with a strong focus on cost and using funds effectively to advance youth; formulates and expresses ideas concisely, clearly and effectively, both orally and in writing; the ability to guide and counsel colleagues, partners, employees and others;
- J A high energy level with a balance of patience and impatience in service to advancing the organization and the youth it serves, attention to detail, good humor and fortitude in managing relationships with various parties, including with vendors and other partners; an ambassador for the Hanna Center coordinating neighborhood relationships within Sonoma;
- J Demonstrated ability to forge mutually-respectful and effective relationships with a diverse group of personalities in a collegial and cooperative manner, including staff members at all levels, members of the Board, volunteers, staff, supporters, auditors, accrediting orgs, government officials, vendors, etc;
- J An ability to analyze the attributes, professional competencies and networks of the two Boards specifically in relation to the contribution of individual members to: a) financial oversight, b) facilities improvements, c) contributed/earned revenue development for capital improvements, d) generating community goodwill that translates into financial and other kinds of support;

- ) Outstanding oral and written communication skills, including the means to address issues in non-confrontational and non-polarizing ways, but nevertheless with determination; the presence and credibility to serve as an effective spokesperson for the Hanna Center, especially in operational and financial matters.
- ) A team builder and mentor with outstanding human qualities; one who is straightforward, flexible, shares information easily, listens as well as gives advice, and respects the abilities of others; someone who projects trustworthiness, integrity, and solidity and guides others in a similar vein; the ability to coach others, leaving those being mentored free to deliver while the Operations and Finance Director monitors.
- ) Results-oriented, adept at seeing the big-picture, planning, prioritizing, organizing, and following through; a hard worker with a high energy level; emotionally mature with a sense of humor and an ability to maintain balance and perspective.

For more information please contact:

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