



Statement of Work – Interim CFO

INTRODUCTION

Open Arms Perinatal Services is seeking an interim contract CFO to address short-term finance initiatives and provide ongoing CFO support to the organization over the next 18-24 months.

ABOUT OPEN ARMS

Working in the Puget Sound region since 1997, Open Arms Perinatal Services is a nonprofit focused on strong community-based support for women through pregnancy, birth, and early childhood. We carefully pair clients with trained doulas who are a cultural and/or language match whenever possible. Open Arms is the only non-profit providing doula services specifically for low-income women in Washington State.

SCOPE OF WORK

Open Arms has been funded largely by private and public grants focused on perinatal support. The organization has recently been awarded two large grants that will significantly increase the size and complexity of the organization. One of the grants involves leading a consortium of organizations offering pregnancy support in subcontractor-type relationships.

Through a financial self-assessment process facilitated by Social Venture Partners, Open Arms has identified a number of near-term initiatives to improve and strengthen its financial processes. These initiatives can benefit from additional, focused financial expertise and resource. In addition, the organization is growing to the point where it needs operational CFO-level support, initially part-time on a contract basis. The Interim CFO will collaborate with the Finance Manager on these initiatives, providing education and support while also functioning in a hands-on role in completing the projects.

Process Improvement Initiatives

- Cash flow requirements
 - Evaluate cash flow requirements for new grants, including requirements to provide upfront funding for partner organizations
 - Develop an 18-month cash flow projection and a process to update the projection regularly
 - Develop and implement a strategy for meeting cash flow requirements
 - Evaluate needs and requirements for a cash management tool
- Grants compliance and management
 - Identify grants compliance and reporting needs, particularly additional requirements of new grants

- Establish grants compliance and management processes, including optimizing future grants requests
- Determine new organizational policy requirements for grants compliance and develop new policies as needed
- Financial audit
 - Source and engage a CPA firm to perform an audit of 2018 financials
 - Establish a process for Finance Committee and Board engagement governance over the audit and audit results
 - Establish a process for evaluating audit results and incorporating them into the organization's accounting and reporting
- Board Dashboard
 - Develop a financial dashboard for Board reporting
- Financial Risks
 - Identify and evaluate organizational financial risks, particularly changes in the risk profile resulting from new funding
 - Facilitate risk mitigation with management and Board
 - Establish a process for periodic risk assessment
- Reserve Strategy
 - Determine how to best establish and leverage reserves
 - Consider reserve categories: Working Capital, Reserve Capital and Change Capital
- Program Profitability
 - Develop a model for program profitability, including full-costing, determining an overhead rate, and computing cost per client
- Revenue Model and Development
 - Support the Executive Director in identifying and developing financial outcomes in support of the Board-level strategic plan
 - Provide financial support as needed to the Development Director in creation of a development plan for the year
 - Evaluate feasibility of a 'fee-for-service' offering/program
- Budgeting
 - Help lead and improve the annual budgeting process
 - Work with program directors on budgeting for their programs
 - Analyze and make recommendations for moving from a 12-month to 18-month budget

Ongoing CFO Support

- Provide mentoring and support to finance staff in executing ongoing finance processes
- Advise the organization on incorporating changes resulting from initial process improvement initiatives
- Evaluate future changes or process improvements to respond to new grants or programs
- Assist the finance staff in developing additional or enhanced reporting to Board or funding sources, as needed

RESOURCE REQUIREMENTS

Time

15 to 20 hours per week during the process improvement phase. This is anticipated to be a 3-6 month commitment. Hours per week may be higher in the first month. There will be a second phase of process improvements most likely up to the 9-month period.

Ongoing commitment is to be determined. A best estimate at this time is 4-8 hours per week for the 12-18 months following the process improvement phase.

Qualifications

- Proven work experience as a CFO, including experience in a nonprofit organization
- Experience working with organizations providing health care and health-related services preferred
- Knowledge of State of Washington contract grant budgeting/reporting procedures and requirements.
- Experience with risk management, cash management, business modeling
- Ability to solve problems effectively and efficiently
- Interest and willingness to work hands-on to develop processes, policies, models, forecasts
- Willingness to share skills, knowledge, and expertise, providing guidance and constructive feedback
- Experience with QuickBooks and knowledge of other accounting software in use in nonprofit environments
- Ability to communicate effectively and appropriately within a nonprofit environment, with management, staff, Board, partners
- Genuine interest in the mission of the organization

If interests, contact Marilee Byers: marileebyers@comcast.net.