



## Chief Financial Officer

[www.hcz.org](http://www.hcz.org)

“After nearly a decade of welfare reform and small-bore anti-poverty programs, Geoffrey Canada has a radical new thesis: If you really want to change the lives of inner city kids, change everything – their schools, their families, their neighborhood – all at once...The objective is to create a safety net woven so tightly that children in the neighborhood just can't slip through.”

*The New York Times Magazine*  
“The Harlem Project”  
June 20, 2004

“[The] Harlem Children's Zone is in many ways a success story in a field starved for them. From its headquarters at 125<sup>th</sup> Street and Madison Avenue, the program provides a full network of services to an entire needy neighborhood. It combines educational, social, and medical services, covering participants from birth all the way through college.”

*U.S. News and World Report*  
“America's Best Leaders”  
October 31, 2005

### ❖ **THE OPPORTUNITY**

Harlem Children's Zone, Inc. (HCZ), one of the nation's leading not-for-profit organizations, is unwavering in its mission to improve the lives of poor children in America's most devastated communities. This revolutionary organization, which serves more than 16,000 children and adults, focuses on education, social service and rebuilding the very fabric of community life. Led by the visionary President & CEO Geoffrey Canada, and a prominent Board of Trustees, HCZ is poised to expand its great work.

HCZ seeks an experienced Chief Financial Officer (CFO) to develop financial and strategic objectives, analyze priorities, and conduct internal assessments of organizational effectiveness to determine strengths and weaknesses for financial planning and forecasting for the organization. This represents an unparalleled opportunity to help build a transformational organization, what *The New York Times Magazine* calls “one of the most ambitious social-policy experiments of our time.”

In order to effectively ensure the fiscal health and strategic alignment for HCZ, the CFO will gain a thorough understanding of the mission and vision, scope and diversity of programs, substantive priorities of the current business plan, and the competitive advantage, core competencies, values and beliefs. Likewise, he or she will foster strong relationships and effective communication with HCZ senior leadership and staff.

The CFO will create measurement methods/tools for organizational viability, quality and services in alignment with programmatic objectives. Additionally, he or she will analyze strategic priorities, conduct internal assessments of organizational effectiveness to determine the strengths and weaknesses for planning and forecasting, review and create budgets, and be involved with all financial activities including audit financial controls.

The successful candidate will have a demonstrated track record of handling all aspects of a comprehensive financial/strategic planning operation. He or she will analyze strategic priorities related to cost, services, geographic expansion and information systems to ensure the fiscal health of HCZ. Moreover, the successful candidate will have the capacity to credibly and confidently communicate with the CEO, the Board of Trustees and senior management staff. HCZ has retained Freeman Philanthropic Services, LLC (FPS) to assist on this important recruitment.

❖ **HARLEM CHILDREN’S ZONE, INC.**

Founded in 1970, HCZ is a pioneering, not-for-profit, community-based organization that works to enhance the quality of life for children and families in some of New York City's most devastated neighborhoods. Formerly known as Rheedlen Centers for Children and Families, HCZ's 15 centers serve more than 16,000 children and adults, including more than 10,000 at-risk children. The emphasis of the work is not just on education, social service and community-building, but on reweaving the very fabric of community life.

Prominent among HCZ’s efforts are The HCZ Project, The Promise Academy Charter School, The Beacon Centers, and Foster Care Prevention program:

**The Harlem Children’s Zone Project**

The HCZ Project is a multi-year comprehensive community building initiative. The HCZ Project's mission is to create significant, positive opportunities for all children living in a 100 block area of Central Harlem by helping parents, residents, teachers and other stakeholders create a safe learning environment for youth. The aim is to improve outcomes for poor children and families in devastated communities, starting in Central Harlem.



Behind this mission lie two main tenets: First, children from troubled communities are far more likely to grow to healthy, satisfying adulthood (and to help build a better community) if a critical mass of the adults around them are well versed in the techniques of effective parenting, and are engaged in local educational, social, and religious activities with their children; and, second, the earlier a child is touched by sound health care, intellectual and social stimulation, and consistent guidance from loving, attentive adults, the more likely that child will be to grow into a responsible and fulfilled member of the community. Intervention at later stages is still important — and must be adjusted as the person progresses through the various stages of youth. But later intervention is more costly and less sure of success. Families will need these later efforts to a lesser degree and in declining amounts if the earliest intervention is effective.

These twin principles — a critical mass of engaged, effective families, and early and progressive intervention in children's development — are crucial to the mission of HCZ. The focus over the next several years will be taking the Project to its logical fulfillment — extending the Zone and reaching a greater percentage of residents in the Zone with a wider, more effective mix of services, particularly at earlier ages. Thus, what began as a strategic plan in July 1997 has evolved into a resident-driven community-building initiative that serves over 10,000 children annually. The work over the past several years has reaffirmed the belief that in order to create positive opportunities and outcomes for all of the children who live in the HCZ Project, the organization must continue to develop an integrated network of services and support that provides family stability, opportunities for employment, decent and affordable housing, a quality education, and youth development activities.

The HCZ Project has made steady progress in reaching its goals since its inception in 1997. The development of strong partnerships with parents, residents, teachers and other key stakeholders is creating a safe, nurturing environment for youth. Working in collaboration with the churches, parks, local businesses and schools, the Project has developed programs and activities that help children and families address the issues of failing school and unsafe streets while undertaking the challenge of rebuilding this Central Harlem community. Some of the Project’s accomplishments include:

- **The Baby College:** In line with HCZ’s mission to support children’s intellectual, emotional, and physical growth from the time their parents are pregnant until they head to college or the labor market, The Baby College is a program that teaches best-practice parenting techniques to parents of children ages 0 to 3, and is a critical piece of the Project’s early intervention work.



- Harlem Gems: Launched in 2001, the Harlem Gems is a universal pre-kindergarten program for 40 four-year-olds. By hiring licensed teachers and AmeriCorps-sponsored workers (Peacemakers), HCZ has created an adult to child ratio of 1:4.
- Peacemakers: The School Success Program places over 90 AmeriCorps-funded Peacemakers in classrooms and after-school programs at five public elementary schools in the HCZ Project (PS 76, PS 149, PS 154, PS 197 and PS 242). Peacemakers also operate Summer Enrichment programs at five HCZ Project elementary schools providing hundreds of children in grades K-2 with a literacy-based experience during the summer months.
- The Renaissance University for Community Education: TRUCE, a comprehensive youth development program for 200 high school students, fosters academic growth and career readiness through the innovative use of the arts, media literacy, health and multimedia technology. Each year TRUCE helps seniors graduate on time and get admitted to college.
- TRUCE Fitness & Nutrition Center: Provides free services to Harlem residents, which includes martial arts, fitness and nutrition training and assessment, dance and aerobics. In addition, the goals are to promote awareness of such issues as sexually transmitted diseases, smoking, substance abuse, and violence.
- The Employment and Technology Center: Recently, ETC relocated to a new location at West 119<sup>th</sup> Street. The Center provides computer classes to middle school students and adults in the Zone.
- Community Pride: Works with Harlem residents to stabilize city-owned housing and small private home ownership; improve the physical environment and increase resident leadership and involvement in the community.
- Asthma Initiative: Was launched along with Harlem Hospital's Department of Pediatrics, Columbia University's Harlem Health Promotion Center, Touchpoints, and the New York City Department of Health. HCZ Project programs are working with Harlem Hospital staff throughout the year to screen all of the Project's children between the ages of 0-12 for asthma.

### **The Promise Academy Charter Schools**

Through a unique partnership with Mayor Bloomberg and the City's Schools Chancellor Joel Klein, and the support of the philanthropic community, HCZ established a new paradigm for charter schools. In 2004, HCZ began educating its own students at two locations. The Promise Academy, which will eventually be a kindergarten-through-12th-grade charter school, started with a kindergarten and sixth-grade class in September 2004. The seventh and eighth grades are housed in the organization's headquarters on 125<sup>th</sup> Street; the kindergarten is inside an existing public school building (PS 275). Promise Academy 1 will expand to become a school of 1,300 students. The curriculum is intense: classes run from 8 a.m. to 4 p.m., five days a week, which is an hour and a half longer than regular city schools. After-school programs run until 6 p.m., and the school year continues into August.

"We are calling our school Promise Academy because we are making a promise to all of our parents," says HCZ President & CEO Geoff Canada, "If your child gets into our school, that child is going to succeed. If you work with us as parents, we are going to do everything -- and I mean everything -- to see that your child gets a good education. "



### **The Beacon Centers**

In 1991, HCZ began operating its first Beacon School, Countee Cullen Community Center, which has been recognized nationally as a model for delivering youth developmental services in urban communities. Beginning in 1998, HCZ opened the Booker T. Washington Center 54 Beacon. Both programs are operated under the New York City Department of Youth and Community Development's Beacon-Schools initiative and provide young people and their families with safe, structured educational and recreational centers as well as youth development programming.

### **Foster Care Prevention**

HCZ's preventive foster care programs are comprehensive, neighborhood-based, and intensive. Through a contract with the New York City Administration for Children's Services (ACS), HCZ provides support and services to families to help them transform their lives and communities into safe and healthy places where children can learn and grow.

For more information on HCZ's programs and projects, recent news – including the Prince of Wales and the Duchess of Cornwall's January 2007 visit – and highlights, please visit [www.hcz.org](http://www.hcz.org).

### **❖ THE HCZ LEADERSHIP**

"If we are to save our children then we must become people they will look up to. Children need heroes now more than ever because the poor children of this nation live with monsters every day. Monsters deprive them of heat in the winter, they don't fix their sinks and toilets, they let garbage pile up in their hallways, they kick them out of their homes, they beat them, shoot them, stab them..."

We have failed our children. They live in a world where danger lurks all around them and their playgrounds are filled with broken glass, crack vials, and sudden death. And the stuff of our nightmares when we were children is the common reality for children today. Monsters are out there and claiming children in record numbers. And so we must stand up and be visible heroes, fighting for our children. I want people to understand the crisis that our children face and I want people to act."

Geoffrey Canada  
President & CEO

HCZ is supported and guided by its Board of Trustees, a dedicated group of high-caliber business and not-for-profit leaders. The Board of Trustees is led by Chairman Stan Druckenmiller of Duquesne Capital, a noted hedge-fund manager and former managing director of Soros Fund Management.

In 1998 Geoffrey Canada, the President & CEO of HCZ, proposed a bold plan for the organization's future. "I was struck by its boldness," Mr. Druckenmiller said. "And, frankly, from anybody else I would have dismissed it as too utopian and unattainable. But watching Geoff over the years, I thought it was crazy not to take a shot with this guy." In a difficult, yet strategic, decision, Mr. Druckenmiller and Mr. Canada reshaped the Board of Trustees. Mr. Druckenmiller became chairman and brought in more Wall Street leaders, who have contributed significantly to the new building and to HCZ's current \$58 million annual budget, a dramatic increase from the \$2.5 million budget in 1990.



Geoffrey Canada was named President & CEO in 1990. He is the acclaimed author of *Fist Stick Knife Gun: A Personal History of Violence in America* and *Reaching Up for Manhood*. Mr. Canada received the first Heinz Award in 1994 for his work with HCZ, his passionate concern for children, and his selfless determination to make their lives safer and saner. Notably, Mr. Canada was named as one of America's Best Leaders by *U.S. News and World Report* in October 2005. Mr. Canada and the Harlem Children's Zone have been featured in *The New York Times Magazine*, *60 Minutes*, *The Oprah Winfrey Show*, *The Today Show*, *Good Morning America*, *The Charlie Rose Show*, *Nightline*, *USA Today* and *The New Yorker*, among others.

In 2006, Mr. Canada was selected by New York City Mayor Michael Bloomberg as co-chair of The Commission on Economic Opportunity, which was asked to formulate a plan to significantly reduce poverty. In 2007, he was appointed co-chair of New York State's Children's Cabinet Advisory Board.

A much sought-after speaker, Mr. Canada enjoys a national reputation as both an advocate for and expert on issues concerning violence, children and community redevelopment. Mr. Canada holds a bachelor of arts degree from Bowdoin College and a master's degree in education from the Harvard Graduate School of Education. Before joining HCZ, he served as Director of the Robert White School, a private day school for troubled inner city youth in Boston. Upon returning to New York City in 1983, Mr. Canada became the Program Director for the Truancy Prevention Program at the Harlem Children's Zone, then known as Rheedlen.

Mr. Canada is also the East Coast Regional Coordinator for the Black Community Crusade for Children, a nationwide effort to make saving black children the number one priority in the black community. This initiative is being coordinated by Marian Wright Edelman and the Children's Defense Fund. He has won numerous awards, including: the Robin Hood Foundation's Heroes of the Year Award, the Spirit of the City Award from the Cathedral of St. John the Divine, Bowdoin College's Common Good Award and New York University's Brennan Legacy Award. He has also received Honorary Degrees from Harvard University, Williams College, John Jay College of Criminal Justice, the Bank Street College of Education and Lombard Theological Seminary.

❖ **THE FUTURE – The Business Plan**

In seventeen years, HCZ has grown from a \$2.5 million organization serving 1,500 children to its current \$58 million annual budget, serving more than 16,000 children and adults. With approximately 1500 staff members (500 full-time and 1000 part-time employees), HCZ is the largest youth employer in Harlem. This remarkable growth has been made possible by transformational leadership, both staff and board, and the support of individuals, foundations, corporations, as well as city, state, and federal grants.

In 1999, to help strategize for its vision for future growth, HCZ worked in collaboration with the Bridgespan Group, management consultants in Boston, Mass., to design a business plan. The Edna McConnell Clark Foundation funded the collaboration, which enabled HCZ to map out a programmatic and fiscal strategy to reach its goal of serving over 23,000 children and adults by 2009.

Over the next several years, HCZ plans to expand to increase the number of children and families served. HCZ has developed a growth plan that breaks the expansion into three manageable phases:

➤ **Phase 1: FY 2000-FY 2003**

During Phase 1, HCZ focused on its work in the original HCZ Project boundaries, strengthened its management capacity, developed internal evaluation capacity, launched Harlem Gems and shared its knowledge with interested community based organizations, governments, foundations and others. Phase 1 began in fiscal year 2000 (HCZ's fiscal year runs from July 1st to June 30th) and continued through FY 2003.

➤ **Phase 2: FY 2004-FY 2006**

During Phase 2, the HCZ Project focused on expanding its boundaries northward up to 132nd Street and further east to Madison Avenue. To anchor this expansion, HCZ opened a new headquarters building on 125th Street between Madison and Fifth Avenues. Inside this building, the organization launched the Promise Academy Charter School (the elementary school component is at PS 275), the HCZ Community Center and the Practitioners Institute where they can share their knowledge. The building also houses administrative offices.

➤ **Phase 3: FY 2007-FY 2011**

In Phase 3, HCZ expanded the HCZ Project north again to 143rd Street. This expansion will enable the HCZ Project to serve more than 15,000 children annually by FY 2011.

❖ **IMPORTANT RELATIONSHIPS**

The CFO will report to the CEO, Geoffrey Canada. He or she will oversee nine staff members, including: the Controller, the Assistant Controller, and seven support staff in Finance and Payroll.

The successful candidate will also build strong relationships internally with senior leadership and colleagues throughout the organization, including the members of the Investment, Finance, Audit and Strategic Planning Committees of the Board of Directors.

❖ **KEY OPPORTUNITIES & CHALLENGES**

HCZ seeks a CFO with the experience reflecting the capacity and past results that would meet the challenges outlined below. The successful candidate will be expected to add value to all aspects of the fulfillment of the mission of HCZ.

- Rapidly gain a thorough understanding of the mission, scope of programs, priorities of the current business plan, and strategic fiscal priorities in regards to cost, new markets, services, geographic expansion and information systems;
- Foster strong relationships and effective communication with HCZ senior leadership and staff;
- Develop financial and strategic objectives and create measurement methods/tools for organizational viability, quality, and services and programmatic objectives;
- Contribute to the development of HCZ's strategic goals and objectives as well as the overall management;
- Advise the President & CEO on financial planning, budgeting, cash flow, investment priorities and other fiscal matters;
- Upgrade and implement a system of finance-related policies, internal controls, accounting standards and procedures;
- Plan, coordinate and execute the annual budget process;
- Improve administrative and operational accounting services, such as endowment management, pension plans, payroll, accounts payable and purchasing;
- Develop tools and systems to provide critical financial and operational information to the CEO and make actionable recommendations on both strategy and operations;
- Review and create budgets, assist with preparation of financial statements and results of operations, audit financial controls to ensure the fiscal health and business plan for HCZ;
- Prepare and present reports to the CEO, Board of Trustees and other senior management concerning strategic plans, fiscal health and organizational forecasts;
- Engage the Board's Finance, Audit and Investment committees around issues, trends, and changes in the operational model or delivery;
- Oversee long-term budgetary planning and cost management alignment with the HCZ strategic plan;
- Manage and track the performance of HCZ's endowment in keeping with the policies and investment guidelines established by the Investment Committee;
- Mentor and develop the Finance team, managing work allocation, problem resolution, and performance evaluation;
- Conduct environmental scans to collect data on conditions affecting the health and future of HCZ.

❖ **IDEAL QUALITIES AND EXPERIENCE**

The CFO will be an effective financial leader; the ideal candidate will possess the following attributes and experience:

- Commitment to the HCZ mission;
- Demonstrated track record of effectively leading a comprehensive financial/strategic planning department, including managing investments and/or an endowment;
- Experience in an executive managerial role, ideally with both external audit and in-house financial management experience;
- Extensive experience creating budgets, forecasts, financial analysis, and strategic planning models;
- Strong analytical and problem solving skills to productively impact both strategic and tactical finance and administrative initiatives;
- Experience with and detailed knowledge of Sarbanes-Oxley, ensuring full compliance;
- Ability to make decisions in a changing environment and anticipate future needs;
- Outstanding interpersonal and relationship management skills to effectively interface with senior management, the Board of Trustees, and staff;
- Excellent communication skills, both written and oral, including excellent persuasive skills;
- Sensitivity to community issues and culture;
- Comfortable working in a fast-paced, results-oriented culture;
- Unimpeachable ethical standards, confidentiality, and personal integrity, seasoned with humor and perspective;
- MBA in Finance, CPA or equivalent experience is required.

❖ **COMPENSATION**

The compensation and comprehensive benefit package will be competitive and commensurate with the successful candidate's background and experience.

❖ **TO APPLY**

Confidential inquiries, applications, and nominations should be directed to Gail L. Freeman, President of Freeman Philanthropic Services, LLC at [HCZ-CFO@glfreeman.com](mailto:HCZ-CFO@glfreeman.com).

*HCZ is committed to diversity among its employees and encourages qualified candidates from all backgrounds to apply.*