



PORT OF PORTLAND

CHIEF FINANCIAL OFFICER
RECRUITMENT



OPPORTUNITY TO LEAD AND SERVE

The Port of Portland (The Port), a public agency, is recruiting for a highly experienced Chief Financial Officer (CFO) to lead the financial teams at the Port. The Port is seeking a CFO who has a proven track record for providing outstanding financial services to internal and external customers while leading with integrity and a commitment to equity. The successful candidate will be an authentic leader who is a big picture thinker offering enterprise-wide solutions. They should be analytical, results oriented, collaborative in nature, serving as a thought partner with the executive leadership team and Port commissioners.

ROSE CITY

Portland, Oregon's largest city, sits on the Columbia and Willamette rivers, in the shadow of snow-capped Mount Hood. It is the 29th most populous City in the United States. Portland (653,500 pop.) is the center of a metropolis of over 2 million people.

Portland is one of America's most beautiful and vibrant cities. It is known for its quality of life and recognized as one of the world's most environmentally conscious cities because of its high walkability, large community of bicyclists, farm-to-table dining, microbreweries, expansive network of public transportation options, and over 10,000 acres of public parks. As a result, Portland consistently ranks as one of the best places to live and work. U.S. News and World (2018) Report ranked Portland the 6th most livable metropolitan city. Its climate is marked by warm, dry summers and cool, rainy winters. This climate is ideal for growing roses, and Portland has been called the "City of Roses" for over a century. The City of Portland has great recreational and outdoor sporting amenities which draws people from throughout the Pacific Northwest and beyond.

THE PORT OF PORTLAND

Established in 1891 by the 16th Oregon Legislative Assembly, the Port of Portland has focused on enhancing the community economically, socially and environmentally while continuing to serve passenger and cargo needs.

The Port owns four marine terminals, including Oregon's only deep-draft container port, three airports (Portland International, Hillsboro, and Troutdale) and seven industrial parks around the metropolitan area. Also, the Port owns and operates the Dredge Oregon to help maintain the navigation channel on the lower Columbia and Willamette rivers. The Port is the second largest exporter of wheat in

the nation, and the fifth-largest auto import gateway in America.

The mission of the Port is to enhance the region's economy and quality of life by providing efficient cargo and air passenger access to national and global markets and by promoting industrial development.

The lens for which The Port views their work is through these guiding principles:

Equity, Environmental Leadership, Financial Responsibility, Safety, Operational Excellence.

The Port of Portland values leadership, inclusion and service.

While the Port is a pubic agency, it operates like a private sector company, with total revenues exceeding \$300 million and 783 full-time equivalent employees. The Port brings more than \$6.4 billion a year to the Portland area through the following channels of businesses:

AVIATION- The Port operates three airports including Portland International Airport- PDX, which was voted America's Best Airport for the past six years. Aviation total revenues for FY18/19 were \$255.5 million. Over 10,000 employees and more than 80 businesses work together to ensure that PDX serves the needs of travelers and guests.

MARINE- Port of Portland is Oregon's largest port and operates four marine terminals. The Port ranks No. 1 on the West Coast for exports and has one of the largest mineral bulk ports in the country. Marine terminals are served by rail (Union Pacific and BNSF railroads), connecting interstates, and river barges. Over 17 million tons of cargo move through Portland each year. Twelve million tons of this cargo move through the Port's-owned and operated facilities. Marine and navigation revenues for FY18/19 were \$53.3 million.

COMMERCIAL DEVELOPMENT- The Port owns seven business parks around the greater Portland area housing over 400 businesses and offering commercial/industrial features to suit every need. From large and buildable lots to established and move-in ready distribution and logistics facilities, they offer a diverse array of options and the ideal space for warehouses, manufacturers, and distribution businesses. Real estate revenues for FY18/19 were \$21.3 million.

STRATEGIC OBJECTIVES

The Port's Strategic Plan focuses on three areas:

- Build an airport for the future
- Revitalize the marine business
- Leverage the Port's strengths to create a more equitable and prosperous region

LEADERSHIP/GOVERANCE

The Port of Portland leadership pushes for new and innovative ways to create prosperity for the region and beyond. At the helm of 800 employees is Executive Director Curtis Robinhold. Port policy is set by a nine-

member commission, who are appointed by the Governor and ratified by the Oregon State Senate.

CHIEF FINANCIAL OFFICER (CFO)

The Chief Financial Officer will provide direction and strategic leadership to the Finance, Audit and Risk Management Division to ensure financial viability for the Port. The CFO is appointed by and reports to the Port's Executive Director and serves as the Port's chief financial strategist. The CFO is responsible for leading a highly skilled team of five (5) directors and a team of approximately thirty-six members that comprise the Financial, Audit and Risk Services operations with a budget of \$5.5 million. The CFO oversees and leverages the Port's financial opportunities and mitigates its risks; provides essential data and promotes the use of data-driven decision making; participates as a credible and respected partner on the Port's Executive Team; and works effectively with peers, the Executive Director, Port Commissioners and others to develop and advance programs and policies across the organization.

KEY RESPONSIBILITIES

The Chief Financial Officer contributes to the organization's success through demonstrating Port values while successfully achieving or exceeding performance goals and objectives for the following major job functions.

- Set the financial strategy and direction of the Port. Provide skilled and sound financial direction related to all aspects of Port operations and strong leadership to division teams. Effectively engage with the Executive Team and Port Commission Officers to develop short and long-term financial plans. Advise staff participating in negotiations of agreements with airlines and other tenants and establish user fees to meet financial objectives. Ensure timeliness, accuracy, and usefulness of financial and management reporting for federal and state funding requirements, Port Commission, and internal and external stakeholders. (30%)
- Provide strategic financial leadership on Port-wide initiatives. Direct analysis of capital investments and establish affordability parameters. Evaluate financing mechanisms to ensure the financial needs/goals of the organization are achieved, including issuing bonds or other debt instruments, obtaining grants, collecting Passenger Facility Charges and Customer Facility Charges, and managing cash and investments. (30%)
- Oversee the leaders of the Port's accounting and finance departments to ensure proper compliance with laws, regulations, reporting requirements and accounting standards; maintain accounting systems and functions; and establish accounting policies and procedures. Establish and maintain appropriate internal control safeguards. Ensure records systems are maintained in accordance with generally accepted auditing standards. Oversee the preparation and communication of monthly and annual financial statements and direct the conduct of external audits of the Port's financial statements. (20%)
- Oversee risk management to ensure the program fulfills the mission and strategic goals of the organization.

Direct the identification, evaluation, and mitigation of the Port's hazardous, operational and strategic risks. Mitigate and insure against those risks through contractual risk transfer, purchase of insurance, and development of self-insurance programs. Oversee the Port's claims management program and business continuity management program. (10%)

Oversee internal audit, including development of annual internal audit plans based on a risk assessment, conduct and documentation of each audit, and reporting on audit plan progress and the status of audit issues. Provide direct access to the Commission Officers with the Internal Audit Director. (10%)



IDEAL CANDIDATE QUALIFICATIONS

The Chief Financial Officer will provide sophisticated financial acumen in the core management functions of accounting & control, auditing, budgeting & forecasting, financial analysis & planning, debt issuance & management, and risk analysis & management. The ideal candidate should be a selfless leader who has a deep and granular understanding of all facets related to astute financial leadership in a large complex organization with significant government regulation.

Candidates must be visionary, mission driven and skilled at using sound judgement, to make thoughtful and practical recommendations to executive leadership and policy makers. In additional to being strategic and tactical, the CFO must be a leader with integrity, values and humility. Of primary importance, the Port is seeking a finance executive who embraces an authentic servant leadership style, possesses strong emotional intelligence and understands and prioritizes the critical importance that people play in building a successful organization.

Specific skills include:

 Proven and inclusive people leader who is adept at assessing, recruiting and retaining exceptional talent through motivating, coaching and mentoring team members in a manner that promotes collaborations, accountability, professional development and growth; good listening skills and excellent written and verbal communication skills;

- Experience working with line operating executives and policy makers to provide sound financial advice supported by rigorous analysis and sound recommendations from complex financial and business information that enhances the financial wellbeing of their operations and the Port;
- Strong presentation and interpersonal skills that demonstrate confidence and builds credibility and trust with various Port stakeholders including the Executive Director, Port Commission, the Executive team, local, state, and federal agencies, rating agencies, industry associations, consultants, investment banks, community groups, and the general public;
- Advanced expertise in finance, accounting, budgeting, and cost controls including Generally Accepted Accounting Principles; strong background in federal and state financial regulations, analytical methods, and local budget laws;
- Working knowledge and experience with government funding, public financing options, debt markets and investment banking;
- Committed to providing leadership in promoting diversity, equity and inclusion; a strong advocate for cultural change and open to new ideals and approaches to building an outstanding financial organization and fiscally strong Port;
- Ability to manage a diverse workgroup towards a common vision and goals; motivate teams to produce quality materials within tight timeframes and effectively manage multiple projects simultaneously; ability to manage ambiguity and complex issues; and
- Demonstrated commitment to valuing differences among individuals.



EXPERIENCE & EDUCATION

Experience:

The ideal CFO candidate will possess at least 10 years in financial management with 5 years of executive leadership experience at the CFO or other comparable level with a major public sector enterprise or a closely related private sector organization.

Education:

BS in Finance or Accounting. CPA and/or advanced degree is preferred.

COMPENSATION & BENEFITS

The Port of Portland offers a competitive compensation package including a salary commensurate with experience (\$250,000-\$300,000), a performance bonus 0-15%, and an attractive employee benefits program, including participation in the Oregon Public Service Retirement Plan (OPSRP).



APPLICATION PROCESS

To be considered, please submit a detailed resume and a compelling letter of interest (addressed to W.D. Hawkins) electronically to cfo.pop@thehawkinscompany.com by April 3, 2020. The application materials must include scope of experience, key professional attributes, size and scope of financial leadership including size of current organization's operating and capital budget.

The CFO recruitment is being conducted on a national basis by The Hawkins Company. The firm will review all written materials submitted and will screen and evaluate all candidates. Only those deemed qualified will advance to the next level of the recruitment process. The most highly qualified candidates will be invited to participate in an onsite interview. The position will remain open until filled. For additional information or confidential inquiries, please contact a member of our consulting team (The Hawkins Company) questions must be addressed to The Hawkins Company.



THE HAWKINS COMPANY

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