



YOUTH SERVICES



ADVERTISING SUPPLEMENT
SEPTEMBER 20, 2024

CFO OF THE YEAR AWARDS

2024 Lifetime Achievement

Keith Taylor
Equinix



Since 2006, Honoring Outstanding Bay Area Chief Financial Officers

AWARDS

• Lifetime Achievement

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- Non-Public Company
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EY is pleased to recognize the achievements of the 2024 Bay Area CFO of the Year awardees and nominees! There's no limit to what we can accomplish when we strive to build a better working world together.

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Building a better
working world

A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF LARKIN STREET YOUTH SERVICES

Celebrating Impact: The 18th Bay Area CFO of the Year Awards Spotlight the Transformative Role of CFOs in Community and Innovation

As we celebrate the 18th Bay Area CFO of the Year Awards, we are reminded of exceptional leadership and community support's impact in shaping a better future. This evening was a celebration of outstanding CFOs and a powerful reminder of the role.

This year's theme, CFO Visionaries: Shaping the Future of Finance, aligns seamlessly with Larkin Street Youth Services' commitment to equipping youth with the necessary tools to reshape their futures. The innovative spirit of today's CFOs, who are redefining the financial landscape to meet tomorrow's challenges, mirrors our mission to foster resilience and hope among youth.

Our long-standing collaboration with the San Francisco Business Times, co-host

of this event, has been invaluable. While the over \$7.5 million raised since 2006 has been essential to sustaining our programs, this partnership has always been about more than just fundraising. It has allowed us to be a part of an event that spotlights financial leaders who significantly impact the Bay Area. Through this relationship, we've been able to connect with businesses that share our vision, helping us expand Larkin Street's reach and provide critical support to more young people in need.

I extend my heartfelt congratulations to Keith Taylor, recipient of the Hall of Fame Lifetime Achievement Award, and to all 18 finalists. Your leadership demonstrates the profound impact dedicated individuals can have on shaping a thriving community.

As we reflect on the successes of this year's event, the importance of the partnerships and friendships forged becomes ever more apparent. It is through these connections that we are able to continue evolving as an organization, expanding our reach, and deepening our impact on young people through early intervention, ensuring they have the support they need to build brighter futures.

Tonight, you heard Tyree Booker share his powerful story of overcoming homelessness—a story that reflects the potential we can unlock with the community's support. I hope you were inspired by his journey and the work we do, and that you'll find a way to engage with us. Together, we can make a real difference in the lives of young people.



SHERILYN ADAMS
Chief Executive Officer
Larkin Street Youth Services



COMMITTEES AND SELECTION PANEL

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Consultant, Marsh McLennan Agency,
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- John Viola (co-chair)**
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Group, Merrill Lynch Private Wealth
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Salesforce; Winner 2021 CFO Hall of
Fame-Lifetime Achievement Award
- Sharon McCollam**
President & CFO of Albertson's
Companies, Inc.; Winner 2012 CFO
Hall of Fame-Lifetime Achievement
Award
- Scott Herren**
EVP and CFO, Cisco Systems

- Robin L. Washington**
Former CFO, Gilead Sciences, Inc.;
Winner 2017 CFO Hall of Fame-
Lifetime Achievement Award

NOMINATING COMITTEE

- | | | | | | |
|---|---|---|--|---|---|
| Bill McColi , co-chair
The Siegfried Group | Rafal Blawat
The Siegfried Group | Andy Cohen
SoMa Equity | Tom McInerney
Ogletree Deakins | DeLynn Senna
Robert Half | Danny Trainor
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Celebrating those who make the Bay Area brilliant.

It takes dedication, hard work, and a smart and steady approach to help a community thrive. That's why PNC is proud to celebrate Larkin Street Youth Services for all it does to help make our community brilliant.



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A MESSAGE FROM THE PUBLISHER OF THE SAN FRANCISCO BUSINESS TIMES

Celebrating a powerful community partnership

Welcome to this special San Francisco Business Times supplement, celebrating the Bay Area CFO of the Year Awards honorees.

This prestigious program applauds the pivotal roles that CFOs play in driving innovation and stability within the business community. We are honored to partner with Larkin Street Youth Services, whose unwavering commitment continues to make a profound difference in the lives of homeless youth.

For over 18 years, the CFO of the Year Awards has celebrated executive excellence and fostered meaningful relationships beyond the awards. This program has reinforced a shared commitment to empowering the youth in our community through volunteerism, board recruitment and financial support.

This year's extraordinary group of CFOs exemplify the very best of the financial profession. Their work not only drives business innovation and stability but also has a profound

impact on our community, giving us hope for a brighter future.

Choosing the finalists and winners is no small feat. The nominating committee evaluated candidates from across the Bay Area. They assessed each candidate's tenure, scope of responsibilities, leadership qualities and impact on their businesses. Financial performance and external recognition added further weight to this exhaustive review process, ensuring that the honorees truly represent the best in their field.

Many thanks to our sponsors for their generous support, making this recognition and our partnership with Larkin Street possible. I encourage you to follow the Business Times for updates on next year's awards and to visit Larkin Street Youth Services' website at www.larkinstreetyouth.org to learn more about their transformative work.

Congratulations once again to all the honorees, and thank you for joining us in celebrating their achievements.



PETE CASILLAS
Bay Area Market President & Publisher
San Francisco Business Times
& Silicon Valley Business Journal

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Visionary CFOs redefine expectations, blending foresight with integrity to catalyze transformative impacts in their organizations and communities.

Deloitte is proud to work with Larkin Street Youth Services and extends congratulations to the Bay Area's top CFOs finalists.

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LARKIN STREET YOUTH SERVICES: SHAPING THE FUTURE OF SAN FRANCISCO'S YOUTH WITH BAY AREA CFO VISIONARIES



Each year, the Bay Area CFO of the Year Awards not only celebrate exceptional financial leadership but also unite the community to support a cause that empowers young people in San Francisco experiencing homelessness: Larkin Street Youth Services.



Larkin Street program participant Traci West reads poetry at the organization's annual Performing Arts Night.

A Legacy of Partnership and Innovation

For 40 years, Larkin Street Youth Services has supported young people experiencing homelessness, offering the resources and opportunities they need to achieve their potential and build brighter futures. Our comprehensive services—including emergency shelter, long-term housing, health and wellness programs, and education and employment support—are designed to support youth to leverage their strengths. As the largest provider of services for young people experiencing homelessness in San Francisco, Larkin Street's impact is profound: nine out of ten young people who complete our programs move on to safe and stable housing. With nearly 1,100 young people currently experiencing homelessness in San Francisco, our work remains as vital as ever.

Aligning Financial Leadership with Social Good

The partnership between Larkin Street and the

Bay Area CFO of the Year Awards demonstrates how strategic financial leadership can drive transformative social impact. Just as CFOs design strategies for sustainable success, Larkin Street employs innovative solutions to address youth homelessness, creating long-lasting change. The funds raised from this event enable us to maximize resources and expand our services, showing how financial insight can foster community transformation.

Creating Opportunities and Changing Lives Together

At Larkin Street, we understand that strategic initiatives lead to real outcomes. With the support of business leaders, we can enhance our programs to better serve the youth. The funds raised this year will help us:

- **Broaden Housing Reach:** We can expand our housing solutions and increase our presence in

the Bay Area, ensuring each young person has a reliable and safe place to call home.

- **Initiate Early Interventions:** By implementing early intervention strategies, particularly targeting high school students at risk of homelessness, we can more effectively prevent youth homelessness at an earlier stage.
- **Sustain Holistic Support:** We can continue to provide holistic support through not only housing but also education, wellness, and healthcare. By ensuring basic needs are met, we enable youth to concentrate on shaping their futures.

By supporting Larkin Street Youth Services, the Bay Area's financial leaders are investing in a future where every young person has the opportunity to thrive. As we celebrate 40 years of impactful work, we look forward to continuing this partnership, driving positive change, and creating a brighter future for generations to come.

LARKIN STREET IN ACTION



Program participant Anton Eremin speaks at the 2023 Bay Area CFO of the Year Awards.



Program participant Christian Barnes speaks at a Larkin Street shelter renovation event.



Program participant Cierra Murray poses for a portrait.

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SAN FRANCISCO BUSINESS TIMES

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KPMG is proud to support Larkin Street Youth Services and the CFO of the Year Awards. KPMG congratulates this year's finalists, and applauds the Rising Stars on being recognized as future industry leaders.

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FROM STARTUP TO DATA CENTER POWERHOUSE: KEITH TAYLOR’S 25-YEAR JOURNEY AT EQUINIX

KEITH TAYLOR

Equinix Inc.

TITLE Chief Financial Officer

TENURE February 1999 to present

BACKGROUND International Wireless Communications, Becton Dickinson & Co.

K eith Taylor has done what few public company CFOs have: led the finance function for the same company for 25 years. He joined Equinix Inc. in 1999, just as the business was completing its \$12.5 million Series A financing round. Today, the Redwood City-based digital infrastructure company has 260 data centers across 71 markets worldwide and more than \$8 billion in annual revenue.

“I started at a very early stage of the business,” Taylor said. “We had one sort of part-time accountant, and there was me.”

Being part of Equinix’s growth has been such a great experience, Taylor said, that he’s never felt the need to explore other opportunities to expand his career.

“The company has evolved in so many different ways,” he said. “I am loyal, but I also was very intrigued by what we’re doing. I always felt I didn’t need to move somewhere else to learn something else.”

Taylor was born in Scotland and moved to Canada as a child. He took his first accounting class in grade 11 and didn’t look back. He started his career at Ernst and Whinney in Toronto and later moved to the United States. Before joining Equinix, he held several finance roles at International Wireless Communications and Becton Dickinson & Co.

In addition to taking the company public in August 2000, Taylor has completed more than 30 acquisitions and \$50 billion in capital market activities. “There’s

Finding ways to become more sustainable drives a lot of value.

been a lot of M&A activity,” he said. “Globalizing our business mattered, and we came to that recognition at a relatively early stage. The acquisition strategy was about extending the platform through other markets. It felt like the right decision, and it certainly has proved itself out.”

In one particularly notable stretch, Equinix closed on the acquisition of London-based TelecityGroup in January 2016, adding more than 40 data centers in Europe to its portfolio. At the end of that year, the company announced plans to purchase a portfolio of data centers from Verizon Communications.

Perhaps the most personally memorable, Taylor said, was the October 2020 acquisition of 13 Bell Canada data centers from BCE Inc. for \$780 million. “Even though I’m Scottish-born, I’m a proud Canadian,” he said. “And to think that we acquired the assets of Canada’s telephone company, it was such a proud moment for me. That was probably one of the capstones of my career. I just felt so proud of what we’ve accomplished at this company.”

Looking ahead, Taylor and the team are focused on continued growth by expanding into more markets and adding more services. Equinix also is exploring its role in the expansion of AI. “We’re the on-and-off ramp to

the cloud,” Taylor said. “We’re the on-and-off ramp to the internet, and we want to be the on-and-off ramp to artificial intelligence.”

As the company has grown, so too has Taylor’s role. Today, he leads a global finance organization that includes accounting, business assurance, financial planning and analysis, finance transformation, investor relations, payroll and stock services, procurement and strategic sourcing, corporate real estate, risk and security, tax and treasury.

He also has been instrumental in developing the company’s framework for sustainability. Equinix has a goal to be global climate-neutral by 2030. It has already reduced operational emissions by 24% since 2019 and has had more than 90% renewable energy coverage for six years in a row. The company is one of the top 10 issuers of green bonds in the U.S., raising \$4.9 billion to facilitate investments in areas such as green buildings, renewable energy and energy efficiency.

In 2023, four Equinix data center sites were contracted to recover and export the heat generated from the facility. For example, one of its data centers in Paris uses its recovered heat to warm an on-site greenhouse that supplies free produce to a community grocery.

“With the Paris Olympics, two of our very large buildings are across from the Olympic Park,” Taylor said. “We’ve taken the lead by contributing the energy over to the Olympic swimming pool, warming the pool with the excess energy that gets created.”

Taylor’s commitment to green finance extends beyond Equinix. He is a founding member of the U.S. Chapter of the Accounting for Sustainability (A4S) CFO Leadership Network. A4S launched in 2004 and was sponsored by King Charles III when he was the Prince of Wales.

It is important work, he said, because Equinix is a large consumer of energy and being a good steward of natural resources is vital to the company’s employees, shareholders and the communities in which it operates. “We can be a trailblazer for the industry,” he said.

Taylor’s seasoned financial leadership has set the foundation for Equinix’s continued evolution.

“We’ve created immense value, not only for the company and the economy but for humanity,” Taylor said. “Creating digital opportunity and having the foundation supporting digital inclusion all ties into what we were trying to accomplish as a business from the get-go: the democratization of data.”



PUBLIC COMPANY, LARGE WINNER



DAN DURN ADOBE

Belief in people is an incredibly powerful motivator, and if you provide opportunity to the right people, they will always exceed expectations.

DAN DURN

Adobe

TITLE Chief Financial Officer and Executive Vice President, Finance, Technology Services and Operations

TENURE October 2021 to present

BACKGROUND Applied Materials, NXP Semiconductors N.V., GlobalFoundries, Goldman Sachs

MERGING FINANCE AND IT TO DRIVE INNOVATION

Dan Durn joined San Jose-based Adobe in October 2021, bringing with him deep experience in global strategy, financial planning, operations, mergers and acquisitions.

“What drew me to join was the visionary leadership, extraordinary talent, unparalleled innovation and massive market opportunity in front of us, given the increasing importance of digital content and data to global economic growth,” Durn said.

Adobe had record revenue of \$19.41 billion in 2023, with growth in each of its core business segments. The company’s next milestone, Durn said, is to reach annual revenue of \$30 billion.

“To achieve that milestone, my team and I continue to be strategic partners to our business leaders and product teams,” he said. “We do this by participating in product roadmap discussions and making strategic investments that profitably accelerate our growth while remaining financially prudent.”

Under Durn’s leadership, Adobe combined its finance and IT organizations into a single team, allowing the business to access data more quickly to make sound business decisions. “We’ve recognized that digitally enabling our business is about democratizing data inside the company, increasing the speed of information flow throughout our organization,” he said.

The company has also been investing in the addition of artificial intelligence capabilities to its products. Durn introduced a concept he calls “speed of execution” to help the company remain ahead of the curve in a rapidly changing market. “Adobe is a major player in AI and generative AI, and that comes with high expectations, both inside and outside the company,” he said. “To exceed expectations, we have adopted a new, shared mindset and vocabulary that empowers teams to execute even faster.”

It’s part of the continued evolution of the role of a CFO, Durn said. “The future of finance is intrinsically connected to creating value for the company,” he said. “It’s our responsibility to push the company to drive strong market leadership and long-term growth while balancing those outcomes with financial discipline and operational rigor.”

Durn earned an MBA in finance from the Columbia Business School and graduated from the U.S. Naval Academy. He served in the Navy for six years, where a commanding officer was an important career mentor. He taught Durn the importance of believing in yourself and others and that the best leaders are the best listeners.

Durn and his family support several charitable organizations, including the American Heart Association, Second Harvest and African conservation efforts.

PUBLIC COMPANY, LARGE FINALIST



KATRINA O'CONNELL
The Gap Inc.
TITLE Executive Vice President and Chief Financial Officer
TENURE March 2020 to present
BACKGROUND 25 years with The Gap Inc., including Old Navy and Banana Republic

BRINGING FOUNDATIONAL FINANCE TO FASHION

Katrina O'Connell started her career in investment banking research, covering department stores and mass merchandisers. She was drawn to solving complex problems and decided to shift to retail operations, joining the Gap brand to support finance and inventory management.

Over a 25-year career, O'Connell has held positions with sister brands Banana Republic and Old Navy as well as parent company The Gap Inc.

In March 2020, she became executive vice president and CFO. In addition to navigating the financial implications of shutting down the company's physical stores during the pandemic, she also had to address the business's financing, which was due to mature.

"I actually needed to go out and raise \$4 billion worth of cash to keep the stores going and the company going," she said. "As you can imagine, that was

This is the new normal. We have to make our processes nimble enough that every crisis doesn't feel like a crisis.

a time when the bond markets were closing. Nobody wanted to take a bet on apparel retail."

Since then, O'Connell has helped lead a transformation plan at the company called Power Plan 2023. "We do a lot of scenario planning," she said. "Gone are the days of a monthly forecast and then using that forecast to figure out what you're doing. There are multiple scenarios, and everything needs to be refreshed consistently."

O'Connell has also been instrumental in strategic acquisitions. In August 2021, Gap bought Drapr Inc., a technology company that allows customers to try on clothing virtually using digital avatars. Less than two months later, Gap acquired Context-based 4 Casting Ltd., a startup that uses artificial intelligence and machine learning to improve retail operations.

Currently, O'Connell and her team

are in the process of modernizing the company's financial systems. "What's been most clarifying over the past year with CEO Richard Dickson on board is the focus on the fundamentals," she said. "...What we've realized is without that strong foundation and without the strong processes and organization, we just can't sustain the level of growth that we'd like to accomplish."

O'Connell is also a member of the Gap Foundation audit committee and board chair of Mount Tamalpais School, a private school serving students in kindergarten to eighth grade in Mill Valley. She is also a member of the board of advisors at Georgetown University's Edmund A. Walsh School of Foreign Service and serves on the board of directors and as audit chair at the Chamberlain Group, a portfolio investment of Blackstone.

PUBLIC COMPANY, LARGE FINALIST



KIRSTEN SPEARS
Broadcom Inc.
TITLE Vice President and Chief Financial Officer
TENURE December 2020 to present
BACKGROUND LSI Corp., PricewaterhouseCoopers, Raychem, Bank of America

STEERING GLOBAL GROWTH THROUGH ACQUISITIONS

Broadcom Inc. is a global technology leader that designs, develops and supplies a broad range of semiconductor and infrastructure software solutions. Kirsten Spears joined the company in May 2014 when it acquired LSI Corp., the semiconductor and software company where she had served as vice president and corporate controller. Spears became vice president and CFO in December 2020 and is now responsible for all areas of finance, including planning, funding and integration for acquisitions.

President and CEO Hock Tan described her as an invaluable member of the management team when he announced the promotion of Spears and others. "With this strong group of leaders, we look forward to building on our outstanding track record of shareholder value creation."

Acquisitions have played an important

role in Broadcom's growth. One of its most transformational was the purchase of VMware Inc., which gave Broadcom a hybrid-cloud portfolio that helps enterprises move faster and more flexibly. Broadcom announced the deal in May 2022 and closed on it in November 2023 for approximately \$86.3 billion in cash and stock.

Since then, Broadcom has continued to invest in VMware Cloud Foundation, a software stack that serves as the foundation of private and hybrid clouds. In August 2024, the company announced the newest iteration, VMware Cloud Foundation 9.

The acquisition is having a positive impact on the company's financials. In a press release issued along with the company's third-quarter 2024 financials, Spears said, "Consolidated revenue grew 47% year-over-year to \$13.1 billion, including the contribution from VMware, and was up 4%

year-over-year, excluding VMware. Adjusted EBITDA increased 42% year-over-year to \$8.2 billion. Free cash flow, excluding restructuring and integration in the quarter, was \$5.3 billion, up 14% year-over-year."

The company has also completed a ten-for-one stock split of Broadcom's common stock, a move Spears described as an effort to make ownership of the company's stock "more accessible to investors and employees."

PUBLIC COMPANY, MEDIUM
WINNER



JANESH MOORJANI ELASTIC NV

Our team is our biggest asset, and investing in their professional growth is among the wisest investments we can make.

JANESH MOORJANI

Elastic NV

TITLE Chief Financial Officer and Chief Operating Officer

TENURE August 2017 to present

BACKGROUND Infoblox, Vmware, Cisco Systems, Goldman Sachs

EMBRACING STRATEGY AS A TEAM SPORT

Janesh Moorjani became CFO of Elastic NV in August 2017 and has been instrumental in scaling the company. During Moorjani’s tenure, the company has grown from less than \$100 million in revenue in fiscal year 2017 to more than \$1 billion in fiscal year 2024. He led the company’s \$264 million IPO in 2018 and \$575 million debt raise in 2021, and he took on the added role of COO in May 2022.

Mountain View-based Elastic is a search AI company used by more than 50% of the Fortune 500 to help organizations, employees, and customers find what they need faster, keep mission-critical applications running smoothly and protect against cyber threats.

Moorjani said cultivating and maintaining strong shareholder relationships was vital before and after the IPO. “Investors have many places to put their money, so the investment thesis needs to be compelling and simple,” he said. “In the short term, you need to ensure good forecasting and predictability to avoid surprising your investors. Always remember to maintain your credibility, stay consistent, and build trust with your investors over time.”

He said one of the more memorable strategic decisions was shifting the company’s cloud business from a subscription to a consumption model. The shift

required building new product features, creating a customer-friendly commercial model and rethinking many aspects of the business operations. Those investments have paid off. Since making the move, Elastic’s cloud business has grown to 44% of the company’s revenue and remains its fastest-growing business line.

“Strategy at Elastic is a team sport,” Moorjani said. “No one person has all the answers, and we make progress together.”

AI is central to Elastic’s products, and the company embraces the technology throughout its business. In the finance function, Moorjani and his team use advanced AI-driven automation tools to eliminate repetitive manual tasks, freeing up bandwidth for higher-level work. “In other areas where we have a higher tolerance for variation, we’re looking at new innovative ways to use Generative AI, including knowledge assistants, data summarization and categorization, rules and policy compliance and analyzing anomalies,” he said.

In addition to his work with Elastic, Moorjani serves on the board of directors for two companies: PTC Inc., a global software company, and Cohesity, a pre-IPO data management company.

PUBLIC COMPANY, MEDIUM FINALIST



JOO MI KIM
Qualys Inc.
TITLE Chief Financial Officer
TENURE June 2020 to present
BACKGROUND Impact, Aera Technology, Zynga, Anaplan, mLab

GUIDING QUALYS THROUGH CHANGES, GROWTH

Joo Mi Kim first worked at Foster City-based Qualys Inc. from 2016 to 2018 as vice president of financial planning and analysis and investor relations. In June 2020, then Chairman and CEO Philippe Courtot recruited her back to the business as CFO.

“I was excited to see that the company had continued to leverage its industry-leading cloud security and compliance platform to scale the business and drive profitable growth,” Kim said. “I strongly believed then and still believe now that the company is uniquely positioned to capitalize on stack consolidation and cloud transformation with multiple levers of recurring revenue growth.”

What Kim couldn’t have anticipated was Qualys’ wave of executive changes. Less than a year after her return, Courtot took a leave of absence due to health concerns and passed away in June 2021. President and CPO Sumedh Thakar became interim CEO and later

I’ve been fortunate to have several mentors in my career, but above all, I have tremendous respect for my parents, who taught me to do what’s right, take accountability and make no excuses.

CEO, and the company has added a CRO as well as a new CMO, CPO, CIO and CISO. Kim worked closely with Thakar to navigate these changes, while at the same time addressing decelerating revenue growth. “I believe one of the key characteristics of an effective executive is to be prepared to cope with unanticipated challenges and surprises,” Kim said. “This requires cross-functional collaborative effort at the executive level to perform comprehensive and detailed scenario planning and develop proactive risk management and mitigation plans.”

As CFO, Kim has led Qualys through two strategic technology acquisitions. In 2021, it purchased certain assets of India-based TotalCloud to strengthen Qualys’ cloud security solution. In 2022, it acquired certain assets of Delaware-based Blue Hexagon Inc. to ramp up Qualys’ artificial intelligence and machine learning capabilities.

In 2023, Kim played a key role in launching Qualys’ first environmental, social and governance report, detailing an area the company’s leaders believe is essential to business strategy and long-term value creation for stakeholders. Next, Kim said she is working with the finance team to balance driving profitable growth and proactive risk management and mitigation while leveraging technology to drive effectiveness and efficiency.

Kim said the role of a CFO continues to evolve toward serving as both strategic and operational partners to executives, and the next generation of financial professionals needs to adapt accordingly. “The ability to leverage technology to enable real-time data-driven decision-making is going to be a key differentiation,” she said, “and likely a must-have for one to become an effective finance leader in the future.”

PUBLIC COMPANY, MEDIUM FINALIST



CHRISTOPHER J. SENNER
Exelixis Inc.
TITLE Executive Vice President and Chief Financial Officer
TENURE July 2015 to present
BACKGROUND Gilead Sciences, Wyeth Pharmaceuticals

FOSTERING THE CREATION OF NEW CANCER TREATMENTS

Executive Vice President and CFO Christopher J. Senner joined Alameda-based biopharmaceutical company Exelixis Inc. in July 2015 and has helped the company manage rapid growth as it works to discover, develop and commercialize new medicines for cancer treatment.

“We’ve gone from 80 people and virtually no revenue to more than 1,000 people and \$1.8 billion of revenue,” Senner said. “So, it’s been a pretty dramatic change in nine years.”

Senner has played a critical role in Exelixis’ significant commercial product launches, including its flagship treatment, a targeted therapy called cabozantinib. Cabozantinib first gained FDA approval in 2016 and is now approved in 52 countries. It is used to treat advanced renal cell carcinoma, previously treated hepatocellular

I’m severely dyslexic, and I have the good fortune of good teachers, good school districts and great parents. I wouldn’t be here without all that.

carcinoma and liver cancer.

The Exelixis product pipeline includes small molecules, antibody-drug conjugates and other biotherapeutics, and the company has invested heavily in cutting-edge science and strategic partnerships. Among its most recent developments, Exelixis initiated a phase 2/3 trial in 2023, evaluating how two therapies combined might help patients with previously untreated recurrent or metastatic head and neck cancer.

The role of a CFO in the biopharmaceutical industry continues to evolve, Senner said. Being a strategist alongside the CEO continues to be important, as does recognizing opportunities in the market. “We’re one of the few small biotechs that actually is profitable and generates cashflow,” he said. “Helping the CEO, commercial team and development

team understand the landscape is a big part of a CFO’s role, particularly if you’re trying to do M&A or licensing. That’s an important part, as is being the eyes and ears for the CEO on the capital markets.”

People who work with Senner describe him as a strong leader known for bringing others with him as he has advanced in his career. Today, he leads a team of approximately 220 people across finance, accounting, IT and facilities. More than 10% of them have worked for Senner at a prior company. “Part of that is around development,” he said. “People come to you because of the environment you create.”

In addition to his work at Exelixis, Senner has served on the board of directors for the South San Francisco biopharmaceutical company Quince Therapeutics Inc. since 2019.

**PUBLIC COMPANY, SMALL
WINNER**



ANDREW GUGGENHIME VAXCYTE INC.

*The mentality
of being curious
and being willing
to explore and
try new things is
invaluable.*

ANDREW GUGGENHIME

Vaxcyte Inc.

TITLE President and Chief Financial Officer

TENURE May 2020 to present

BACKGROUND Dermira, CardioDx, Calistoga Pharmaceuticals, Facet Biotech, PDL BioPharma

RAISING BILLIONS FOR VAXCYTE’S VACCINE REVOLUTION

In the early weeks of the Covid-19 pandemic, Andrew Guggenhime joined San Carlos-based Vaxcyte Inc. as CFO and COO, drawn by the company’s mission to develop vaccines to prevent and treat infectious bacterial diseases. Soon after taking the role, Guggenhime led Vaxcyte through its initial public offering in June 2020. The company trades on the Nasdaq under the ticker PCVX, a nod to Vaxcyte’s focus on developing pneumococcal conjugate vaccines to prevent invasive pneumococcal disease.

“In my nearly 30 years in biotech, I’ve worked across multiple therapeutic areas and pipeline programs, but never before have I had the opportunity to potentially make as significant an impact on global health as we can have at Vaxcyte,” Guggenhime said. “This is what keeps me excited and engaged every day.”

Guggenhime was promoted to president and CFO in January 2021 and has led four strategic follow-on equity financings totaling \$2.5 billion in gross proceeds. “I believe the success of our IPO and the subsequent financings was the result of several key factors,” he said, “including developing strong relationships with investors and maintaining these relationships through consistent, transparent communication; being prepared organizationally, across multiple functions,

to raise capital should the opportunity arise with a clear gameplan and collaboration; understanding the quantum of capital needed in a financing and the specific use of proceeds; and for data-driven financings in our sector, delivering results that demonstrate solid progress of our vaccine candidates.”

In his time with Vaxcyte, Guggenhime scaled his teams to support the company’s transition from research to the clinical stage. He said he sees the CFO role as crucial in helping to shape an organization’s culture. “My approach is to champion a vibrant culture for all employees, encouraging collaboration, innovation and a shared commitment to our mission,” he said. “I believe CFOs have an opportunity to play a significant role in building extraordinary teams by first recognizing that any company’s success is directly tied to the strength and well-being of its people. During a time of fast-paced growth at Vaxcyte, it’s been a priority of mine to remain focused on ensuring that our workforce not only continues to grow but to thrive.”

Outside the office, Guggenhime serves as a director of the Stanley S. Langendorf Foundation, which funds not-for-profit organizations that benefit community and social services, youth, primary and secondary education and the arts in San Francisco.

PUBLIC COMPANY, SMALL FINALIST

A CFO ultimately has to be a problem solver because there is no clear path to the end goal.



STEVE PANTELICK
PubMatic Inc.
TITLE Chief Financial Officer
TENURE November 2011 to present
BACKGROUND Aggregate Knowledge, Ofoto/Kodak Gallery, Blockbuster, Cadbury Schweppes

FUELING INNOVATION IN DIGITAL ADVERTISING

Steve Pantelick joined Redwood City-based PubMatic Inc. as CFO in 2011. The company was five years old and looking to scale its presence in the digital advertising technology space. CEO Rajeev Goel had a clear vision and was looking for a business partner to help him achieve his goals, Pantelick said.

“What I found so positive over the years was the shared mission that I’ve had with the CEO and the board, as well as the opportunity to grow a team from a very small group of people to more than a thousand now,” Pantelick said. “We operate in a very complex, always changing industry that’s always growing.”

An eventual initial public offering was part of the strategy from the start. Pantelick began working to create the workflows, processes and other elements crucial to a successful public company early on so the business would be ready when the timing was right. In December 2020, PubMatic completed its IPO, raising approximately \$118 million.

“It was a mindset,” he said of the decision to operate like a public company years before officially starting the process. “When we got to the point of us deciding to go public, the delta between what we needed to do as a public company and where we were was relatively small and totally manageable.”

Today, the company has 18 offices and 12 data centers worldwide. It offers tools for internet content creators looking to streamline the advertising sales process, serving 648 billion ad impressions and 1.7 trillion advertiser bids per day. Since 2011, PubMatic has had compound annual revenue growth of 23%, 11 straight years of positive cash from operations and eight consecutive years of positive net income.

Pantelick has helped guide the company’s expansion via organic growth, partnerships and acquisitions. The notable milestones include the September 2022 acquisition of Martin, a media measurement and reporting

platform, and the 2023 launch of its Activate and Convert platforms. In 2024, PubMatic formed key partnerships with Roblox, DISH Media and several global media agencies.

He credits his team and their sense of ownership and accountability for the success. “You have to be comfortable being a problem solver,” he said. “And it’s not problem-solving by one person. It is problem-solving by team, and by the collaboration and engagement of everybody around you.”

One of those facets that really has come to the fore in the last 24 months is our ability as an organization — not just finance, but our technology team, sales team and product team — to develop significantly new products on an organic basis,” Pantelick said. “It doesn’t happen overnight. It happens through long-term thinking, planning, strategy and understanding what is it that the business needs.



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PUBLIC COMPANY, SMALL FINALIST



LAUREN STCLAIR
NerdWallet Inc.
TITLE Chief Financial Officer
TENURE December 2020 to present
BACKGROUND PayPal, eBay, StubHub

NAVIGATING NERDWALLET’S IPO AND BEYOND

When Lauren StClair joined San Francisco-based NerdWallet Inc. as CFO in December 2020, she jumped right into her first major project: the company’s initial public offering. NerdWallet generated proceeds of \$150 million on the sale of 8.3 million shares of Class A common stock in November 2021.

“The opportunity to go public has a lot of benefits, but it also creates new challenges and requirements for the business,” she said. “The stakes are higher, and the company is much more visible.”

NerdWallet is an online resource for consumers and small and midsize business owners looking for financial guidance. It was founded in 2009 and has grown to 23 million monthly unique users who come to the platform for information and to shop for credit cards, student

Today’s CFOs not only have a seat at the table, but a real voice at the table. They help manage tough, complex times and, I think more recently, a really volatile macro environment.

loans, mortgages and other financial services.

Since the IPO, StClair and her team have tackled several significant growth projects. In July 2022, NerdWallet closed on the \$120 million acquisition of On the Barrelhead Inc., a Colorado-based startup using artificial intelligence to provide personalized loan advice to consumers and small and midsize business owners. In September 2023, the company replaced its credit facility with a five-year, \$125 million senior secured revolving credit facility with the option to increase up to an additional \$75 million.

The company launched its first financial product for consumers—NerdUp by NerdWallet—in October 2023. NerdUp is a free, secured credit card designed for NerdWallet users who aren’t yet a good fit for traditional

credit cards. “We don’t strive to offer our own financial products that compete with partners, but in this case, we saw a major gap in the market that needed to be addressed,” StClair said. “Too many Americans are denied access to build and improve their credit, often because current secured card terms like annual fees, high minimum deposits, and hard credit checks are prohibitive.”

Before joining NerdWallet, StClair was the CFO of North America at eBay, and she credits former eBay interim CEO Scott Schenkel and former CFO Bob Swan as mentoring and inspiring her career. “Both leaders were instrumental in my decision to pursue a path in finance,” she said, “and I continue to be motivated by the ways they led companies through times of significant change and growth.”

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NON-PUBLIC COMPANY WINNER



JOSH PROCTOR GOLDEN STATE WARRIORS

What keeps me excited and engaged are the people I get to work with. The passion and expertise they bring to their roles every day is inspiring.

JOSH PROCTOR

Golden State Warriors

TITLE Chief Financial Officer

TENURE January 2021 to present

BACKGROUND Nike, San Francisco 49ers, The Walt Disney Co., Gap Inc.

CHAMPIONING FANS AND COMMUNITY

Josh Proctor brought his extensive experience in the sports industry to the Golden State Warriors when he joined the organization in 2021 as CFO. He was excited to join an organization with a storied history that includes seven NBA Championships, 12 NBA Finals appearances and nearly eight decades of play.

“The Warriors have seen a tremendous amount of success on the basketball court, and I’m a huge fan of the game,” Proctor said. “What drew me to the role and the organization was the complexity of the business and the ability to evolve the finance function.”

Proctor leads the team’s financial operations from a fan-first point of view. “Everything really starts with the fans and our ownership,” he said. “We try to put the fan at the center of everything. You see that in the design of Chase Center, in the care that goes into our outreach and how we show up in the community.”

With this mindset, Proctor implemented a system to overhaul the organization’s long-term planning to ensure it works toward its goals with a clear vision. He introduced a set of objectives and key results that keep everyone aligned.

“By creating a shared set of measurable goals across the company, we

empowered everyone to better understand areas of focus and measure progress,” he said. “This also helped break down work that was siloed and encouraged more cross-collaboration across the organization.”

In addition to his role of financial management of all aspects of the Warriors franchise, Proctor has overseen the first WNBA expansion franchise since 2008 with the Golden State Valkyries, who begin play in the 2025 season. He and his team have been building the organization from the ground up with a WNBA record \$50 million expansion fee and 7,500 season-ticket deposits.

Proctor also serves as treasurer of the Warriors Community Foundation, which supports educational institutions and youth development programs around the Bay Area. Since 2012, the foundation has given more than \$36 million, including a single-season record of \$4.5 million in 2023. He said having a sister who is an educator makes this work particularly rewarding.

“I would encourage everyone to volunteer their time and skills to the nonprofit industry,” he said. “Having served on several boards, the ability to articulate how funds are raised and spent, coupled with the drafting of a strategic plan, are key pillars to the success of any corporate philanthropy initiative.”

NON-PUBLIC COMPANY FINALIST

In the fast-paced world of AI and data analytics, agility and adaptability are essential. I've embraced change not as a disruption but as an opportunity for growth and innovation.



PRATAP DARUKA
Tredence Inc.
TITLE Chief Financial Officer & Executive Vice President
TENURE December 2020 to present
BACKGROUND Wipro, MakeMyTrip, Mother Earth

IMPROVING EFFICIENCY DURING RAPID EXPANSION

At Tredence Inc., CFO and Executive Vice President Pratap Daruka and his team are helping to scale a business that is already a global leader in data science and AI engineering. The San Jose-based company has more than 2,500 employees and counts some of the largest Fortune 500 companies as customers.

Daruka joined the company in July 2019 as vice president and head of finance and was promoted to his current roles in December 2020. During his tenure, the company's revenue has increased 600%. "By deeply understanding our clients' unique challenges, we deliver customized solutions that drive real business value, aiding in client retention and relationship expansion," he said. "Continuous advancements in AI and data analytics keep us at the cutting edge, addressing emerging market needs and outpacing the competition."

To help manage the growth, Daruka implemented a financial analytics

platform to give decision-makers real-time visibility into financial performance and generate more accurate forecasts. The implementation included a thorough needs assessment, comprehensive training and stakeholder buy-in.

"This decision not only improved our financial health but also increased our operational efficiency, allowing our team to focus on strategic initiatives rather than routine tasks," he said, "The success was due to careful planning, stakeholder engagement, and a commitment to leveraging technology for continuous improvement."

Daruka also oversaw the company's Series A and B funding rounds, which raised a combined \$205 million. He accomplished this without the aid of a banker or consultant. For other CFOs attempting to do the same, Daruka recommends careful planning, execution and relationship-building.

"Understanding your market and

industry trends is essential for positioning your company effectively and crafting a compelling growth story for potential investors," he said. "Developing a transparent and robust financial model that outlines revenue projections, cost structure and key growth drivers is crucial."

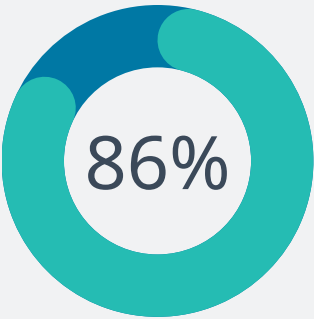
As the company continues to grow, Daruka said he plans to stay focused on maximizing shareholder value by creating a stronger and more sustainable company. To that end, the company has identified three key milestones: preparing for a possible initial public offering, using strategic acquisitions as part of its growth strategy and expanding its global footprint.

"Over the past year, I've learned that the key to achieving extraordinary results lies in building a purpose-driven team," he said. "...A young, passionate, and purpose-driven team can achieve remarkable things, and this has been evident in our journey."

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NON-PUBLIC COMPANY FINALIST

The strongest finance leaders are those that have a deep understanding of how the business operates at all levels.



DAN GRIGGS

Intercom Inc.

TITLE Chief Financial Officer

TENURE April 2020 to present

BACKGROUND Sitecore, Rocket Fuel, Nestlé USA, Dreyer's Grand Ice Cream

EMBRACING AI ACROSS THE BUSINESS

Dan Griggs joined San Francisco-based Intercom Inc. as its CFO just weeks after the start of the pandemic, drawn to an opportunity to help build and scale a technology company that was beyond the early stages but not yet at its peak. The company is bringing transformative artificial intelligence to the customer service departments of over 25,000 businesses across the globe.

"There's a very big market opportunity ahead of us," Griggs said. "And we have everything it takes to be successful: a strong, founder-led executive team, the best product in our market, and a fast-paced, values-driven culture where our team is incredibly motivated, engaged, and determined to win."

Not only are Griggs and Intercom innovating on the product side of AI, but they are also incorporating it within the business. Griggs believes that AI will continue to become increasingly important in the finance industry as

it gets more advanced, and these measures will put them ahead of the competition.

"Today, we use AI as part of our revenue recognition process, specifically to automatically review contracts for certain terms that require special handling," he said. "This saves significant manual effort, reduces the burden on the team, and speeds up the revenue close process."

Griggs and his team have also been scaling Intercom's internal finance and accounting processes with an eye toward a possible initial public offering. "We're open to the option that makes the most sense for us when we're ready," he said. "Until then, we're focused on driving growth, maintaining healthy cash reserves, and continuing to build the best AI-first customer service features so we can become the primary customer service platform in our space."

Intercom recently invested \$100 million to improve its AI platform and successfully launched new products. In 2023, the company launched Fin AI Agent, a system that uses AI language models to resolve customer service issues. A year later, it launched Fin AI Copilot, a tool that gives human customer service agents an AI assistant.

"There's been a lot of market volatility over the last four years, so it's been critical to maintain a strong understanding and management of revenue performance, revenue trajectory and spending to maintain a healthy cash balance and cash flow," Griggs said. "Because we've done this well, we've been able to take advantage of our healthy cash position and cash generated by the business to make outsized AI investments in our platform and to really extend our leadership in AI-first customer service."



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These leaders rose to the challenge

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EMERGING COMPANY
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LAUREN COOKS LEVITAN FAIRE

*Financial
leaders today
need to be
able to control
their destiny
regardless
of what the
capital market
looks like.*

LAUREN COOKS LEVITAN
Faire

TITLE President

TENURE September 2019 to June 2024

BACKGROUND Fanatics, Moxie Capital, Cowen and Company, Robertson Stephens, Gymboree

EMPOWERING WOMEN THROUGH CUSTOMER-CENTRIC GROWTH

Lauren Cooks Levitan joined San Francisco-based Faire in 2019 as the company’s first CFO. This summer, she was named president. “I will continue to be a strategic partner on the executive team but will have the opportunity to focus on new business and corporate development initiatives,” she said. “It’s a really exciting time for me to revisit and expand upon different skills that I have developed in my decades of experience in retail. Faire is an online wholesale marketplace that connects independent retailers and brands. It also offers services to help these smaller businesses compete with mass merchandisers. The majority of Faire’s customers are women, a fact that drew Levitan to the company. “Every day, we get to help empower female entrepreneurship, which is incredibly gratifying and motivating,” she said. “We’re able to spend a lot of time talking with and visiting our customers, which keeps us all engaged and hyper-focused on our mission.” More than 100,000 brands sell products on the platform, and the company now offers a wholesale CRM and email marketing system for managing their business. Now, Faire is exploring new lines of business, Levitan said.

“Our goals and priorities are inextricably linked with those of our customers; we only grow if their business grows,” she said. “That means we stay very close to our customers and, in turn, can infuse their feedback into our business priorities and our product roadmap – ultimately delivering a better product and experience for them, which fuels our own business growth.” Since joining the company, Levitan has helped Faire raise multiple financing rounds. To date, Faire has raised more than \$1 billion from investors. Levitan also helped lead a company-wide initiative to improve efficiency without compromising the customer or employee experience. “Part of what made this program so successful was the whole company rallied around the cause,” she said. “They actually found it fun to find the opportunities, particularly since we were able to connect the impact of the savings from eliminating waste back to additional benefits we could provide for our customers.” In addition to her work with Faire, Levitan serves on the board of directors for e.l.f. Cosmetics and advocates for women in leadership. She has served on the advisory committee of Stanford Graduate School of Business’s Women’s Initiative Network and was co-chair of the Duke University Northern California Women’s Forum.

EMERGING COMPANY FINALIST



DENNIS CINELLI
Scale AI
TITLE Chief Financial Officer
TENURE June 2022 to present
BACKGROUND Uber, GE Ventures

EVOLVING FINANCE FUNCTION TO SUPPORT AN AI UNICORN

When Dennis Cinelli joined San Francisco-based Scale AI in June 2022, he became the company’s first CFO. His mission, he said at the time, was to rapidly scale the business’s finance function to help the organization increase strategic alignment, evolve its business model and elevate operational discipline.

“As I considered joining Scale AI, I got deeper into the latest trends and potential of AI,” Cinelli said in an announcement about his appointment. “I have become even more excited about the many applications of AI and AI’s ability to improve decision making, drive productivity leaps, as well as deliver improved customer experiences and outcomes across every industry and domain on the planet.”

Scale AI’s focus is on supplying data that powers leading AI models. Its target market includes companies operating in areas like self-driving cars, virtual reality and robotics.

“Scale’s mission is to accelerate the development of AI applications and to do it by first tackling one of the hardest problems in AI, better data,” Cinelli said in his announcement. “Scale started by supporting the autonomous vehicle industry but has since expanded across many industries and applications. They have built products and solutions that support customers at the leading edge of AI as well as companies that are just getting started.”

Since joining Scale AI, Dennis has played a crucial role in the company’s growth and success. Scale AI has increased its revenue from \$180 million

to \$760 million during his tenure. In late May 2024, the company closed on a \$1 billion venture funding round. The round included nearly all of Scale AI’s previous investors. It was led by Accel.

The new fundraising round is a testament to all that the team has accomplished at Scale AI so far, Cinelli wrote on his LinkedIn account following the announcement. “For the last 8 years, we’ve fueled the most exciting advancements in AI, including autonomous vehicles, defense applications, and generative AI,” he said. “We supply data to power nearly every leading AI model on the market today. The next step in our journey is to accelerate the abundance of frontier data that will pave the road to Artificial General Intelligence. It’s an ambitious challenge, but an exciting one.”

EMERGING COMPANY FINALIST



ANEAL VALLURUPALLI
Airbase Inc.
TITLE Chief Financial Officer
TENURE June 2021 to present
BACKGROUND Mattermost, Mapbox, Guidewire, Union Square Advisors

SELLING TO OTHER CFOS COMES NATURALLY

After building his finance career in the technology sector, Aneal Vallurupalli joined San Francisco-based Airbase Inc. in June 2021, drawn to an opportunity to work with a fintech startup whose products serve other businesses’ accounting and finance departments.

“I’d never worked at a business for which I intimately understood the software,” Vallurupalli said. “...This is something where I’d have input into product, features, development and roadmap.”

Airbase sells a software platform that consolidates a company’s nonpayroll spending into a single system. It includes procurement, accounts payable, expense management and corporate cards, making it easier for accounting teams to streamline workflows, improve compliance and reduce costs.

In July 2022, Vallurupalli and his

The best people I’ve worked with and spoken with, it doesn’t matter if they’re 75, 80 years old, they’re still learning. If you have that mindset, every day is a new possibility.

team closed on \$150 million in debt financing led by Goldman Sachs. It is the company’s largest line of credit, and Airbase is using the funds to expand its charge card program.

Because Airbase sells to CFOs, Vallurupalli plays a significant role in Airbase’s go-to-market, sales and brand initiatives in addition to fulfilling the more traditional responsibilities of a CFO. He is involved in product development, attracting and nurturing prospective clients and overseeing post-sales revenue efforts.

“If done appropriately, finance leaders are now chief alignment officers, not just chief financial officers,” he said. “We are taking leading indicators that we’re seeing in data at the business, and we’re translating that into real changes we have to be making across the company.”

Vallurupalli has a highly visible role,

frequently representing Airbase at industry speaking engagements, conferences and events. He also hosts a popular fintech podcast, *What I Wish I Knew*, where he interviews other finance, accounting and operations professionals.

“One of the things that I feel comes across from those people I interview and the people I spend time with is that strong leaders understand they don’t just play a role in doing really good finance-specific things,” he said. “They play a role in getting their company to a better place.”

In addition to his work with Airbase, Vallurupalli is actively involved in community fundraising, volunteer work and charitable leadership roles. He recently completed his term on the Saint Francis Foundation’s board of directors, overseeing over \$100 million in assets to support the Saint Francis Memorial Hospital and the Tenderloin community.

NON-PROFIT COMPANY WINNER



LAURA ZANDER EXPLORATORIUM

Cultural institutions and nonprofits in general across the country are at a very critical juncture. ... Philanthropy is needed at huge levels if you want these cultural institutions to survive into the future.

LAURA ZANDER

Exploratorium

TITLE Chief Financial and Operating Officer

TENURE October 2007 to present

BACKGROUND Peninsula Jewish Community Center

TRANSFORMING A CULTURAL ICON

Laura Zander joined the Exploratorium as its interim COO in June 2007, a role which included the CFO responsibilities, and was named to the permanent position a few months later. The Exploratorium was a dream opportunity, Zander said. She was born and raised in Caracas, Venezuela, but her father was originally from California, and she grew up making frequent visits to see her West Coast cousins, often making trips to the Exploratorium.

“When I found out that the job was opening up, I just knew that was my job,” Zander said. “I grew up coming here and couldn’t imagine a more important cultural institution to be a part of.”

Zander’s first major project was leading the science museum through its planned move to the San Francisco Waterfront from its original home at the Palace of Fine Arts, the remaining structure left from the Panama Pacific International Exposition of 1915. She oversaw the decommissioning of the old facility and its return to the city’s recreation and parks department and managed the April 2013 move to the new location at Pier 15. She also negotiated a \$100 million construction facility and a \$50 million Historic Tax Credit transaction to support the more than \$300 million capital project.

Like most nonprofits, the Exploratorium has faced several revenue challenges in recent years, including the pandemic’s ongoing negative effect on ticket sales and a shift in the grant environment. Zander has been deeply involved in helping the organization adapt.

“We used to have heavy funding from the National Science Foundation for exhibit development work and teacher professional development work,” she said. “That type of funding started to dry up about a decade ago, so we started to try to fill that gap.”

The result is an effort to take the Exploratorium’s immersive learning experiences worldwide. Today, it has a global business helping partner institutions launch new museums or add exhibits to existing facilities. Its projects include science centers in Brazil, Singapore and Kuwait.

In addition to navigating the financial challenges nonprofits face today, Zander is also leading the Exploratorium’s efforts in environmental sustainability. It is the first net-positive museum of its size, with a 1.4-megawatt rooftop solar array that has been producing more energy than the facility uses since its post-pandemic reopening to the public in 2021.

NON-PROFIT COMPANY FINALIST



BRIAN HICKEY
Civicorps
TITLE Chief Financial Officer and Chief Operating Officer
TENURE June 2008 to present
BACKGROUND Coopers and Lybrand

LEADING BEYOND THE NUMBERS

As CFO and COO of the job training program Civicorps, Brian Hickey stays focused on maximizing the organization’s triple bottom line: people, planet and prosperity.

“Civicorps has heart,” Hickey said. “The staff are bought into our mission and care deeply for those we serve. Our Corpsmembers (the people we serve) are enthusiastic and usually are here because they place value in what Civicorps can offer.”

The West Oakland-based nonprofit offers paid job training in conservation, land management and recycling careers for people ages 18 to 26. Its goal is to help young people achieve career success while protecting natural resources and serving the community.

Hickey has worked with senior management to develop and implement programs that put more money in the pockets of Civicorps’ participants and expand the positive impact on the environment while ensuring long-term

Don’t compare your insides to others’ outsides. We all question our abilities at times, but it is those who push through their fear who tend to excel.

sustainability for the company.

When Hickey joined Civicorps in 2008, the company had no cash reserves and was funding operations through a short-term line of credit. Today, it has more than \$3 million in cash reserves invested in fixed-income securities. The transformation took years of stringent budgeting and a focus on increasing unrestricted revenue from conservation contracts and recycling service fees, he said.

Under Hickey’s leadership, Civicorps increased the number of recycling customers from 150 in 2014 to more than 1,300. Corresponding collection fee revenues increased from \$380,000 to more than \$2.9 million.

His achievements included a successful bid to write Civicorps Recycling into the City of Oakland’s waste collection franchise agreement, creating a public-private partnership with Waste Management and Teamsters Local 70 that enabled Civicorps to create a

Teamster Truck Driver Career Pathway program.

He also played a key role in opening Civicorps’ first job training satellite, researching the commercial real estate market, meeting with potential sponsors and partners and providing a board committee with pro forma projections.

Today, Hickey and his team are working on expanding Civicorps’ conservation department and expanding its e-waste operations into Contra Costa. The most challenging aspect of financial leadership in the current environment is being pulled in many directions by the pace of change, he said.

“I navigate this by embracing the interruptions,” he said. “I try to remember that my role is largely to support others and to ensure the lights stay on and our overall business runs smoothly. If I’m helping someone complete a task or providing required information, then I’m being productive, even if it wasn’t on my to-do list.”

NON-PROFIT COMPANY FINALIST



JOHN USELMAN
Community Forward SF
TITLE Chief Financial Officer
TENURE July 2019 to present
BACKGROUND Children’s Council of San Francisco, Wu Yee Children’s Services, Easter Seals

HELPING SAN FRANCISCO’S MOST VULNERABLE

San Francisco’s growing population of unhoused individuals is a challenging issue for the city. Community Forward SF has been working in the space since 1978, building a network of programs to help three of the most vulnerable groups: cis and transgender women, older adults and people with severe medical or mental health needs.

CFO John Uselman, who has been helping lead the organization for the past five years, is a vital part of this initiative. He has rebuilt and strengthened CFSF’s fiscal controls and helped the agency navigate the Covid-19 pandemic without reducing its workforce or services.

“The organization’s commitment to holistic care, including emergency shelter, long-term housing and medical respite, resonated deeply with my personal values and aspirations,” Uselman said. “What keeps me excited and engaged is the ongoing opportunity to witness the tangible, positive impact we make on individuals’ lives daily. Seeing our clients

Be bold and visionary. You cannot simply focus on managing the numbers; take the time to understand the programs your organization operates.

succeed and thrive, coupled with the dedication and passion of Kara Zordel, our CEO and our staff, continually inspires me.”

Uselman believes CFOs must drive change and innovation while maintaining focus on their organization’s mission and core values. One of his strategic decisions was to implement comprehensive management reporting systems that help the organization allocate resources and better use its government contracts.

“The success of this decision was due to thorough planning, stakeholder buy-in and continuous staff training,” he said. “As a result, we have improved our financial position, increasing net assets from \$47,000 to \$1.2 million, and enhanced our operational efficiency, enabling us to provide better services to our clients.”

To improve morale and reduce turnover, Uselman conducted a market analysis of CFSF’s compensation and, based on that research, restructured the organization’s benefits packages and provided a 38%

salary increase for frontline workers.

“This initiative has led to increased staff satisfaction, reduced turnover and a more motivated and committed workforce, ultimately enhancing the quality of services we provide,” he said.

CFSF’s next major goal is the development of The Women’s Center of San Francisco, which will provide comprehensive support services, emergency shelter, long-term housing and specialized care for unhoused women. The organization is undertaking a \$50 million campaign to fund the center, and Uselman and his team are deeply involved in financial planning, strategic fundraising, managing complex funding streams and more.

“This project is more than just a financial endeavor,” he said. “It represents a transformative initiative that will significantly impact the lives of countless women in our community, offering them safety, support, and a path to stability and empowerment.”



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