

SARA GREEN WILLIAMS • Pittsburgh, PA
saragreenwilliams@gmail.com • 425.686.8390

SUMMARY

Experienced and multi-faceted finance, human resources, and administrative professional with a proven track record for solving complex challenges and creating efficient processes within the constraints of non-profit budgets.

PROFESSIONAL EXPERIENCE

SGW NPO OPS • PITTSBURGH, PA • SEP 2024 – present

• President

After twenty years of working in a director-level role at a variety of nonprofit organizations, I determined that I can better serve the nonprofit world by being able to assist multiple orgs rather than just one, and returned to independent contracting. My passion is to work with small- and medium-sized nonprofit organizations to ensure that they develop and sustain effective operations practices from the get-go, creating a solid foundation for programs to grow on. I believe mission-driven organizations are at their best when internal operations function effectively and with clarity, allowing staff to stay focused on their core programmatic functions.

HELLO NEIGHBOR • PITTSBURGH, PA • DEC 2023 – SEP 2024

• Director of Finance

Recruited into an incredible opportunity to take on a challenging role at a young, and fast-growing human services organization, working with refugee and immigrant communities. Responsible for oversight of finance, payroll, human resources, and operations with a two person support staff.

- Organization grew quickly, in both headcount (33 → 44) and annual budget (\$3.6M → \$4.9M) in the first six months of my time there.
- Converted expense reporting from shared credit cards, paper forms, and personal reimbursements to utilizing a sophisticated and efficient expense reporting system and more automated A/P process.
- Developed use of job codes to track expenses for multiple restricted revenue sources, including monthly tracking for 15-20 federal contracts.
- Developed concise and effective financial reporting format for quarterly board meetings.
- Built the annual budget for the coming fiscal year, working closely with HN senior staff and the board.
- Aligned employee classifications across the organization with appropriate FLSA statuses and developed job description templates to create consistency in recruitment activities.
- Streamlined the employee onboarding process and improved document sharing.
- Produced a fully revised handbook, creating more clarity around employment policies and procedures.

CITY THEATRE COMPANY • PITTSBURGH, PA • FEB 2021 – DEC 2023

• Director of Finance & Payroll

My husband and I had wanted to make a move away from Seattle and we decided on Pittsburgh for a multitude of reasons. City Theatre Company offered a wonderful opportunity to return to the familiar territory of a nonprofit arts organization along with the adventure of the unfamiliar in learning about the world of professional theater, as well as being an amazing resource during our transition into our new hometown. Since joining City Theatre, I have, as a department of one person, been able to accomplish:

- Managing the transition from pandemic shutdown to returning to full season productions and full staffing; City Theatre had almost 35% new staff entering in to our first season back from the pandemic, and my role was taking over from the person who – 18 months prior – took over from the former Director, who had been with the organization for more than 20 years.
- Managing the applications for the second round of PPP funding and forgiveness, plus navigating and sorting out the ERTC.
- Updating the utilization of City Theatre's existing payroll system (Paylocity) for leave time tracking, application and recruiting management, and more.
- Establishing a new expense card system (Divvy/Bill) making it easier to provide expense cards to all staff, track spending, submit receipts and expense coding, store receipts electronically, manage budgets, and sync transactions directly into Quickbooks.
- Adopting the Bill system for use in all accounts payable processes and creating full documentation of processes for staff to use for consistent practices; the system provides better oversight of outgoing payments for Managing Director, electronic document storage, better payment options for contractors, and direct sync to Quickbooks.
- Working closely with the EDIA committee internally and a cohort of other arts organizations to develop and refine our HR procedures through an antiracist lens.
- Annual reviews, updates, and refinements to the employee handbook and policies; created a moderate but impactful overhaul of the PTO policies.
- Managing the RFP process to transition to a new managed IT services provider and continuing to provide the oversight for IT processes at the theater.
- Negotiating a new office equipment contract that resulted in better service and significant savings.

- Oversee and execute all business insurance and benefits renewals processes; manage plans throughout the year.
- Leading three annual nonprofit audit processes, starting with the 2020 fiscal year – preparing books and records for audit fieldwork, liaising with the auditing firm, and ensuring all final documents are accurate and reflect City Theatre's goals and values.

THE SOPHIA WAY • BELLEVUE, WA • FEB 2019 – FEB 2021

• Director of Business Operations • Sept 2019 – Present | Bookkeeper (Contractor, Part-Time) • Feb–Sept 2019

Returned to nonprofit work part-time via a contract position with The Sophia Way, and stayed on due to the important mission of the organization on behalf of women experiencing homelessness. In less than twenty-four months, established many new and improved systems for Finance, Human Resources, and Administration:

- First bookkeeper with established nonprofit experience (prior work done by volunteers, Board members, and contractors), established Business Operations department
- Moved financial record keeping from Quickbooks Online to Quickbooks Premiere (desktop) to enable better fund accounting and more effective management of monthly financial reports, budget performance, capital campaign funds, government contracts, and private grant funds; developed improved processes for coordinating bookkeeping with donor database reporting
- Between late 2018 and 2020, organization evolved from 28 to 39 employees (42 planned for 2021), and from an operating budget of \$1.6M in 2019 to \$2.8M for 2021; \$1.4M Capital Campaign active 2018–2020 for new shelter building, opened in September 2020; added full-time bookkeeping/payroll role to staff to support growth
- Managed government contract invoicing and reporting processes, including management of multiple (and unplanned) streams of COVID-19 relief and PPP funds
- Collaborated with Finance Committee to create and develop consistent monthly financial reporting
- Produced and managed two annual budgets (2020, 2021) and forecast reporting, including modeling for COVID-19 restricted funds
- Migrated payroll from Quickbooks Online/T-Sheets to Paylocity, creating better data tracking and more accurate timekeeping (time clock kiosks), record keeping, and reporting; simultaneously, implemented new time off policies for staff
- Implemented use of an online application management system to more efficiently publish job postings, effectively manage candidates, and track communications
- Implemented paperless onboarding systems and human resources files via Paylocity's HRIS, and moved all archival human resources documentation to electronic files
- Implemented an effective and efficient expense card system to replace unsecured credit card and improve reporting, controls, and transparency
- Implemented a new COBRA administrator and improved management of employee benefits and billings
- Managed 2018 and 2019 annual audit processes, assisted with RFP for new auditors for 2019's audit
- Researched and implemented an online stock donation service to simplify management of received stock contributions, improving the process for the Development team
- Standardized job descriptions, offer letters, and other elements of the hiring process
- Documented processes and procedures for future staff, including recording and consolidating as much institutional knowledge for the organization as possible

SARA GREEN WILLIAMS CONSULTING • SEATTLE, WA • MAY 2016 – present

Freelance HR, bookkeeping, finance, and business management consultant for small and non-profit businesses.

MATCH & GASOLINE LLC • SEATTLE, WA • MAY 2016 – PRESENT

Event production and management services, including Georgetown Carnival, West Seattle Summer Fest, White Center Jubilee Days, Seattle Seafair Pirates Landing, and more.

KEXP 90.3 FM (FRIENDS OF KEXP) • SEATTLE, WA • NOV 2005 – MAY 2016

• Controller & Director of Human Resources • 2015 – 2016 | Manager of Finance & Human Resources • 2009 – 2015 | Administrative Coordinator & Bookkeeper • 2005 – 2009

In over ten years with KEXP, worked in all aspects of administrative, financial, and human resources, taking on increasing levels of responsibility and specializing in finance and HR. Created roles for two additional FTE in the department to support the day-to-day bookkeeping and human resources work of the organization as it grew from a \$2.6MM annual budget with 46 employees to a \$14.2MM (operating and capital campaign) annual budget and over 100 employees.

- As Controller, responsible for oversight of all financial management and bookkeeping processes, including internal financial controls, risk management, business insurance, regulatory compliance, and management of a successful annual non-profit audit process.

- Successfully managed KEXP's annual audit process for the past eight years; all audits were unqualified and completed in shorter time frames each year, even as the organization grew and the addition of federal funding and a \$15MM capital campaign increased the intricacy of the financial management; worked with the Audit Committee of the Board of Directors to manage board review and approval processes for each audit.
- Participated in annual budget development for entire organization, including responsibility for building payroll and benefits budgets (75% of annual operating expenses); directly managed and responsible for two departmental budgets. Managed complex allocation strategies for direct and indirect expenses, including allocation of payroll.
- Developed unique bookkeeping process to properly account for an extensive amount of in-kind contributions and trade transactions.
- Oversaw selection, installation, and implementation of an electronic invoice approval/management system, enabling better tracking, participation, and integration of the A/P process.
- Responsible for ensuring all new accounting situations were addressed appropriately as organization evolved in its financial complexity; managed tracking of restricted gifts and grants, and participated in the grant application process as needed.
- Created banking, budgeting, and cash flow management processes for the capital campaign; ensured that capital campaign bookkeeping was accurate and all time-restricted gifts were accounted for correctly.
- Ensured monthly and quarterly data was available on time for reporting needs; prepared specialized reporting as needed for budget work, grant applications, annual report, board reporting, and more.
- As Director of Human Resources, responsible for promoting and implementing human resource values and programs including payroll and benefits management, directing feedback and performance management strategies, developing and implementing HR policies, supporting professional development for all staff, and employment law compliance.
- Developed a new employee performance management process to provide more frequent feedback to staff and making the process simpler for managers while still supporting the needs of annual compensation work; worked with COO/CFO and Compensation Committee of the Board of Directors to implement compensation strategies.
- Created a standardized job description template and qualifications for all KEXP positions; developed a checklist for the hiring process across the organization; managed EEO and FCC reporting requirements; and implemented use of a new recruiting site to improve candidate tracking and application management for managers.

1987 – 2005: ONE REEL • SEATTLE, WA • PR & Communications Manager | TRACTOR TAVERN • SEATTLE, WA • Office & PR Manager, Bartender | AMAZON.COM • SEATTLE, WA • Music Buyer, Electronic Ordering, Warehouse Associate | RETAIL RECORD STORES • SEATTLE, WA • Ear Wax – Owner, Buyer, Clerk; Orpheum – Buyer, Shipping/Receiving, Clerk; Discount Records – Buyer, Clerk

EDUCATION & CERTIFICATIONS

North Seattle Community College – Business and Accounting classes
 Professional of Human Resources (PHR) – HRCI, January 2011 – May 2017
 City U, Seattle, WA – Certificate in Leadership – December 2013