

**OFFICE OF THE BOARD OF EDUCATION**

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**OAKLAND UNIFIED  
SCHOOL DISTRICT**

Community Schools, Thriving Students

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**BOARD OF EDUCATION 2020**

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January 22, 2020

To: Board of Education

From: Jody London

Subj: Appointment – Caroline Lee – Audit Committee

Legislative File Id No.: 20-0153  
Introduction Date: 1-22-2020  
Enactment No.: 20-0150  
Enactment Date: 1-22-2020 er

**ACTION REQUESTED**

Ratification by the Board of Education of President of Board’s appointment of Elizabeth Ross to the Audit Committee, effective February 1, 2020, for term ending January 31, 2022.

**BACKGROUND/DISCUSSION**

The duties of the Audit Committee, as defined by Board Bylaw 9131, is to recommend to Board selection of independent auditors, review and advised Board of Education on all audit findings regarding District Budget, Parcel Taxes and General Obligation Bonds, adequacy of financial controls, concerns and perform other duties enumerated in said Bylaw.

The Audit Committee is composed of five members, with staggered terms, appointed pursuant to membership criteria established by Board Bylaw 9131, with an individual's terms of appointment limited to a maximum of three two-year consecutive terms or the fulfillment of unexpired terms thereof.

There will exist two vacancies on the Audit Committee as of midnight January 31, 2020.

I, pursuant to Board Bylaw 9131, hereby nominate Caroline Lee, as a member of Audit Committee, and recommend ratification of her appointment.

JL:ER:lf

Application: Caroline Lee (Redacted In Part)

**Profile**

Caroline

First Name

Lee

Last Name

carolinefavrotlee@gmail.com

Email Address

**Which Boards would you like to apply for?**

Audit Committee: Submitted

[Redacted]

Street Address

Suite or Apt

oakland

City

CA

State

94609

Postal Code

**Which Board of Education election district (1, 2, 3, 4, 5, 6, or 7) do you live in? \***

District 1

Home: [Redacted]

Primary Phone

Home:

Alternate Phone

Riscure Inc.

Employer

Finance and Business Controller

Job Title

Finance and Operations Management

Occupation

**Employer's Street Address**

550 Kearny St. Suite 330

**Employer's City**

San Francisco

**Employer's State**

CA

**Employer's Zip**

94108

**Work Phone**

650-646-9979

**Work Email**

lee@riscure.com

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## Interests & Experiences

**Please explain briefly your interest in serving on this Committee, Commission or Board:**

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I'm interested in using my finance skills to help OUSD in any way I can. The Audit Committee is a good fit for my passion for educating people on finance matters. I lead a finance interest group at my company for employees who desire to learn about finance and accounting principles. I enjoy partnering with stakeholders, providing structure and common sense indicators to flag risk within a given objective or plan. My kids are newly a part of the OUSD community and I look forward to adding my skill set to OUSD.

**Please indicate your other community involvement (work with public agencies, volunteering, other Committees, Commissions, Boards, groups, etc.):**

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Family: 2013–present: Twins by the Bay. Member and volunteer. Twins by the Bay's mission is to educate and support parents in the raising of multiple-birth children. Community, Service: 2013–2015: Shattuck Neighborhood Crime Prevention Council. Sector Representative for sector 6, Beat 11 of Oakland. Council works directly with Beat 11 Community Resource Officer from the Oakland Police Department to prioritize crime prevention activities and enhance the quality of life in the area. 2007: Alameda Area Committee, Founder and member. Started a committee to foster community with an emphasis on modeling and promoting volunteer work. 2003–2004: California Statewide Conference for Young People in Recovery, Outreach Chair. Responsible for developing and implementing an outreach plan for State of California. Led a fifteen person sub-committee with the mission to reach young people that were traditionally overlooked in the recovery community. The work culminated in a weekend-long conference attended by over 2,500 young people. 2002: Alameda and Contra Costa County Area Committee for State Young Person's Conference, member. Group formed to raise money and prepare a proposal for hosting a statewide conference while building unity and community among young people struggling with alcohol, addiction, and codependency issues. 1999–2000: Western Area Conference for Young People in Recovery, Events Chair. Led, planned, and coordinated a ten person subcommittee charged with creating events to financially support and drive registration in anticipation of a weekend long conference for young people in recovery. Youth Sports Coaching and Participation: 2003–2013: Outside Hitter, Berkeley Adult Volleyball: "Honey Badgers" and "Slow Children at Play" 2008: Volunteer Head Volleyball Coach, Black Pine Circle Middle School 2001: Outside Hitter, Rams Women's Volleyball team, City College of San Francisco Arts: 2010: Collection of Nine, Caldecott Gallery, Oakland, CA, curated by Michael Brailard 2009: Acetylene Will, MacArthur B Arthur Gallery, Oakland, CA, curated by Kevin Clark

  
Upload a Resume

Question applies to multiple boards

**Educational Background – e.g. college and/or university, degree/major, vocational and/or training, certificates, technical training, etc.**

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BFA, College courses in accounting, management accounting, corporate finance, data science, modeling - see resume.

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## Demographics

Choosing not to answer any of the questions in this section will not disqualify you from consideration or serving.

### Ethnicity

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Caucasian/Non-Hispanic

### Gender

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Female

### Socio-Economic Group

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[REDACTED]

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## Verification

Please indicate your agreement with the following statement

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I have reviewed and understand the duties of the Commission or Committee for which I am submitting this application. I agree to perform said duties. I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

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I Agree

Your application must be **completed and submitted on-line via this web form**. For assistance, if needed, or response to questions, please contact Edgar Rakestraw, Jr., Executive Assistant, Board of Education, Oakland Unified School District, 1000 Broadway, Suite 300, Oakland, CA 94607-4033 or 510/879-8658 or via email at [Edgar.Rakestraw@ousd.org](mailto:Edgar.Rakestraw@ousd.org). Your application must be **submitted** by the applicable deadline, if any.

**Note: This application and your responses are a Public record and subject to disclosure.**

## OPERATIONS & FINANCE EXECUTIVE

### Finance & Business Operations Director

Target Industries: Education, Healthcare, Fintech, Nonprofit | High-Growth Company

Dedicated Operations Leader with success steering startup and business transformation to position company for sustained growth, operational effectiveness, and service delivery excellence while mitigating risks and increasing employee retention.

- ▶ **Cross-Disciplinary Leadership:** Decisive, engaging, and consistent in driving results by keeping teams accountable, focused, and motivated to exceed expectations and deliver results during surging and declining economies.
- ▶ **Change Management:** Exceptional in building consensus, influencing, collaborating, and driving change across matrixed global and regional settings to strengthen process efficiencies, team performance, utilization rate, and beginning-to-end revenue generation management.
- ▶ **Diverse Management Experience:** Operationally focused, high-energy manager with experience in creative production, advertising, marketing, legal services, high-tech security services and products, and community initiatives.

## PROFESSIONAL EXPERIENCE

**RISCURE INC.** | *Global security provider; HQ in Netherlands; opened San Francisco office in 2011; Shanghai in 2017. Staff: 150 global.*

### BUSINESS & FINANCE CONTROLLER

2018 – Present

Play critical role in aligning business strategy and financial sustainability of Riscure North America, working in conjunction with CEO, COO/CFO, CTO, security analysts, remote sales team, and management team while stewarding relationships with financial/business partners and vendors. Develop and execute strategic business initiatives with accountability for data and risk analysis, resource and delivery management, and general operations management. Drive operational and financial control and transparency. Ensure health of the business as the voice of reason—methodically working with internal/external experts, asking pointed questions, and keeping teams focused and accountable to drive process efficiency, financial stability, and forward progress to drive goal achievement. Report directly to CFO/COO at Riscure Worldwide.

- ▶ **Accelerated cash flow** during 2018 downturn and RIF by deep diving into accounts receivable, developing more favorable term sheets, creating strict AR acceleration process, and clearly defined accountability procedures for project managers and support staff. Influenced sales/CTO to push milestone-driven billable work, **improving utilization rate from 54% to 86%, bringing in \$600K over 3 months.**
- ▶ **Defined and developed key performance indicators (KPIs)** for local office as point of work and NA region as point of Customer. Identified risks and actions to steer teams to attain strategic aligned metrics while partnering with leadership to monitor, forecast and add insight on performance indicators, value creation, financial health and future growth.
- ▶ **Led change in worldwide company sales department**, shifting sales activity from inbound/reactive sales to outbound/strategy driven sales. Exceeded goal to grow qualified lead pipeline in mid-2018 by 20%—25% at end of 2019. Reduced dependency on inbound activity and brought focus to key client and market driven sales.
- ▶ **Designed new annual salary increase process and measurement** for Riscure Worldwide to include effective total rewards strategy and compensation plan in line with corporate budgetary guidelines and annual performance reviews.
- ▶ **Improved employee retention and satisfaction of specialized workforce** by proactively enhancing company culture with active listening, engagement, transparency, respect, recognition, and individual coaching and mentoring.
- ▶ **Appointed as Delivery Manager**, supervising high-visibility, complex projects and team, ensuring capability matrix of group serves strategic milestones, aligns with company growth objectives, and meets changing market needs. Own utilization of service team KPIs spread across training, innovation and billable work—85% utilization while maintaining planned monthly billable hours targets and ensuring overruns at 0% annual average.

### OPERATIONS & FINANCE MANAGER

2015 – 2017

Promoted to serve as key member of business development team and took charge of managing operations and finance for Riscure North America, working jointly with COO and CFO/President. Managed week-to-week finance operations, including analysis, forecast, and reporting, using data and analytics to investigate and solve challenges, and identified opportunities for operational improvements and cost savings. Managed reporting and invoicing processes. Built vendor relationships.

- ▶ **Reduced project overrun rate by 12%** by bolstering communication and infrastructure across departments.
- ▶ **Led negotiation and procurement of federal government research contracts generating 40% of annual sales target**—including the **biggest contract in company's history since 2001**—by justifying competitive market value on price and deliverables, reclaiming full 10% on government cutback, and guiding executive team to stand firm.
- ▶ **Scaled operations to meet growth objectives**, drove process improvements and new control measures while aligning CRM and other tooling with Riscure Worldwide. Developed, presented, and managed financial models and core forecasts to help guide key strategic decisions.

### BUSINESS OFFICE MANAGER

2012 – 2014

Joined Riscure North America during early growth phase with new office in San Francisco and took on charter to build out operations—expanding and strengthening processes to support growth from 3 to 15 employees over tenure.

- ▶ **Led entire build out of the San Francisco office space** (3,000 sq. ft.).
- ▶ **Established operational infrastructure from the ground up**, including digital filing system, electronic bookkeeping, office protocols, processes to ensure compliance with government regulations, and reseller model transfer price policy.
- ▶ **Twice managed accounting system implementation** and consolidation of subsidiary with international office systems—overseeing budget and timeline, system functionality and testing, staff training, and support procedures.
- ▶ **Designed and instituted Bay Area market competitive benefits package**, improving retention of Consulting Dept.

**LAW OFFICE OF STEPHEN MOSKOWITZ, LLP** | *Team of tax attorneys, CPAs, enrolled agents, and professionals.*

### TAX CASE MANAGER

2009 – 2011

Managed 35+ active legal tax cases—prioritizing large case load in fast-paced environment, contributing research to legal opinions and law articles, conducting financial analysis, and developing strategies to defend taxpayer's positions. Collaborated with tax professionals, clients, and other departments.

- ▶ **Turned around history of deadline errors and ensured consistent on-time delivery** by creating and implementing protocols and calendar to get ahead of schedule.
- ▶ **Initiated efficiency improvements** by instituting high-level of functionality with network and server, working with offsite IT contractor—improved quality of data backups and protection, stabilized office operations, and generated cost savings.
- ▶ **Improved employee performance** and effectiveness by providing training on firm's legal research and business databases.

## PRIOR CAREER

**Advertising Photography Consultant, Producer, Studio Manager** (2005 – 2008) | Clients: Kaiser Permanente, Lexus, Charles Schwab, Cunard (QM2), Cystic Fibrosis Foundation, Mars Inc., Bank of America, Microsoft, Visa, Gymboree, and A&E.

- ▶ Gained solid foundation managing all aspects of studios, including budget, hiring, personnel management, multi-functional teams, logistics, public relations, direct marketing, national advertising campaigns, and relationship building.
- ▶ Earned reputation for resourcefulness and effectiveness in hitting the ground running and getting the job done no matter what while deftly navigating dynamic, often ambiguous, high-output work environments.

## SELECTED COMMUNITY INVOLVEMENT

- **Member & Volunteer** — Twins by the Bay: mission to support parents in raising multiple-birth children (2013 – present)
- **Representative**, Sector 6, Beat 11 of Oakland — Shattuck Neighborhood Crime Prevention Council (2013 – 2015)
- **Youth Sports Coach & Participant**, various groups (2001 – 2013) | **Artist & Curator**, solo & group exhibitions (2006 – 2010)

## EDUCATION

University of California Berkeley (UCB), Haas School of Business — **Executive Decision Making with Data Science** (2019)

UC Berkeley Extension — **Corporate Finance, Business Modeling** (2013, 2017)

Berkeley City College — **Business Management, Business Law, Management and Finance Accounting** (2010, 2011)

California College of the Arts — **Bachelor of Fine Arts (BFA)**, Highest Honors (2005)