

**BRONFENBRENNER CONSULTING GROUP**  
POSITION PROFILE

**CHIEF FINANCIAL OFFICER**  
KANSAS CITY SYMPHONY  
Kansas City, Missouri

Bronfenbrenner Consulting Group is pleased to collaborate with the Kansas City Symphony in the search for a new Chief Financial Officer, available June 1, 2018.

**Position Summary**

The CFO will fill a leadership role in the organization, building on the accomplishments and success of the current twenty-one-year incumbent. Core responsibilities encompass managing the Symphony's financial and accounting functions, planning and budgeting, human resources, information technology, and office administration. The CFO is a member of the Symphony's leadership Management Team, providing financial expertise to colleagues and leads staff interaction with the Board of Directors on financial matters.

**Organizational Summary**

Kansas City Symphony is led by Music Director Michael Stern, Board Chairman William M. Lyons, and Executive Director Frank Byrne.

The Orchestra's performance home is Helzberg Hall in the Kauffman Center for the Performing Arts with offices located one block away. The Kauffman Center opened in 2011 to critical acclaim and is also home to the Lyric Opera of Kansas City and Kansas City Ballet.

The Orchestra maintains a 42-week contract with its musicians with the schedule including diverse performance programs. The orchestra is among the largest in the U.S. consistently performing with an Opera and Ballet company.

Informational resources:

The Symphony's website – [www.kcsymphony.org](http://www.kcsymphony.org) – offers extensive information regarding the organization's history, programming, and summary financial data.

The following table details various financial and operating parameters of Kansas City Symphony.

**KANSAS CITY SYMPHONY**  
**2017- Financial and Operating Data**

<b>Operating Expenses</b>	<b>\$17,377,169</b>
Earned Revenue	\$7,005,283
Investment Revenue	\$3,076,704
Gifts and Grants	\$7,593,125
<b>Total Revenue</b>	<b>\$17,675,112</b>
Value of endowments held by KCS	\$37,972,667
Value of endowments held by others	\$53,444,224
<b>Total Endowments</b>	<b>\$91,416,891</b>
<b>Net Assets:</b>	
Unrestricted	\$9,641,942
Temporarily Restricted	\$5,632,740
Permanently Restricted	\$36,580,481
<b>Total Net Assets</b>	<b>\$51,855,163</b>
Number of musicians	80
Term of current Collective Bargaining Agreement	2018-2021
<b>Personnel</b>	
Number of full-time staff	29
number of part-time staff	6
<b>Total staff</b>	<b>35</b>
Staff retirement plan	403(b)
Musician retirement plan	AFM-EPF & 403(b)
Total annual audience	243,493
Total annual concerts	134

### REPORTING RELATIONSHIPS

The Chief Financial Officer reports to the Executive Director and has three direct reports: Accounting Manager, Staff Accountant, and Information Technology Manager. This team has long tenure with the organization.

The CFO serves on the Management Team led by the Executive Director and also including the General Manager, Director of Development, Director of Marketing, and Director of Artistic Operations.

The CFO serves as the staff liaison to the Finance and Audit Committee, Endowment Committee, Executive Committee, the full Board, and *ad hoc* Committees pertaining to special projects.

### CHALLENGES AND OPPORTUNITIES

**Organizational Leadership:** The selected candidate will be called upon to continue the process of elevating the position as a strong member of the Management Team – defining the CFO function as a strategic partner to the Executive Director, an advocate for best practices, and fulfilling a strategic leadership role with the Symphony’s Board and volunteer leadership.

## **ROLES, RESPONSIBILITIES, AND TASKS**

### **Financial Management and Accounting**

- Maintain best practices pertaining to all aspects of accounting including effective use of Microsoft Dynamics (Great Plains version) conforming at all times to Generally Accepted Accounting Principles and standards for net asset accounting.
- Oversee and manage all financial accounting functions including the interface between Microsoft Dynamics, Budget Maestro, and Tessitura, the chart of accounts, accounting procedures, control systems, and related items.
- Prepare and present periodic internal financial statements including those required for management, Board Committees, and the full Board of directors.
- Manage a lean and highly-qualified financial and accounting team, maintaining compliant and accurate financial records and producing timely and highly-informative internal and external reporting.
- Prepare all required external financial reports including those associated with operations, the endowment, tax compliance, benefit plan compliance, and grant/funding source reports.
- Direct the annual budgeting process and subsequent management of forecasts and variances.
- Serve as the primary staff liaison for the preparation and completion of the annual independent financial audit, benefit and pension plan reviews and audits, and other external reviews.

### **Human Resources**

- Maintain staff employee benefit programs including periodic assessment and renewal, compliance monitoring, employee communications, vendor/provider relationships, and reporting.
- Implement recruitment, retention, performance review, and separation policies and procedures for administrative staff.
- Provide advice to colleagues regarding human resource matters.
- Insure compliance with all regulatory and reporting requirements.
- Participate in collective bargaining as directed by the Executive Director.
- Manage effective and informative employee communication programs.
- Report to the Board of Directors as directed regarding human resource related issues and policy decisions.

**Information Technology:** Manage strategic and day-to-day operations of the Orchestra's information technology system in collaboration with the Information Technology Manager and the Kauffman Center Tessitura Consortium including:

- Create and maintain a strategic plan for the Symphony's technology systems.
- Manage the capital and operational budgets for information technology.
- Provide up-to-date hardware and system resources to all appropriate personnel.
- Maintain a high level of internal and external security policies and resources.
- Establish internal policies for system access, appropriate utilization, backup and retention, and related matters.
- Obtain, manage, and update software resources insuring that current, secure, and effective functionality is available as required.
- Maintain ongoing hardware and software support resources.
- Supervise Information Technology Manager.

**Office Management:** Oversee day-to-day office management including:

- Administration of contracts with third parties for service provision.
- Management of general office policies and procedures.
- Maintaining safety-related resources and policies.
- Function as a primary liaison with corporate legal counsel.

**Expertise and Industry Participation:** The new CFO will be called upon to:

- Participate in conferences, seminars and other forums geared to professionals in non-profit finance, the orchestra industry, and the Kansas City non-profit community.
- Provide in-house expertise on financial matters.
- Identify, assess, and offer recommendations critical accounting, financial, and related matters impacting the Symphony.

## SKILLS AND QUALIFICATIONS

### *Requirements*

- Minimum of seven-years' experience as a senior financial manager in the non-profit sector.
- Expertise in complex financial analysis including multi-party transactions, reporting, risk analysis, cost-benefit assessment.
- Strong background in effective budgeting, forecasting, strategic planning and modeling.
- Experience managing an annual operating budget of a minimum of \$15 million.
- Career path reflecting increased responsibilities over time.
- In-depth expertise in net asset accounting and fund accounting.
- Demonstrable experience in improving organizational efficiencies and outcomes.
- Knowledge of non-profit audit and control standards.
- Investment management experience including policies, transactional, and reporting elements.
- Knowledge of information technology including cloud-based and multi-constituent systems.
- Skilled user of Microsoft Office products.
- Experience managing a lean accounting function.
- Expertise in human resource management, labor law, policies, and regulations.
- Excellent communication skills including experience in clear communications to internal constituents (Board and staff) and external recipients.
- Strong writing skills and ability to take concise minutes.
- Entrepreneurial thinker seeking to solve problems, leverage opportunities.

### *Preferred*

- Knowledge of Microsoft Great Plains accounting software, Budget Maestro, and Tessitura.
- A passion for symphonic music.
- Experience in the performance-based non-profit sector (orchestra, opera, ballet, theatre).
- Knowledge of policies, procedures and systems for fundraising, ticketing, and related areas.

## APPLICATION INFORMATION

Interested applicants are encouraged to learn more about Kansas City Symphony at [www.kcsymphony.org](http://www.kcsymphony.org) and from other resources.

Applications may be submitted through the following website for the Bronfenbrenner Consulting Group – [www.bronfenbrennergrou.com](http://www.bronfenbrennergrou.com).

## SUPPORTING INFORMATION

- The Chief Financial Officer is an exempt position.
- Kansas City Symphony is an equal opportunity employer and maintains a high standard for compliance with all employment laws, rules, and regulations.
- Kansas City Symphony seeks, celebrates, and nurtures diversity among its employees and volunteers.