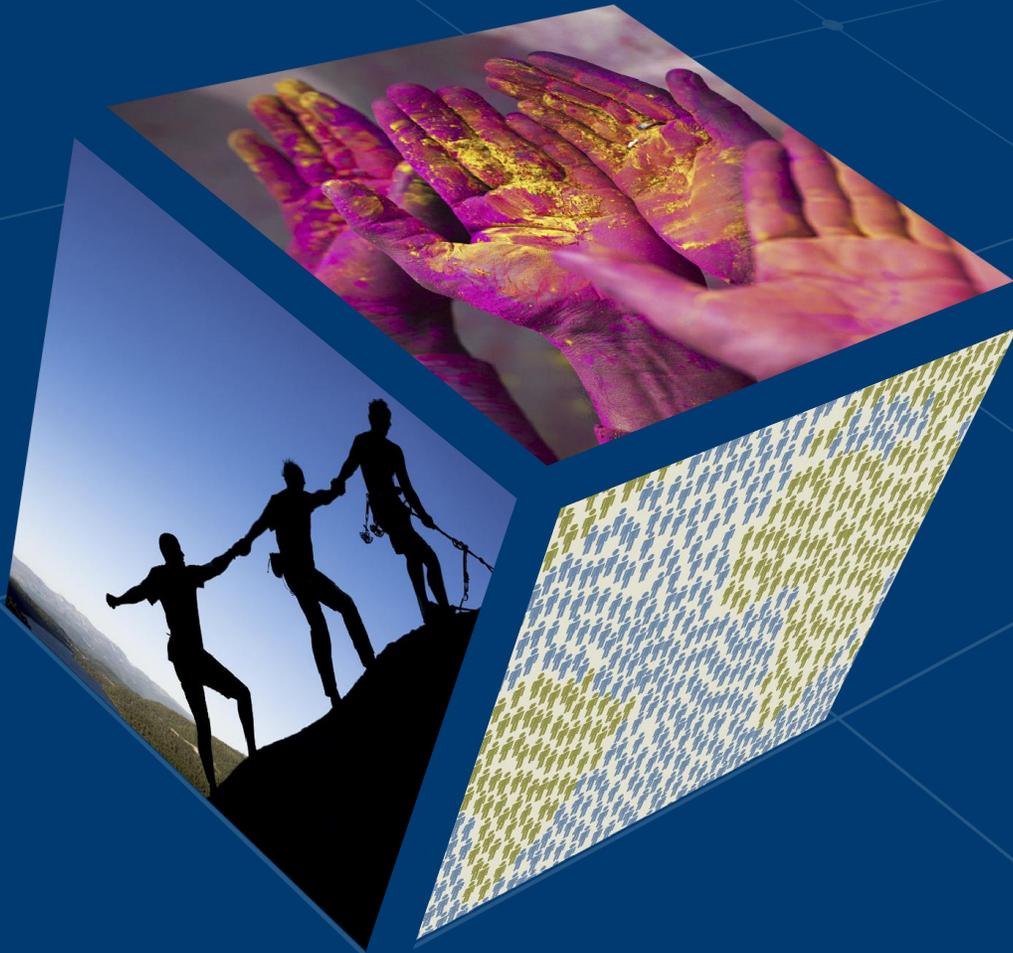




Position brief for the Chief Financial Officer Trinity Church Wall Street

June 2019



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Opportunity Overview

The Position

The Chief Financial Officer (CFO) is a collaborative, sophisticated, broadly experienced financial officer who will lead Trinity Church Wall Street's (TCWS) strategic financial planning, business and accounting operations in support of Trinity's global mission. A thought partner to the Rector and members of the Senior Ministry Team (SMT), the CFO will be an integral part of mission planning and delivery in a distinctive, dynamic organization committed to its New York neighborhood and its global community.

Leading the day-to-day business and accounting operations in a seamless, efficient, and strategic way will be critical to the CFO and the Business Office's success. The CFO will assess and align the resources and systems, including technology systems, of the Business Office to ensure it is leveraged as a resource not only for fundamental financial activities, but just as importantly as a financial management thought leader in support of the different interdependent departments within the organization – Vestry, Senior Clergy, Administration, Investments, Philanthropy, Communications, Facilities Management, Legal, and Human Resources. With unquestionable integrity, the Business Office will be a model for collaboration, efficiency, excellence, transparency, consensus-building, and interconnectivity within the organization that is foundational to serving and protecting TCWS's mission.

Challenges and Opportunities

Leading role in building TCWS's new culture

The CFO will join TCWS at a significant inflection point in its 300-year history. While historically the Church's assets have been held almost exclusively in real estate, recent purposeful shifts in the distribution of these assets and the freeing up of resources are creating exciting new opportunities to serve the organization's mission. These strategic opportunities include investments in low-income housing and homelessness-reduction, racial justice, leadership development, mission real estate, and Trinity Commons. Each is defined by the strategic vision of **building neighborhood** to live Trinity's values; **leadership for generations**; and **capacity** for financially sustainable ministries. In shaping TCWS for this new era of growth, the CFO will play an integral role in building a culture based on high trust across the organization, high functionality, and high achievement sustained and supported by reported and forecasted financials that illustrate the mission narrative.

A thought partner to the Rector

As a true business and thought partner to the Rector, the CFO will enjoy the rewards of working closely with a charismatic, vision-focused leader. S/he will understand how to set priorities and how to shift them as needed while ensuring and inspiring confidence that resources are being used creatively and effectively for good and in support of mission objectives. Providing measurement of mission investment will be a key performance indicator for the new CFO as will being able to look out over the horizon toward the impacts of initiatives under development or not yet in development.

Supporting the Vestry

TCWS Vestry is comprised of 23 members committed to the mission, vision, and values of the institution. Members are leaders in their respective fields with deep subject matter expertise, high achievement, diverse perspectives, and a commitment to the importance of faith-based impact on communities. The CFO will provide clear, concise communications



to the Vestry regarding the financial climate of the organization – from enhanced reporting to forecasting and financial visibility into managing assets and investments. S/he will develop strong relationships with individual Vestry members and be a strong and confident voice before the group in articulating TCWS's past, present and future financial picture.

TCWS Real Estate

TCWS remains an influential player in the multi-faceted real estate sector. TCWS is transitioning from being deal-focused to be an asset manager with programmatic foci. The new CFO will support current and evolving partnerships and investments while looking out over the horizon at complementary investment opportunities.

- **Church Divinity School of the Pacific (CDSP)**, located in Berkeley, California is one of nine seminaries of the Episcopal Church in the US, and was recently acquired by TCWS as part of TCWS's strategy to bring new leaders into the world and expand the Anglican communion. While details of the transaction are in process, ultimately, TCWS and CDSP hope to add faculty and curricula that will train clergy and laity for a changing church, especially in the areas of leadership development, formation, and community organizing. Creating and enhancing a new business model for theological education is a key priority for TCWS.
- **Trinity Church's renovation and Trinity Commons.** Trinity Church renovation, a \$100 million self-funded, two-year project, is the Church's first major renovation in more than 70 years. Rejuvenating the church is central to the institution's mission of providing a spiritual home in Lower Manhattan. Expected completion in the spring of 2020 will free up these funds for other strategic mission priorities. **Trinity Commons**, another current construction project, will be the new home of TCWS's administrative offices while also housing public spaces and other tenants.
- **Hudson Square, Norges Bank Investment Management, and Hines**
In 2013, TCWS initiated the rezoning of some of its land holdings in Lower Manhattan, an area called **Hudson Square**, which allowed for the construction of residential buildings. TCWS then diversified its financial involvement in the project and entered into a partnership with **Norges Bank** and developer, **Hines**. ROI from these transactions has been an important source of funding for TCWS's humanitarian efforts as well as in supporting other mission focused entities through grants.

TCWS Philanthropy

TCWS's grantmaking program is one of the various ways it fulfills its mission of serving others. These grants support transformative leaders and ministries in the New York metropolitan area and beyond. Led by Neill Coleman, TCWS's Philanthropy Office will look to the new CFO to support resources achieving mission. S/he will share the Rector's visionary approach, see the big picture of resource deployment, manage priorities, and devise ways to support philanthropic work.



About Trinity Church Wall Street

Trinity Church Wall Street is an active Episcopal Parish that has been an integral part of New York City's history for more than 300 years. Its mission serves the global Anglican communion.

Trinity Church Wall Street is a growing and inclusive Episcopal community in Lower Manhattan that seeks to serve and heal the world through a wide range of ministries and programs. TCWS's work is grounded in the core values of faith, integrity, inclusiveness, compassion, social justice, and stewardship.

TCWS's culture celebrates diversity; employees come from a variety of cultural, religious, racial, ethnic, and professional backgrounds. The TCWS community shares a common mission: to build generations of faithful leadership, to build up neighborhoods, and to build financial capacity for holy service in New York City and around the world.

TCWS's physical campus encompasses not only Trinity Church at Wall Street, but also two chapels, the Trinity Preschool, the Cemetery and Mausoleum in uptown Manhattan, a retreat center in Connecticut, and several meeting spaces where a variety of worship services and community events are held.

TCWS remains committed to its surrounding environs in Lower Manhattan. Joint ventures with commercial enterprises for the development of land to fund mission priorities, the development of a new building, Trinity Commons, that will house TCWS's administrative offices, public gathering spaces and serve other tenants, as well as the significant renovation of TCWS's historic Church are among ongoing projects.

Committed to a strategic focus on leadership development and to growing global partnerships, TCWS's reach extends beyond these important landmarks and sites of spiritual and cultural activity. In serving its mission to the Anglican communion around the world, TCWS has entered an alliance

with the Church Divinity School of the Pacific (CDSP) in Berkeley, California to help build on CDSP's historic strength as a seminary and promote Anglican formation. Other partnerships and joint ventures – in the US and internationally - are under future consideration.

For more information about TCWS, please visit: www.trinitywallstreet.org.



The Position

Summary

Reporting directly to the Rector and serving as a member of the SMT*, the CFO will collaborate with the entire TCWS ecosystem and work closely with members of the Vestry to develop plans for long-term resource management and the strategic and sustainable use of the endowment and other assets for capacity building and philanthropy. The CFO will be integral to building the analytical framework used to facilitate decisions around TCWS's real estate development sites and potential new mission ventures that require significant financial structuring – such as investments in low income housing, grant-making, and capacity building projects around the world. An early priority will be the selection and implementation of a new ERP system.

As the senior financial executive of TCWS supported by a staff of 18**, the CFO provides oversight and day-to-day management of TCWS's business and accounting operations. In the context of TCWS and its remarkable position and presence, the CFO role requires tackling a broad range of complex, dynamic, and sophisticated business issues with financial acumen, applying an in-depth understanding of best practices in for- and not-for-profit environments, and providing strategic vision and constructive analysis across the organization. The CFO works collaboratively with TCWS staff leadership as a creative resource, strategically guiding those with budgetary authority, and is a key role model for financial integrity and transparency through excellent communication.

**The SMT is comprised of the Vicar, Chief of Staff, Chief Investment Officer, Chief Philanthropy Officer, Chief Administrative Officer, Chief Communications Officer, Chief Facilities Management Officer, Lead Counsel, Chief Human Resources Officer, and Senior Clergy.*

*** Direct reports include a Director, Real Estate Finance; Corporate Controller; Treasurer; Manager, Financial & Planning Analysis; and an Executive Assistant.*

Responsibilities include:

Financial Planning and Management

- Develop and utilize forward-looking, predictive models and activity-based financial analysis techniques to provide insight into the organization's operations and business plans.
- Oversee all Parish financial matters, including but not limited to budgeting, forecasting, financial statements, funding activities, tax, and insurance.
- Plan, direct, and manage day-to-day activities of the TCWS Business Office staff and operations, including Budget, Finance, and Treasury.
- Provide oversight and direct the improvements to financial systems, including accelerating response and approval time for accounts payable.
- Planning, developing, organizing, implementing, directing, and evaluating TCWS's financial function and performance.
- Lead and manage a reliable cash flow projection process and reporting mechanism.



- Manage the long-term planning and current year execution of the budget process.
- Provide leadership regarding TCWS's use of debt in Real Estate transactions.
- Provide leadership regarding all tax issues which affect TCWS.

Strategic Planning and Partnerships

- In partnership with the Rector and the Vestry, participate in the ongoing strategic planning process through domestic and international acquisition by providing and advising on cost allocation, financial analysis and projections, due diligence, revenue and expense analysis, and risk assessment for targeted areas and entities.
- In partnership with the Rector, the Chief Investment Officer (CIO), and the Vestry, develop long-term resource management plans, including sustainable spending of the endowment.
- Provide financial and business counsel to the Rector, Vestry committees, and Vestry to develop a long-term resource management strategy and support financial policies, investment oversight and decisions, and business plans that advance TCWS's objectives.
- Manage the relationship with TCWS's investment management and real estate management partners and the financial leaders from these entities.
- Provide recommendations to the CIO, as requested, on capital strategy analysis and recommendations to the Vestry.
- Manage the Parish's finances to highlight its mission focus and ensure transparency.
- Develop and maintain long-term relationships with third parties such as external auditors, financial service providers, and other service providers and advisors.



The Candidate

The TCWS CFO is a broadly experienced, highly accomplished, collaborative leader who is a sophisticated, creative and entrepreneurial thinker and analyst of business and investment opportunities. Her/his financial management experience has been gained in best-in-class environments in the for-profit or not-for-profit world or some combination of both.

Competencies & Areas of Expertise

- Analytical and strategic thinker who can help develop key metrics and analytics, plan, organize, execute, report and forecast out financial ideas and results
- Unquestioned integrity and the highest ethical standards
- Mission-driven; passionate about being part of an organization which serves a higher social and spiritual purpose
- A team orientation and collegial style; rates highly in "EQ" (emotional intelligence)
- Confident with a well-managed ego; self-reflective and self-corrective;
- Proactive yet highly responsive; a quick learner
- Foresight, pragmatic, flexible, and patient all the while having a sense of urgency
- A commitment to a culture of excellence
- Culturally adaptive; able to learn TCWS's decision-making framework.
- Inspires confidence and calm among staff, management, Rector, and Vestry.
- Commitment to Trinity's core values and its goals through faith and practice.

Essential Qualifications

- Ten + years of leadership and financial management experience in a for-profit or not-for-profit organization. This includes team management, development, and mentorship.
- Work in highly complex financial environments that may include hands-on experience with significant endowments and philanthropic organizations.
- Demonstrated success developing long-term financial strategies and the management of large capital projects.
- Track record in international business, developing programs and/or managing transactions in disparate geographies preferred.
- Possesses gravitas and is Board tested with prior experience supporting committees of governing bodies.
- Demonstrated skills building trust among leadership, working strategically across an organization, and being a leadership presence for staff.
- Background in/understanding of real estate and joint-venture transactions that would support the ongoing management of real estate assets.
- Undergraduate degree required. Graduate degree or equivalent combination of training and experience preferred.
- Fluency in financial modeling.
- Public accounting is a plus as is a CPA designation.



How to Apply

In order to apply, please submit a comprehensive CV along with a cover letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and addresses of three references. References will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is by email at:
TrinityChurchWS_CFO@odgersberndtson.com

Contact Details

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About Odgers Berndtson



Odgers Berndtson Executive Search is a leading global executive search firm, assisting private and public sector organizations find the highest caliber people for senior management appointments across North America and internationally.

Our reputation at the top of the executive search profession is over 50 years old. With offices in over 60 cities worldwide, our experienced executive search specialists operate with absolute discretion, integrity and care, and are expert in finding exceptional individuals for challenging roles.

WE ARE GLOBAL

We have the support of an excellent international network of offices on the ground.

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