

THE CITY OF DAYTON, OHIO



"The Department of Finance provides accurate, efficient, and quality financial services in a systematic and professional manner. We are a customer-focused TEAM that thrives in an environment of continuous improvement."



INVITES YOUR INTEREST IN THE POSITION OF
DIRECTOR OF FINANCE





DAYTON — AN OUTSTANDING OPPORTUNITY

"The City of Dayton exceeds expectations and is committed to excellence through consistent quality service delivery by dedicated, knowledgeable and courteous employees."

Dayton (population approximately 140,000) is a Midwestern city in southwestern Ohio located centrally within the American heartland. The City of Dayton is the seat of Montgomery County and has operated under the Commission-Manager form of local government since 1913. The City's governing body consists of the City Commission that is comprised of five members, a Mayor and four Commissioners, elected at-large on a non-partisan basis for four-year, over-lapping terms. The Dayton City Commission serves as the policymaking body of the City of Dayton and is empowered by the City Charter to pass ordinances and resolutions, adopt regulations and appoint the City Manager.

The administrative and operational activities of the City are directed by the City Manager and carried out by a highly professional staff. Dayton is a full-service city comprised of 16 departments employing approximately 1,831 employees. The City provides its citizens and guests a broad range of municipal services that include; police, fire, EMS, water supply and treatment, street maintenance, refuse collection, recreation, building inspection, sanitation maintenance, wastewater treatment, municipal courts, and international and general aviation airports. The City's General Fund budget for FY 2021 totals approximately \$150 million.

Additional information about the City of Dayton may be found at: www.cityofdayton.org



AN EXCEPTIONAL EXECUTIVE FINANCIAL MANAGEMENT OPPORTUNITY

This is an exceptional career opportunity for an accomplished financial administrator to join a cohesive, mission-driven executive team to direct and coordinate the activities of the City of Dayton's Finance Department.

The Director of Finance serves as the Chief Financial Officer of the City of Dayton and oversees the collection, disbursement, accounting and reporting of all City revenue and expenditures and manages its debt and investment portfolios. The City of Dayton's annual operating and capital budgets are managed in a separate City Department.

The Finance Department provides the Mayor, Commissioners, City Manager and Department Heads with meaningful financial information on a timely basis to facilitate effective financial decision-making and the efficient utilization of community resources. The City of Dayton has historically received recognition for responsible management of its financial resources and the Finance Department has received the Government Finance Officers Association *Certificate of Achievement* for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for 33 consecutive years.

ABOUT THE POSITION

The Department of Finance is an essential City department responsible for fiscal compliance and the effective and timely delivery of financial services to its workforce and citizens. The *Director of Finance* manages a departmental budget of \$21M, which is comprised of multiple sources and administered through four funds. The Director also leads, manages, and evaluates the work of 65 professional staff members, which includes two division managers, seven section supervisors, and several analysts, technicians, and agents. Nearly half of the Department's employees are represented by local unions.

The *Director of Finance* provides its department with effective leadership, administrative guidance and helps to motivate and fulfill a competent professional workforce. The Finance Department has worked on continuous process improvements and re-engineering for many years through natural work groups with the objective of delivering superior financial counsel and services to all of its internal and external customers.

The City of Dayton is seeking an accomplished and confident financial executive who will embrace the City's core values in the provision of city services to its communities and will play an important role in evaluating and monitoring the ongoing organizational performance of the Department.

The *Director of Finance* should possess proven leadership ability, sound fiscal judgement within a local government setting and a demonstrable track record of building teams and trust in order to deliver organizational goals and objectives. The successful candidate must be able to successfully maintain and improve the fiscal stability of the City of Dayton and work collegially and successfully with the City's Executive team to meet the continuing financial needs of the City's operating departments.

ABOUT THE FINANCE DEPARTMENT

The Department of Finance's services are managed through two Divisions:

The Division of Tax & Accounting Administration (4 Sections)

The division is responsible for the accurate collection, administration, disbursement and reporting of all funds.

- **Treasury and Accounts Receivable** – Manages the City's cash processing and banking functions, accounts receivable and collections, debt financing portfolio, and investment of City funds.
- **Payroll and Disbursements** – Manages all disbursement of City payments due to vendors and contractors. Also manages the payroll for employees of the City and Municipal Court.
- **Income Tax Compliance** – Administers the City's Income Tax Ordinance by collecting, managing and reporting on all taxes due and paid to the City and providing essential customer services to City taxpayers.
- **Financial Analysis** – Manages all external audits, bookkeeping, General Ledger and financial reporting activities of the City, including fixed asset accounting and reporting. Also leads the City in completion of the annual State Audit and compiling the Comprehensive Annual Financial Reports (CAFRs).

The Division of Utility Revenue Administration (3 Sections)

The division is responsible for the administration of revenue generated from the City's utilities that include water distribution, wastewater, storm water, wellfield, and refuse collection. Sets and manages policies and procedures related to revenue collection and payment methodology and ensuring that the City's utility and general customers are receiving the highest quality customer service through its Customer Contact Center.

- **Utility Billing** – Assigns services and meters to new construction accounts, handles the processing of regular and final utility statements, and verifies payments for all utilities provided by the City of Dayton.
- **Customer Contact Center** – Provides essential customer service for utility customers that includes account inquiries, setting up payment plans, set-up and termination of all water, wastewater, storm water, well-water protection, and refuse collection services.
- **Meter Reading** – Ensures that all residential and commercial water meters are read according to established policies, daily connection and disconnection services, and performing delinquent disconnects and reconnects. The Meter Reading function may also perform special readings and service investigations.



Essential Duties and Functions of the Director of Finance:

The *Director of Finance* is appointed by the City Manager and reports to the Deputy City Manager. The Director will team collaboratively with multiple directors from various departments, including Aviation, Economic Development, Information Technology Services, Public Works, Water and Procurement Management and Budget to confer on improvement of the City's financial performance delivery and to ensure the quality delivery of financial services to all internal and external customers. Essential duties and functions of the Director of Finance will include:

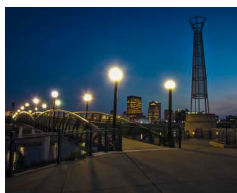
- Set the vision and direction of the Finance Department's annual work plan, assigning projects and programmatic areas of responsibility, reviewing and evaluating work methods and procedures and working closely with department managers to identify and reconcile developing issues that may arise within the Dayton city operating departments
- Ensure that the Department's Annual Operating and Capital Budgets are well planned and managed to carry out the Department's work plan
- Provide leadership, direction and management oversight for the City's fiscal operations including developing, updating, and holding the organization accountable to sound financial policies and procedures.
- Conduct appropriate Finance Department organizational and operational studies and investigations with recommended modifications to programs, policies and procedures as may be required
- Assess and monitor work load, administrative and support systems and the value of internal reporting relationships and identifying opportunities for improvement. Directing and implementing necessary changes required within the Finance Department.
- Ensure that a well-functional accounting system is maintained and provides the City administration and City Commission with required financial information.
- Oversee the annual external audit of all financial transactions, the maintenance of complete and accurate financial records, and ensures that financial policies are current with GASB and other standards.
- Direct the periodic review of the Chart of Accounts, and ensures that financial analysis of fiscal data is executed in an accurate and timely manner.
- Direct the Treasury operations and functions and custody of public funds.
- Approve and maintain a cash management program with updated policies and procedures that adhere to the City Charter, State and Federal laws, and industry standards.
- Direct policy and procedures for the administration and collection of income tax, the hotel/motel tax, and any multi-jurisdictional shared-income taxing districts.

- Ensure that the management and administration of revenue generated from the City's utilities: water, sewer, storm water, wellfield, and waste collection are compliant with established City Ordinances, service agreements, rate agreements, etc.
- Direct the Department's internal and external Customer Service policies, plans, and strategies, and ensures that they support the City's Customer Service Core Values.
- Review and recommend modifications to laws pertaining to municipal government finance and taxation as may be required.
- Provide assistance to the City Manager's Office and participants from a variety of appointed boards, commissions and committees. Preparing and presenting staff reports and other required correspondence.
- Respond to and reconcile challenging and sensitive citizen inquiries and complaints.
- Ensure that the Finance Department is well-represented before all City Departments, elected officials and external agencies at all times.

MINIMUM QUALIFICATIONS, EXPERIENCE AND TRAINING

The successful candidate should bring to the position substantial executive skills developed through leading financial oversight of resources and workforces with at least ten (10) years of progressive management-level experience that includes at least five (5) years of supervisory experience serving within accounting or financial management functions. Previous government accounting experience is highly valued in this position. A Bachelor's degree from an accredited university or college in Public Administration, Business, Accounting, Finance, Economics or a related field is required and a graduate degree (MBA or CPA) is preferred. The MBA or CPA may be substituted with a current *Certified Government Financial Manager (CGFM)* certification through the Association of Governmental Accountants, or the *Certified Public Finance Officer (CPFO)* certification through the Government Finance Officers Association.

A combination of education, experience and training may be applied in accordance with current policies of the City of Dayton.



The successful candidate's previous financial knowledge and career experiences should include:

- Billings, Revenue Collections, Vendor Payments, Payroll and Related Taxes
- General Ledger and Fund Accounting
- Financial Analysis and Reporting
- Budgeting
- Debt Management
- Management of investment portfolios
- Current knowledge of all Enacted/Proposed State and Federal Legislation affecting Municipal Finance
- Compliance with GAAP and City Ordinances for Financial Reporting

The Director of Finance may be required to be bonded through the City of Dayton and to maintain that surety bond throughout her/his tenure in this position.

If selected, it is anticipated that the *Director of Finance* will be expected to reside within the city limits of Dayton.

PREFERRED KNOWLEDGE, SKILLS AND ABILITIES OF THE DIRECTOR OF FINANCE

- Is able to create and manage organizational transformation of a respected, critical City Department to attain the highest levels of efficiency, effectiveness and customer service delivery possible to all City stakeholders
- Is able to motivate and develop a professional workforce required to function in a fast paced, change-oriented environment. Can bring energy and creativity to the challenges of managing city financial operations within a rapidly changing workplace environment influenced by a global pandemic
- Can communicate effectively and persuasively, orally and in writing, with the City Manager's Office, City Commissioners, peers, the City's workforce, citizens and community groups; considers herself/himself an active listener who can be relied upon to consider differing opinions, inspire and empower the participation of a dedicated professional workforce
- Considers herself an "enterprise" thinker who knows the real costs of doing business and can effectively communicate the "big-picture" aspirations and priorities of the Finance Department to stakeholders in any setting
- Can articulate strategic plans for the Finance Department's functions in a clear and unambiguous manner to all levels of the city organization
- Will provide leadership and support to other City departments, including Finance when necessary, related to financial systems functionality, efficiency and policy and procedures. Possesses the ability to understand the impact of various systems and policies on the departments' ability to deliver services efficiently, and works cooperatively to address deficiencies or implement improvements.



THE “IDEAL” DIRECTOR OF FINANCE FOR THE CITY OF DAYTON

Ideally, the new Director of Finance would be someone who:

- Possesses the highest integrity and brings to the position a verifiable track record of financial acumen and customer service innovation that has positively impacted progressive organizational changes within other organizations
- Is able to assist City leaders in understanding the vision for innovations proposed for the Finance Department’s support functions, City investments and plans for increasing the Department’s efficiency and effectiveness. Is able to communicate effectively with City leadership, employees and customers in comprehensible, understandable business language
- Has developed a “servant-leader” management style utilizing an inclusive and collaborative approach to the management of people and resources. Prefers to achieve results through a teamwork orientation and expects to earn the trust and confidence of peer leaders and professional staff
- Offers well-developed interpersonal skills, is sensitive and empathetic to others and is able to relate effectively to the needs of the City’s internal and external customers on a consistent basis. Will be an effective advocate for the Financial services of the City in any setting
- Is skilled at motivating and mentoring professional staff members and is oriented to helping them reach their potential, not just through training and professional development, but through meaningful assignments to learn about city services in cross functional roles throughout the city organization. Recognizes that many of the best ideas for organizational innovation emerge from deep within the City’s professional workforce
- Will value the capabilities of the City’s experienced and dedicated workforce while also maintaining high expectations for fairness and accountability in their job performance
- Respects the management/labor relations process, understanding that the Finance Department currently enjoys a collegial management/union environment with a track record of positive labor relationships
- Is an analytical, strategic and innovative thinker who can identify opportunities for improvement and creatively solve emerging issues in a collaborative manner

WHY THIS IS AN ATTRACTIVE PROFESSIONAL OPPORTUNITY

- The *Director of Finance* is a key member of an exceptionally collaborative and talented executive team of seasoned professionals that exemplify a City that is actively resurging, renewing and redeveloping. The executive team and the City’s professional workforce are supportive of and ready for positive change and innovation from the recruitment of new department leadership and wish to see the new *Director of Finance* be successful
- The challenges and rewards for success in this high profile position are substantial in a Department with direct influence on the success of the City’s operational departments that includes water, wastewater, sanitation, public works, street maintenance, recreation, building inspection, municipal courts, public safety and a city-owned and operated commercial airport
- The *Director of Finance* will have a significant and highly visible role in the implementation of progressive customer service delivery innovations that will serve the needs of the Dayton’s communities long into the future
- Some professional supervisors and staff serving within the Finance Department are retirement eligible which will provide the new Director of Finance opportunities to promote, cross train and recruit talented personnel to grow with the Finance Department team
- The Dayton metropolitan area offers residents and visitors an exceptional location in which to live, work and play. Citizens enjoy a high quality of life and low cost of living, a broad spectrum of affordable housing choices, highest quality healthcare options, a broad array of quality schools, universities and colleges, historical, cultural and recreational amenities such as the downtown Schuster Center, the historic Oregon District (a dining, shopping and nightlife destination), minor league baseball and collegiate sports events throughout the year, warm and friendly family-oriented communities, many municipal parks, expansive bike paths and golf courses, and international commercial airport close by.

COMPENSATION AND BENEFITS

The salary range for the *Director of Finance* position is negotiable and commensurate with the successful candidate’s skills and career experience. The City of Dayton offers a competitive salary and generous benefit package that includes health, dental, vision, vacation and sick leaves, short and long-term disability, executive benefit options and retirement benefits.

Retirement

Membership in the Ohio Employees Retirement System. Employee contributes 10% of earnings and City contributes 14%. Full reciprocity with other retirement systems within the State of Ohio.

Health

The City has a self-funded high deductible plan. Employees contribute \$70.00/month for single coverage and \$200.00/month for family coverage. Employees receive \$1,500/year towards a HRA/HSA for single coverage and \$3,000/year for family coverage. Employees and family members on the health plan have access to an off-site employee health and wellness clinic. City pays full premium for dental coverage.



BENEFITS Continued

Life Insurance

\$25,000 basic life and \$25,000 AD&D
Employee may optionally purchase up to 5 times salary, not to exceed \$500,000 in additional coverage with a guarantee issue of \$200,000.

Executive Optional Benefits

Employee receives \$4,275 per year that may be used for expenses associated with use of a city/personal auto, family life insurance, tax and legal services, educational services, an IRA, medical services, purchase of prior service credits with retirement system or deferred compensation.

Paid Leave

A generous vacation, holiday and executive sick leave package is provided.

Other Benefits

Long term disability option paid by employee at group rate, deferred compensation plan options, city-paid executive savings account.

TO APPLY

Based upon the information you have gleaned from this brochure, please submit a cover letter explaining why you believe you are a good potential candidate for the position, a resume and at least five professional references electronically no later than **April 5, 2021** to:

Clark Wurzberger
The Mercer Group, Inc.
Email: cwurzberger@mercergroupinc.com
P.O. Box 546, Weimar, CA 95736
Tel. (530) 637-4559 (Pacific Time); Fax: (650) 240-3933



The Applicant Submission deadline is: **April 5, 2021**

Electronic submissions are required. Following submission due date, applicants will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will receive preliminary interviews with the Consultant. With permission, we will conduct preliminary, discreet background checks on the most qualified candidates referred to Dayton City Officials for further consideration. Work history reference checks will not be conducted until mutual interest with the City of Dayton has been established and candidate permission has been granted.

TENTATIVE RECRUITMENT SCHEDULE

April 5, 2021	Closing Date for Submissions
4/9 – 4/18	Consultant Interviews of the More Qualified Candidates and Completion of Supplemental Questionnaires
Week of 4/26	Screening of Semi-Finalist Candidates with City Officials
Week of 5/3	City Interviews of Selected Finalist Candidates Possible Selection of the <i>Director of Finance</i>
Week of 5/3	Consultant Completes Reference Checks Negotiation of Terms of Employment
To Be Determined	City Appointment of the new <i>Director of Finance</i>
To Be Determined	Director of Finance Reports to Work

REASONS TO CONSIDER THE DAYTON METROPOLITAN REGION

With a metropolitan population of close to 1 million residents, Dayton serves as the hub of a thriving region that is valued for its place in aviation history, family-oriented, warm and friendly communities and quality of life. Dayton ranks 6th in the nation for affordable housing options and regular commute times into the City average 19 minutes. Its residents savor the City's twenty metropolitan parks, many golf courses and 330 miles of paved biking paths, in addition to the excitement associated with its many collegiate and local professional sports teams and important cultural resources. Dayton's historic distinction as the "birthplace" of modern aviation and the home of cutting-edge aerospace research and development is located near *Wright-Patterson Air Force Base* and the world-renowned National Museum of the United States Air Force, the nation's largest, as well as the *Wright Brothers National Memorial*. Dayton's citizens and visitors appreciate close proximity to 10 regional hospitals that have earned five-star ratings for their areas of specialty and clinical excellence. Dayton's residents and visitors are proud supporters of the 25 colleges and universities located throughout the region. Dayton's rapidly evolving downtown has benefited from high-dollar value investments in mixed-use development in the downtown area and the city offers many cultural attractions that include multiple entertainment venues, a Convention Center and bustling historic districts that serve as popular dining, shopping, and nightlife destinations. They are open to residents and visitors throughout the year.

