

# WESTMINSTER, MARYLAND DIRECTOR OF FINANCE

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EXECUTIVE RECRUITMENT



# THE POSITION IN BRIEF

Westminster's next Director of Finance will be key leader within the City's management team, helping advance a financially stable organization. The Finance Director directs a department of six employees and performs complex work involving fiscal planning, internal audit and budgetary controls, and cost studies. In concert with the City Administrator, the Director develops and manages combined general and enterprise fund budgets of approximately \$63 million. The City is looking for a progressive and collaborative professional with strong communication skills capable of making complex financial materials and concepts accessible and easy to understand.

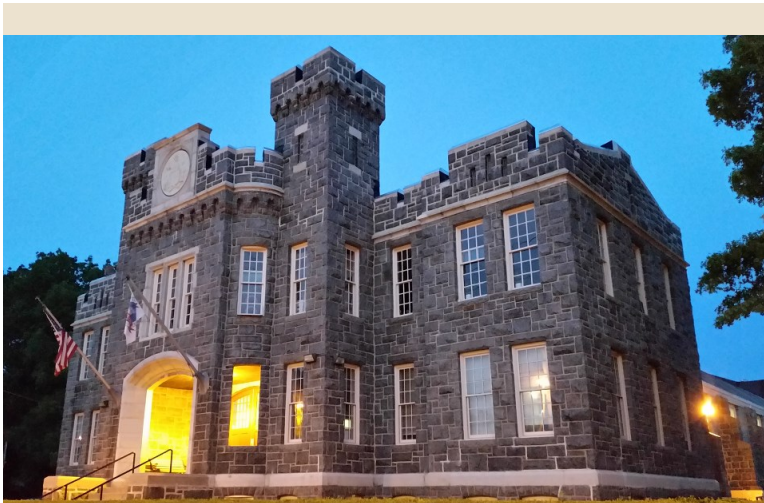
# COMMUNITY BACKGROUND

Founded in 1764 and incorporated in 1818, Westminster is a historic, picturesque community conveniently located near the capitals of both Maryland and Pennsylvania, and Washington, D.C. The City is 35 miles northwest of Baltimore, 60 miles south of Harrisburg, and 56 miles north of Washington D.C. Westminster serves as the county seat and is located in the center of Carroll County.

Its streets were the Civil War cavalry battleground of Corbit's Charge fought on June 29, 1863. Westminster is known for having the longest continuously running Memorial Day Parade dating back to 1868, the first location in the country to offer free rural postal delivery service, and as the birthplace of R. Sargent Shriver, Jr., the first director of the Peace Corps.

Today, at an estimated 2020 population of 19,457, Westminster maintains a small-town appeal and high quality of life, and has been recognized for its livability and family-friendliness. The City is home to McDaniel College founded in 1867. Its five top employers are the Carroll County Public Schools, McDaniel College, Carroll County, Carroll Lutheran Village and General Dynamics Robotic Systems.

Westminster is the proud host of several events including the Carroll County Fair, Fall Fest, Wine Stroll, Maryland Wine Festival, Art in the Park, Flower and Jazz Festival, BBQ Stroll, Celtic Canter, Oyster Stroll, and Miracle on Main Street holiday event. It is known for its art-related businesses and has many artists living in the community.



# WESTMINSTER'S VISION STATEMENT

Westminster is a safe, healthy, and engaged community where new ideas and sustainable innovation enhance the community's quality of life and create economic opportunity for today's residents and for future generations.

# CITY GOVERNMENT

The City's executive branch consists of a Mayor and five members of the Common Council, all elected to four-year staggered terms. The City Administrator is appointed jointly by the Mayor and Council. The City Administrator position was established in 2006, and three administrators have served Westminster since the post was created. The City Administrator serves as the City's Chief Administrative Officer and has general supervision over all department directors of the City. The City Administrator implements the policies and priorities of the Mayor and Common Council while managing the day-to-day operations of the entire City government.

Westminster is a full-service municipality including public safety, public works, recreation and parks, water, sewer and data-fiber utilities, community development and planning, housing, HR, IT, finance and administrative services. The City has a workforce of 162 full-time employees, plus part-time and seasonal employees. The department directors are hired by the Common Council, relying on the City Administrator's recommendations.



# SNAPSHOT:

## Westminster

### Demographics and Amenities

(Source: U.S. Census, ACS 2018)



**Land area: 6.64 square miles**

**Population: 19,457, estimated, 2020**



**Housing Units: 8,070**

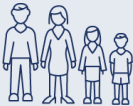
**Owner Occupied: 4,077**



**Renter Occupied: 3,376**

**Family Households: 4,472**

**Average Household Size: 2.42**



**Median Home Value: \$294,359**

**Average Home Value: \$330,505**



**Median Household Income: \$68,331**

**Average Household Income: \$85,093**

## Parks and Recreational Facilities Include:

[Family Fitness Center](#) and Longwell Center are housed in the historic Armory along with the Recreation and Parks administrative offices. This is a full-service health and wellness center for all ages.

[Parks](#) - The city has 14 parks totaling 50 square miles. Nine parks have play equipment for Pre- K and school-age children. Other resources in the parks include four multi-purpose fields, four basketball courts, seven tennis courts, climbing boulders, six pavilions, two plazas, and a skate park.

[Pool](#) - The Westminster Municipal Pool is open Memorial Day through Labor Day when Carroll County Public Schools are not in session.

[Trail](#) - The city has a walking trail about two miles long that runs from Uniontown Road to Long Valley Road.

[McDaniel College](#) – a private, liberal arts and sciences institution founded in 1867, is located in Westminster, and has more than 3,000 undergraduate and graduate students.

The City is also home to the [Carroll Arts Center](#) and the [Historical Society of Carroll County](#).

The [Carroll County Public School System](#) consistently ranks as one of the best in Maryland.

## FINANCE DEPARTMENT

The Finance Department includes six employees (the Director, an accountant and four accounting specialists). In concert with the City Administrator, the Director develops and manages an overall city budget (general fund, capital and utility funds) of approximately \$63 million. The department's FY 2022 budget is \$806,926. The City's bond rating is AA1.

The Department of Finance, in general, is responsible for the following:

- Preparation of the city's annual budget
- Collection of taxes, general revenue and other city income
- Utility billing
- Billing for general city services such as parking permits, benefit assessment, etc.
- External audit of the city's finances
- Preparation of reports and the maintenance of necessary and proper records in connection with such duties as the Common Council shall prescribe
- Investment strategies

The city's fiscal year begins July 1<sup>st</sup>. [The 2022 budget can be found on-line.](#)

[The most recent Comprehensive Annual Financial Report can be found here.](#)



The Director of Finance develops and manages the overall city budget of approximately **\$63 million**



**162** full-time employees  
Plus part-time and seasonal employees



## CHALLENGES AND OPPORTUNITIES

The Director can expect to work closely with the City Administrator, the City's senior staff team, and the City Council on the following:

- The City expects to receive about \$18 million from the federal government through the American Rescue Plan Act (ARPA). The City Administrator and Common Council are in the process of educating themselves on how to appropriately allocate ARPA funds, and how to expend them in ways that will best meet the needs of Westminster's residents and businesses, provided the uses fall under one of four categories outlined in the American Rescue Plan Act law. Accordingly, the next Director of Finance can expect to work closely with the City Administrator's team and Common Council over the next few years to assure the timely and equitable implementation of the recovery plan's goals. The next Finance Director can also expect to play an important role in developing an economic recovery plan to assure the long-term health of the city's own financial operations, as well as working closely with City officials and community leaders to develop and execute plans for boosting and sustaining economic viability within the city.
- The City Administrator welcomes the next Director of Finance taking a fresh look at processes, structures, and approaches to the Department's delivery of its services and reporting. In particular need of attention is an update to the city's financial policies and procedures. Also important is increasing the level of online transparency and accessibility, all with an eye toward enhancing the public's understanding and fluency about how, why, and where the city spends taxpayer funds.
- The Finance Director, in partnership with the City Administrator, plays a significant role in the development of the City's \$63 million budget. The new Director can expect to be a leader in this area, working with a host of elected and city staff stakeholders, to assure that the budgeting priorities reflect the City's strategic interests and financial realities.
- Refining the capital improvement planning process that results in relevant and reliable document and action plan, along with financial forecasting that will enhance the budgeting process, are important goals for the next Finance Director. As well, a critical eye on capital investment that is appropriately prioritized and funded is crucial to ensure that the City infrastructure is appropriately maintained, and when necessary, replaced.
- In 2018 the City Council adopted a [Strategic Plan](#) to serve as a road map for the City's future, one that helps to establish goals, objectives and strategies to make significant and measurable improvements. The plan was



updated in late 2020. The implementation of this plan is reflected in the various policies adopted by the Common Council and is embodied in the City's budget and department-level strategic initiatives. Some of the strategic plan's focus areas, as it relates to the City's Finance Department, includes responsible oversight of the City's resources: "Westminster is a good steward of all its resources, including its workforce and physical infrastructure, and makes appropriate investments in them. The City makes fiscally sound and sustainable decisions for the long-term health of the City, including appropriate reserve planning and well thought out operating and capital plans. It strives to be an environmentally sustainable community that looks for ways to reduce its carbon footprint." Accordingly, the next Finance Director can expect to work with the City Administrator and other members of the management team to advance work on the plan's financial objectives and strategies.

- The Department's staff includes a mix of employees, some with considerable experience, others are recent hires. In working with the City's other departments as an internal service provider, the Director of Finance can expect to lead and work closely with the finance team by developing, mentoring, and delegating to a talented staff that is eager to taking on new challenges and responsibilities.





## CANDIDATE QUALIFICATION CRITERIA

The following education, experience, management, and leadership criteria have been identified as important skills and abilities for candidates to possess and demonstrate.

## DESIRED SKILLS AND EXPERIENCE

### EDUCATION AND EXPERIENCE

- A Bachelor's degree in accounting, finance, economics, business or public administration or related field; a Master's degree and/or CPA is ideal, but not required.
- At least seven years of experience in a municipal government setting, or demonstrable skills in governmental fund accounting.
- Working knowledge of financial management/ERP systems; and
- Supervisory experience.
- Have a thorough knowledge of municipal accounting, budgeting, auditing, purchasing, debt management, and internal controls. Be detailed-oriented, while possessing the ability to keep an eye on the City's bigger picture and strategic initiatives.
- Knowledge of generally accepted accounting principles and GASB fluency.
- Have a commitment to keeping abreast of changes and emerging issues with respect to municipal finance.
- Be knowledgeable in alternatives for capital improvement financing; have an understanding about the issuance of debt instruments for capital improvements and economic/community development.
- Possess a strong ability to evaluate revenue sources with a goal of increasing and diversifying revenue income; be knowledgeable on emerging trends in alternative revenue sources.
- Have knowledge of financial application software as it affects the Finance Department and related City Departments including ERP and HRIS systems.
- Provide comprehensive and understandable financial information to the City Administrator, and other stakeholders ensuring that the very best, complete, and accurate information is made available to all on a timely basis.

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## COMPENSATION, BENEFITS AND THE ORGANIZATION'S CULTURE



The starting salary is \$115,000 – \$130,000 +/- DOQ, plus an excellent benefit package.

The organization prides itself on its commitment to customer service and teamwork. Staff has a lot of daily interaction with one another and have strong interdepartmental relations. City staff possesses a high-output work ethic.

The Mayor and Common Council possess a strong respect for City staff's work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.

The City is an Equal Opportunity Employer. The City seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQ individuals, people with disabilities, and veterans to apply.

## HOW TO APPLY

Candidates should apply by May 9, 2022 (Open until filled) with resume, cover letter and contact information for five work-related references to [www.GovHRjobs.com](http://www.GovHRjobs.com) to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 847-380-3240.



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