



# **The Metropolitan District Commission (MDC) Hartford County Connecticut Invites Qualified Candidates to Apply for Director of Finance/Chief Financial Officer**

## **DESCRIPTION OF MDC**

The District was created by the Connecticut General Assembly in 1929 and operates as a special charter municipality corporation of the State of Connecticut as amended (the MDC Charter). The Metropolitan District Commission (MDC) has played a preeminent role in the Capital Region providing safe, pure drinking water and sewer services to towns in the Greater Hartford Metro Area.

The member municipalities incorporated in the District are the City of Hartford, and the Towns of Bloomfield, East Hartford, Newington, Rocky Hill, West Hartford, Wethersfield and Windsor.

The District's purpose is to provide a complete, adequate, and modern system of water supply and sewage collection, treatment and disposal for its member municipalities and includes environmental protection of wastewater collection and household hazardous waste collection and other services. Through the years, the MDC has evolved from a water and sewer service company to an environmental steward, providing recreational opportunities on its properties, conserving, and maintaining thousands of acres of water shed land and forests, and implementing measures to help keep the Connecticut River and Long Island Sound clean through the Clean Water Project.

The Connecticut General Assembly in 1979 amended the Charter to also empower the District to construct, maintain and operate hydroelectric dams. The District also provides sewage disposal and supplies water, under special agreement, to portions of several non-member towns as well as State facilities. These towns currently include Berlin, East Granby, Farmington, Glastonbury, Manchester, New Britain, Portland, South Windsor, Unionville, and Windsor Locks.

## **DESCRIPTION OF MDC DISTRICT BOARD**

The MDC 33-Member Board of Commissioners referred to as the District Board, governs the District. The member municipalities appoint 17 of the Commissioners, 8 are appointed by the Governor and 4 are appointed by the leadership of the Connecticut State Legislature. There are 4 non-voting Commissioners appointed from non-member municipalities that receive water for a portion of their citizens/individual properties including Glastonbury, South Windsor, East Granby, and Farmington. All Commissioners serve without remuneration for a term of 6 years.

The District Board is authorized to establish ordinances and by-laws; organize committees and bureaus; define the powers and duties of such bodies; fix salaries and define the duties of all officers and employees; appoint deputies; issue negotiable bonds, notes or other certificates of debt to meet the cost of public improvements or to raise funds in anticipation of taxes or water revenue; which debt shall be obligations of the District and its inhabitants. The District Board has the power to levy a tax upon the member municipalities to finance the operational and capital budget of the General Fund. The District Board refers a proposed budget of revenues and expenditures to the Board of Finance annually. The Board of Finance reviews the proposed budget, makes adjustment if desired and refers it back to the District Board for final review, changes as necessary and enactment.

Public Act No 17-1 established an Independent Consumer Advocate to act as an independent advocate for consumer interests in all matters which may affect District consumers including, but not limited to, rates, water quality, water supply and wastewater service quality. The Consumer Advocate may appear and participate in District Board matters or any other Federal or State regulatory or judicial proceeding in which consumers of the district are or may be involved.

## Services provided by MDC in addition to water and sewer include:

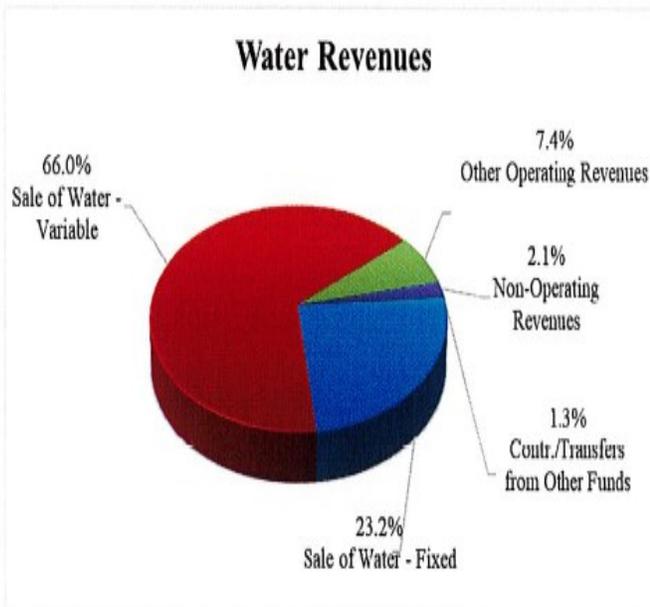
- \* Environmental stewardship -Heat Recovery at wastewater treatment plant to power about 40% of plant;
- \* Hydroelectric power from dams to sell power and to provide flood control;
- \* 6000 acres of watershed forest along Farmington Rivers for boating, fishing, hunting, hiking & birdwatching
- \* 50 million gallons of pure safe drinking water delivered to nearly 400,000 people daily;
- \* Recreation at Lake McDonough in Barkhamsted for swimming and boating;
- \* Healthy fisheries and wildlife habitats for recreational opportunities;
- \* Implementation of solar power at one water pollution control plant;
- \* Maintenance of 31 acres of watershed lands and reservoirs;
- \* Household Hazardous Waste Collection program;
- \* Hydrant flushing and Drinking Water Wagon at local events;
- \* 40 billion gallon capacity at all reservoirs;
- \* Maintain 1500 miles of water pipe and 1300 miles of sewer pipes;
- \* 20 billion gallons of wastewater treated annually;
- \* 30 miles of paved and gravel roads for jogging and bicycling
- \* Trout management area;
- \* 3000 acres of forestland-open space.



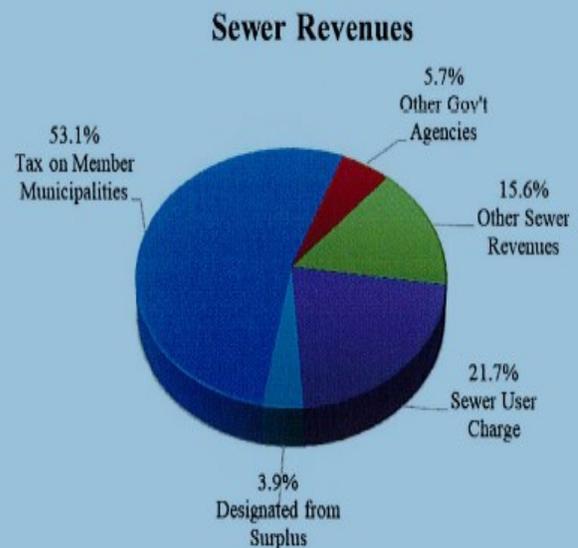
## MDC Budget Summary—FY 2021

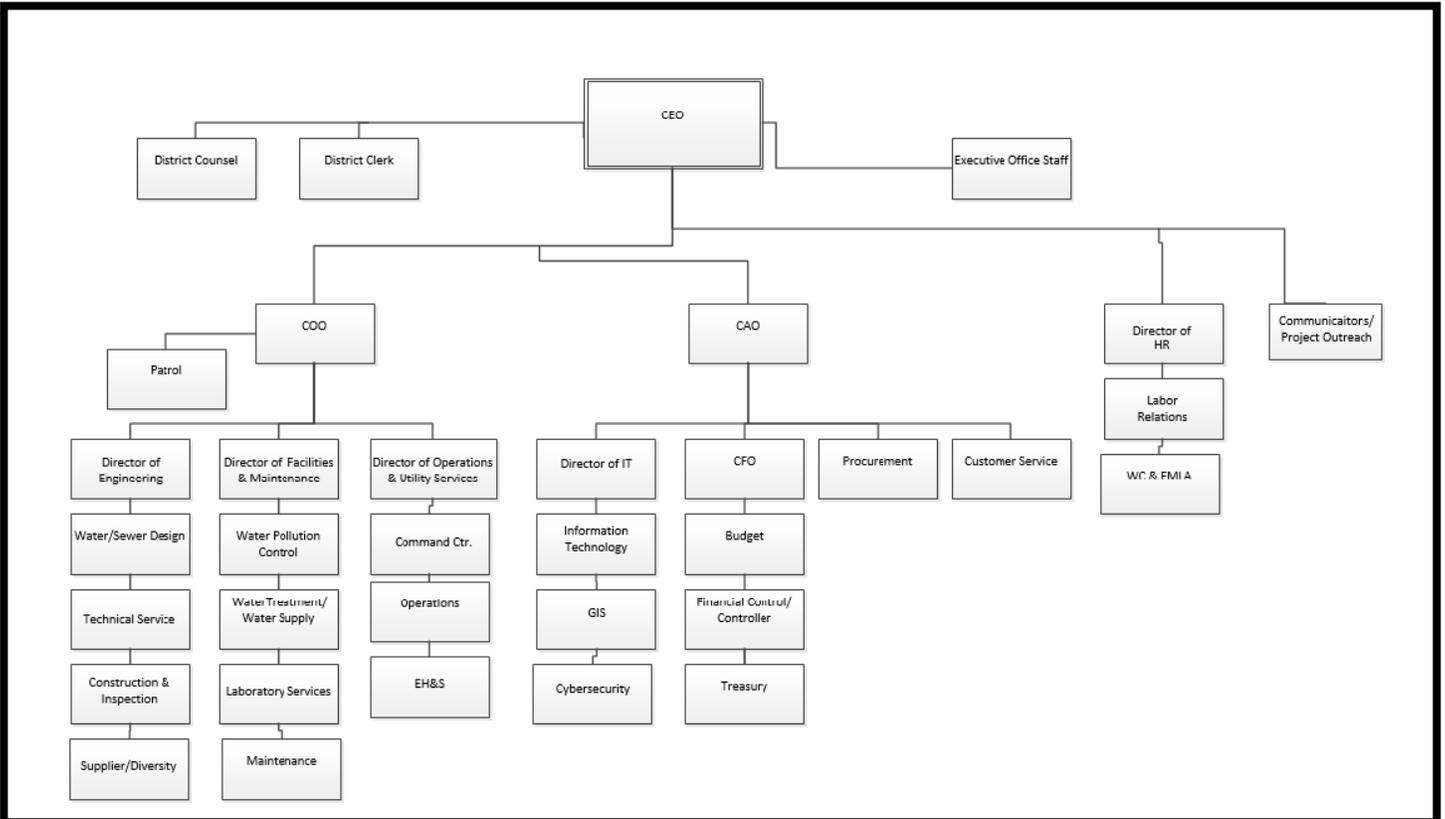
- ⇒ Water & Sewer = \$205,515,700 (Water Expenditures = \$108,551,700 & Sewer Expenditures - \$96,964,200)
- ⇒ Finance Office Budget = \$7,209,700
- ⇒ CIP for 2021= \$90,000,000 (Water = 32,600,000; Sewer = \$37,000,000 and Combined Projects = \$20,400,000)
- ⇒ Debt Service for 2021 is \$71,204,300

### Water Revenues 2021 Adopted Budget



### Sewer Revenues 2021 Adopted Budget





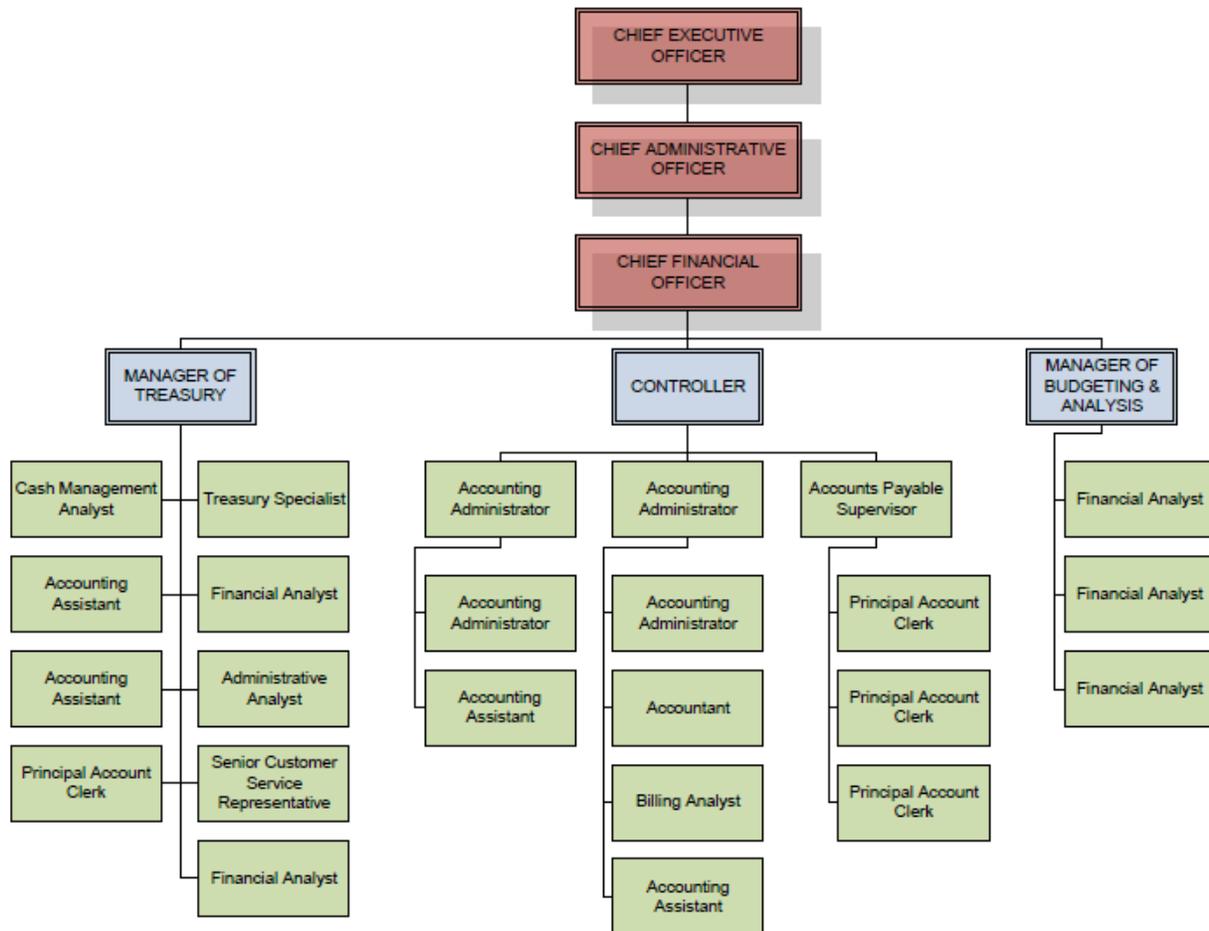
## Description of MDC Organization

- The Chief Executive Officer (CEO) has the Chief Administrative Officer (CAO) and Chief Operating Officer (COO) along with the HR Department and Communications office reporting to him. The District Counsel/Attorney works with the CEO but reports to the Board.
- The CAO is responsible for IT, GIS, Cybersecurity, Finance under the CFO, Payroll, Procurement and Customer Services.
- The COO is responsible for Engineering Services including Construction & Inspection; Facilities includes 4 Water Pollution Control Plants, 3 Water Treatment Plants; Operations includes 24/7 emergency calls and Distribution and Collection Construction for water & sewer plus Environmental Compliance & Safety.
- The CFO reports to the CAO and is responsible for three divisions—Treasury, Controller and Budget.
- The MDC has about 450 employees with 365 under the COO and about 60 under the CAO including about 27 under the CFO.



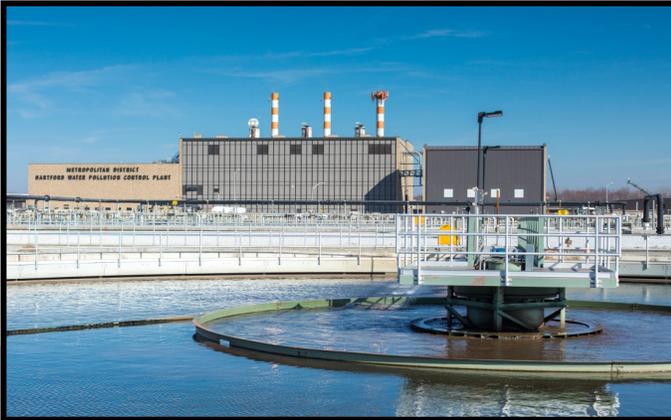
# METROPOLITAN DISTRICT COMMISSION

## Chief Financial Officer Organizational Chart



### Description of Finance Office

- ⇒ The CFO is responsible for Audit, General Obligation and Revenue Bond Sales, Financial Reports, Debt Management, Pension Administration, Cash Management, Budget, Investments, Accounting, Insurance and management of Self-Insurance Fund.
- ⇒ Treasury handles: accounts receivable; collections of payments, 102,000 customer account payments –payments for hydrants, late charges; investment of money; control of cash; pension & debt management; revenue bonds, insurance and self-insurance funds; general obligation for water and sewer bonds, etc.
- ⇒ Controller handles: monthly close and monthly reporting; accounting entries daily and monthly; working with auditors and CAFR; regular reporting to Board and Finance Committee; oversight and control; accounts payable, etc.
- ⇒ The Budget Office is responsible for preparing the operating and capital improvement budget each year and working with all departments to analyze the needs compared to past budgets. All budgets are divided between water and sewer and CIP projects are listed as either combined projects, water projects, sewer projects, or Clean Water Projects under State and Federal grants and guidelines. All administrative costs are shared for each budget or project (cost accounting)
- ⇒ The System used for Budget and Accounting is SAP which was reimplemented as of January 2020 with a new Chart of Accounts and provides significantly enhanced capabilities across the organization, including within the Finance Group.



## **Recent Key Initiatives and Improvements to MDC and Finance**

- ◇ Realigning staff to meet the current needs and to enhance operations.
- ◇ Updated Chart of Accounts and upgraded the SAP financial system.
- ◇ Process improvement efforts for all business areas to meet the goals and objectives of the organization and holding managers, supervisors and employees accountable.
- ◇ Newly adopted policies and procedures for General Accounting, Treasury and Budget .
- ◇ New policies covering General Fund Balance; OPEB Investments, and phasing in full funding of OPEB ADEC contributions, all formally approved by District Boards.
- ◇ Developed new job descriptions to allow for cross training of administration and operations employees to meet current needs.

## **The Clean Water Project is a Major Driver of MDC's Operating and Capital Budgets**

- ◆ Major initiative of the MDC is the Clean Water Project which was put in place due to governmental orders from EPA/DEEP to clean up the rivers and Long Island Sound from storm overflows. This included a \$1.9 billion to build a large tunnel and smaller tunnel for storage which is under constructions now. The MDC is now working on an integrative control plan that will explore replacing many of the existing pipes for sewer and stormwater as part of the Control Plan for completion in 2032.
- ◆ The Clean Water Project is a sewer infrastructure upgrade required by US EPA and CT DEEP that implements essential wastewater system improvement to control sewage overflows to local waterways during rain events Through a multi-pronged strategy that includes expansion of treatment plants, building a large wastewater and stormwater storage tunnel, separating old combined sanitary sewer and stormwater pipes as well as lining old sewers and fixing manholes, the MDC is strategically and diligently addressing these public health and safety issues

## Summary of Job Description

Purpose—This is a highly responsible financial executive position responsible for managing the District’s financial functions including: financial plans, controls and reporting; management of various funds; directing budgeting, accounting, and auditing; management of treasury, cash investments, insurance and debt.

- ◆ Work requires thorough knowledge, skills and ability in all phases of executive level government financial management through the supervision of three department heads.
- ◆ Reports to the Chief Administrative Officer, works closely with the Chief Executive Officer and members of the senior management team.
- ◆ Prepares financial reports and presentations for the District Board and the following committees: Audit, Personnel and Pension, and Insurance committee, and Finance Board.
- ◆ Plans and directs goals, objectives and operations of all finance-related activities and develops long-term financial forecasts for revenues, pensions, insurance, investments and medical benefits.
- ◆ Analyzes information on finance-related activities’ effectiveness and efficiency; determines financial policies and procedures.
- ◆ Counsels employees.; administers union contract language and discipline; appoints employees; and approves employee performance evaluations.

## CHARACTERISTICS OF THE IDEAL CANDIDATE

- Skilled manager with excellent management, communication, leadership and organizational skills .
- Knowledge and experience applying best practices related to government accounting and GASB.
- Experience building teams.
- Ability to make difficult decisions after evaluating multiple options and points of view.
- Utility experience particularly water and sewer experience considered a plus.
- Holds staff accountable to key performance metrics.
- Politically savvy, experienced working with and making presentations to the public sector which includes MDC Boards, Town Managers, Mayors, Councils and Town Finance Directors
- Respectful of all people, with proven ability to work well with a diverse staff and union employees.
- Experience with capital finance, infrastructure improvements and large projects.
- Able to work with all levels of management and all levels of staff.
- Is out front on issues that affect the sustainability of the MDC and its finances.
- Strong people skills.
- Experience and understanding of the overall economic climate as it relates to capital markets, budgeting and key operation assumptions
- Knowledge of SAP ERP System, Microsoft Office are considered a plus.



## Qualifications of the Director of Finance/Chief Financial Officer

The qualifications required would generally be acquired with a bachelor's degree in accounting, business or public administration, supplemented by a minimum of ten years of progressively responsible government financial management experience with a minimum of four years of senior management experience. Knowledge of Government Accounting, fund accounting, GASB, bond markets, treasury, cash management, budgets, working with government boards of directors, excellent presentation skills, etc. or an equivalent of education, experience and knowledge, skills and ability to meet the job responsibilities. Preference given to candidates with MBA, Masters Level education, and CPA and GFOA certificates.

### Special Requirements:

Must have and maintain: Valid Driver's License.



## Challenges and Opportunities

- ⇒ Complete and fully support all financing activities related to the MDC Clean Water Project.
- ⇒ Able to make persuasive presentations to every one including District Boards, Towns, Finance Directors, Politicians, and those without finance background so they understand the nuances and complexities of MDC operations.
- ⇒ Continue to increase collaboration and teamwork to further improve the Finance Group and its partners in other areas of the organization such as Operations, Engineering, HR, IT, Procurement and Executive.
- ⇒ Recruits and hires qualified people for the Finance Group with the requisite skills, providing additional training and opportunities for advancement.
- ⇒ Continue implementation and supporting systems enhancements of the Financial Software—SAP updated version—Chart of Accounts and scrubbing data.
- ⇒ Applies process improvement methods to realign and right-size the organization.
- ⇒ Aligning company vision and carrying it through Finance organization.
- ⇒ Looks at the big picture but understands the details of a complex organizations with multiple revenue sources and a large number of funds and exciting large Capital Improvement Projects.
- ⇒ Finds and implements grants for very large projects such as the Clean Water Grant.
- ⇒ Chance to be on the ground floor with new alternative integrative Clean Water Project implementation .
- ⇒ Continue the implementations of new financial policies and procedures for Treasury, Budget and Accounting/ Controller and updating them on an annual basis.
- ⇒ Build relationships with all the stakeholders (Board, towns, staff, other department heads) for transparency of financial systems and controls.
- ⇒ Improve the process for calculating water rate models and sewer assessment fees.
- ⇒ Play a key role on the District Portfolio Review Board to develop an accurate picture of current projects and future projects.
- ⇒ Assist Operations with execution of projects through administrative process review improvements by Finance.
- ⇒ Assist with Audit/CAFR to ensure good reports from auditors with reduced number of management recommendations.
- ⇒ Ensure a successful Federal Single Audit.
- ⇒ Manage the sustainability of the water and sewer rates through efficient finance controls and new efficient methods for business process (even if water consumption is dropping)
- ⇒ Continue addressing the rising OPEB cost through union negotiated employee contributions along with a 10-year funding phase in plan.
- ⇒ Develop benchmarks for MDC and Finance with other similar sized utilities.

## Highlights of Hartford, CT

- \* Hartford Metro Area is a great place to live, work and play – lots of recreation, history, theatre, concerts, museums; variety of great restaurants.
- \* Within an hour to the shore and Long Island Sound.
- \* Activities on the CT River – fishing opportunities.
- \* 1.5 hours to Providence, 2 hours to Boston, 2 hours to NYC, and 2 hours to the mountains in NH & VT.
- \* Daily Amtrak service to large east coast cities
- \* All types of housing opportunities in the city, suburbs or more rural/ country areas.



## Compensation and Application Process

Open and competitive starting salary DOQ—Salary Range is—\$156,000 to \$219,000

Excellent employee benefits:

- ◇ Life Insurance equal to salary, 13 holidays, short term disability insurance, sick and vacation leave, etc.
- ◇ Health benefits for employee and family; including dental –H.S.A. employee premium share =16%
- ◇ MDC Pension Retirement (employee share is 7.5% and 1% for OPEB benefits—10 year vesting)
- ◇ Optional Employee-Deferred Compensation Program

*MDC is an AA/EOE employer*

More information is available on website: <https://themdc.org/>

*For a copy of Job Description, Budgets, Audits, and Financial Policies please email Ms. Frank at [randi@randifrank.com](mailto:randi@randifrank.com)*

If you are interested in this outstanding position and you want to be considered, please mail or email your resume and cover letter to Ms. Frank. Top candidates will be asked to complete a questionnaire. Early applicants will have more time to prepare responses. Position open until filled with first screening April 5, 2021. For more information about the position and/or the recruitment process you are invited to contact either:

Randi Frank at Randi Frank Consulting, LLC  
[randi@randifrank.com](mailto:randi@randifrank.com) (203) 213-3722.

or  
Bob Slavin at [slavin@bellsouth.net](mailto:slavin@bellsouth.net)  
(770) 449-4656; Fax 770-416-0848

**Ms. Randi Frank**  
**Randi Frank Consulting, LLC**  
**7700 Hoover Way**  
**Louisville, KY 40219**  
**203-213-3722**  
[randi@randifrank.com](mailto:randi@randifrank.com)  
[www.randiifrank.com](http://www.randiifrank.com)