

## MEMORANDUM

**DATE:** March 3, 2020  
**TO:** CRCOG Executive Committee  
**FROM:** Jon Colman, Chair, Ad Hoc Transition Committee  
**SUBJECT:** **Recommended Steps for CRCOG Executive Director Transition**

On February 28, 2020 following the CRCOG Policy Board meeting the Ad Hoc Transition Committee for the CRCOG Executive Director met to discuss recommended steps going forward.

Attached are two memoranda that identify a framework that the Ad Hoc Committee recommend to the Executive Committee for the transition process and if you agree to recommend to the CRCOG Policy Board for adoption.

The first memo dated February 25, 2020 identified two phases for the process:

- Phase 1. Strategic Direction and Profile Development
- Phase 2. Recruitment and Hiring Process

The second memo also dated February 25, 2020 describes a recommend process for carrying out the development of the strategic direction that will inform the creation of a position profile and position description.

There are several points at which the Ad Hoc Committee proposed to check in with the Executive Committee and the CRCOG Policy Board.

At this point, the Ad Hoc Committee is seeking overall approval for the direction set out in the two memoranda subject to recommended suggestions for improvement.

## MEMORANDUM

**DATE:** February 25, 2020

**SUBJECT: Suggested Ad Hoc Transition Committee Framework**

The following is a suggested framework for the recruitment and hiring for a new Executive Director for CRCOG.

At several points, we recommend Board check-in and approvals are these are indicated.

### **Phase 1. Strategic Direction and Profile Development**

- Board approval for this framework and phases. (Board check-in and approval)
- Define strategic direction and priorities for CRCOG region, CRCOG organization, CRCOG Foundation and Metro Hartford Future EDD. (Board approval)
  - Identify opportunities to address in the next 3 to 5 years
  - Identify threats to be addressed
- CRCOG Board and staff survey regarding Executive Director position (Board check-in)
- Key informant interviews in the community on CRCOG and the skills needed by the next Executive Director
- Development of position profile based on above, including core competencies for the position. (Board check-in)
- Update position description and the region context document (Board approval)

### **Phase 2. Recruitment and Hiring Process**

- Legal briefing by CRCOG counsel on requirements for an appropriate and fair hiring process. (to Board)
- RFP for headhunter for recruitment activity (Board check-in for scope definition and Board approval for firm to be hired)
  - Define scope: mostly to provide a list of three to five qualified candidates from state and if desired nationally to supplement regular posting and networking outreach for candidates.
  - Recommend Staff to do administrative tasks at a much lower hourly rate.
- Candidate screening:
  - Review of written resumes (CRCOG staff or panel)
  - Telephone interviews of selected candidates (Headhunter)

- Interviews onsite of selected candidates. (Board members or Ad-Hoc committee members)
  - Vetting a list of finalists. Checking references, networks etc. (CRCOG staff, Ad Hoc Committee members or Headhunter)
- Selection of final candidate. (Ad-Hoc Committee and Board)
- Contract negotiation with the finalist (Ad-Hoc Committee Members, CRCOG Counsel and appointed Board members)
- Executive Committee and Board approval of recommended candidate. (Board approval)
- Determination of start date for new director.
- Key overlap time of current and future executive director to allow for introductions in the region to key contacts
- Final transition and retirement of current director by end of 2020

## MEMORANDUM

DATE: February 25, 2020

SUBJECT: **Strategic Direction in Transition Process**

As part of the suggested outline for transition to a new Executive Director, the suggestion is that the agency review and confirm a strategic direction for the next three to five years to guide the recruitment and selection process.

Here is a suggested plan of action to proceed to review and confirm strategic direction.

Strategic issues are in three parts:

- **CRCOG Region.** What the CRCOG region needs in the next three to five years: Opportunities that the region should move on and threats to be avoided or minimized
- **CRCOG Organization.** What the CRCOG organization needs in the next three to five years: Opportunities for CRCOG to move on and threats to avoided or minimized
- **CRCOG Foundation.** What the CRCOG foundation needs in the next three to five years: Opportunities for CRCOG foundation to move on and threats to be avoided or minimized

### **CRCOG Region**

A first draft of strategic direction for the CRCOG region was done for the Community Bankers Association several years ago and will be distributed. A Survey Monkey questionnaire will be distributed to CRCOG Board members and related CRCOG Committee members and CRCOG staff for distinct input from each of the three groups.

A set of key informant interviews for community members for input on CRCOG's strategic direction and for skills for a new Executive Director will be set.

These activities will be summarized for the Ad Hoc Transition Committee and for the Board as a whole.

See attached SWOT analysis in Attachment 1.

### **CRCOG Organization**

For CRCOG the strategic direction should consider the following in the next 3 to 5 years:

- Opportunities that should be addressed by CRCOG including regional needs, program expansions and partnerships that should be developed or expanded
- Threats to which CRCOG should respond or prepare

See Attachment 2 for current activities. CRCOG undertakes various activities in its various departments. CRCOG's strategy decisions should include one of the following options for each broad category of activity:

- Continue at current levels (stay the course)
- Increase activity (do more)
- Decrease activity (do less)
- Other (do something different)

Again, a Survey Monkey questionnaire will be distributed to CRCOG Board members and related CRCOG Committee members and CRCOG staff for distinct input from each of the three groups. This will be summarized for the Ad Hoc Transition Committee and for the Board as a whole.

### **CRCOG Foundation**

The CRCOG Foundation was designed as a complement to the CRCOG to advance priorities in better land use, transportation, economic development and municipal service support.

To get input from the CRCOG Foundation, it is suggested that a briefing on this memo, on a SWOT for the Foundation and a survey relating to Foundation opportunities and priorities be developed and processed through that group. The Foundation may engage on all three aspects of opportunities and threats: what the metropolitan region needs, what the CRCOG organization needs and what the Foundation needs.

Key community informant interviews will be part of the input process here too.

This too would be summarized for the Ad Hoc Transition Committee and the Board as a whole.

Based on these three areas of strategic review, a position profile and position description would be developed for review by the Ad Hoc Transition Committee and for consideration and approval by the CRCOG Policy Board.

## **Attachment 1: CRCOG Region and State SWOT Summary**

Members are already familiar with the region's and Connecticut's strengths and weaknesses. A brief SWOT is outlined below.

### **Strengths**

- Location: proximity to major metro areas such as New York and Boston. More than one quarter of the total population of the United States and 60 percent of the Canadian population lives within 500 miles of Connecticut. Over 30 percent of the nation's effective buying income, retail sales, and manufacturing firms are within a day's drive of the state.
- High-quality workforce - very high productivity
- High per capita wealth of its residents
- Very extensive cultural and environmental assets

### **Weaknesses**

- Top five states in aging population, population loss is accelerating
- High cost structure for business and employees – top 5 in property taxes
- Fragmented local government not to scale in many cases – 100+ 911 call centers
- High income disparity and educational disparity (10% proficiency in math in one district in 2015) across the region and state
- Family living wage for family of two parents and two preschoolers is \$74,000
- Skills shortage at key positions for high value-added firms and growing as retirements accelerate
- Adding lower wage jobs after losing higher wage jobs during the 2008 recession

### **Opportunities**

- Leverage Location and Connect to New York City and Boston with improved commuter rail service – new economic geography in UK – one hundred miles to hot economic centers
- Build vibrant centers around 17 rapid transit and rail stations in the metropolitan region and around state
- Build on the Great “bones”: cultural amenities, housing stock, recreation
- Strong export industries and firms in manufacturing, insurance and financial services
- Highly educated and skilled population

### **Threats**

- Other regions growing population, creating jobs and attracting skilled workers

- Metropolitan regions attracting skilled next generation workforce rapid transit systems Denver, Portland OR, Minneapolis, NYC, Boston (except Austin)
- Emerging Threat: US and CT international rankings in math and science skills middle of the pack but CT in top 5 in US

**Attachment 2: Current CRCOG Activities**

<b>Major Activity</b>	<b>Responsible Agency / Department</b>	<b>Recommendation for CRCOG’s Strategic Direction</b>
Economic Development	MetroHartford EDD and CRCOG Foundation	
Emergency Training and Planning	Homeland Security and Public Safety Department	Continue at current levels (as funding allows)
Municipal Efficiency	Municipal Services Department	
Sustainability and Transit Oriented Design	Planning and Policy Development	
Transportation Planning and Studies	Transportation Department	
Statutory Functions	Planning and Policy Development, Municipal Services Department, Transportation (for certain MPO functions)	No change

**Economic Development**

Metro Hartford Future Project Implementation (Capitol Region Comprehensive Economic Development Strategy)

Metro Hartford Futures Economic Development District Staff Support

**Emergency Training and Planning**

Emergency Planning (Capitol Region Emergency Planning Council (CREPC))

- Fiduciary Agent for State DEMHS Region 3
- Manage Region 3 Homeland Security Grant Program and set aside grants
- Regional Emergency Support Plan (RESP) for Region 3
- Training and Exercise Coordination
- Long Term Care Facility Mutual Aid Plan
- Get Ready Capitol Region Citizen Preparedness website and social media pages
- Capitol Region K-12 School Security committee

Public Health Emergency Preparedness (PHEP)

- Fiduciary agent for the 14 local public health departments
- CRI Lead for 14 public health departments
- Medical Counter Measures Action Plan



- Multi-Year Training and Exercise Plan
- Full scale and table-top exercises
- Maintain a pharmaceutical stockpile

#### Other Public Safety Functions

- Administer the CAPTAIN mobile data communications system
- Staff the Capitol Region Chiefs of Police Association
- Manage the Capitol Region Citizen Corps Council for all Civilian Emergency Response Teams (CERT) in the region

#### **Municipal Efficiency**

##### CRCOG Regional Purchasing Council (115 members)

- Up to 20 annual bids (saving members between \$1-\$2MM per year)
- Energy Consortium
- Job Order Contracting (ezIQC)

##### Information Technology Cooperative

- Online Permitting
- General IT and Data Center
- Voice over Internet Protocol (VoIP)
- Cybersecurity Services and Model Policies
- Time and Attendance Software
- Fiber Infrastructure
- EDMS (program mode in 2020)

##### HR-Portal

- Salary Survey and Reporting
- Model Documents
- Sample Document Library
- Interview Panel Database

##### CCSWA (Connecticut Central Solid Waste Authority)

##### Crumbling Foundations (Ad-Hoc Committee and Foundations Testing Program)

##### Regional GIS (also associated with Planning and Sustainability functions)

#### **Sustainability and Transit Oriented Design (TOD)**

##### Complete Streets

- Active Transportation Implementation Grant (CDC-DPH Grant)
- Regional Bikeshare

- Bike/Ped Count & Intersection Audit
- Regional Complete Streets Plan
- Regional Complete Streets Policy
- CRCOG Action Plan to Increase Walking and Walkability

## TOD

- Corridor Advisory Committee and Transit Oriented Development Collaborative

Natural Hazard Mitigation Planning and Regional Greenprint / Climate Action Plan

MetroHartford Brownfields Program (including the Revolving Loan Fund)

## **Transportation Planning and Studies**

Major Metropolitan Planning Organization (MPO) Documents

- 25-year Long Range Transportation Plan
- 4-year Transportation Improvement Program
- 2-year Unified Planning Work Program
- Public Participation Plan
- Congestion Management Process

Data Inventory, GIS, Forecasting, and Analysis

- Transportation Inventory and GIS Databases
- Aerial Photography and Mapping
- Travel Demand Modeling
- Performance Based Planning and Programming
- Scenario Planning

Planning and Policy Development

- Multi-Modal Planning
- Project Selection and Programming for various federal funding programs
- Vulnerable Users Planning
- Systems Management and Operations
- Freight Planning
- Livability and Sustainable Communities
- Special Studies and Projects

Municipal and Agency Assistance

- Technical Assistance
- Project Development
- Educational and Information Assistance
- Administration of state LOTCIP funding (over \$17 million annually)

## Public Engagement

- Public Outreach
- Title VI and Environmental Justice
- ADA

## **Statutory Functions**

### Planning and Zoning

- Regional Plan of Conservation and Development
- Review of zoning and subdivision proposals along town boundaries
- Review municipal plans of conservation and development
- Support municipal grant applications

### Human Services Coordinating Council

### Regional Election Monitor