



**Capitol Region Council of Governments - Hartford, Connecticut**  
**Executive Director**



**Executive Recruitment**

# Capitol Region Council of Governments Executive Director

## Position Profile

GovHR USA is pleased to announce the recruitment and selection process for an Executive Director for the Capitol Region Council of Governments (CRCOG). This brochure provides background information about the organization, as well as the requirements and expected qualifications for the position.

Capitol Region Council of Governments is the largest of Connecticut's regional planning organizations and consists of 38 towns. The CRCOG region is 1,047 square miles in size and it houses approximately 973,959 people.

CRCOG members recognize that the future of our individual member communities is tied to the future of our region. Our members have collaborated for more than 40 years on a wide range of projects to benefit our towns individually and the region.



## CRCOG Members

- |               |               |
|---------------|---------------|
| Andover       | Mansfield     |
| Avon          | Marlborough   |
| Berlin        | New Britain   |
| Bloomfield    | Newington     |
| Bolton        | Plainville    |
| Canton        | Rocky Hill    |
| Columbia      | Simsbury      |
| Coventry      | Somers        |
| East Granby   | South Windsor |
| East Hartford | Southington   |
| East Windsor  | Stafford      |
| Ellington     | Suffield      |
| Enfield       | Tolland       |
| Farmington    | Vernon        |
| Glastonbury   | West Hartford |
| Granby        | Wethersfield  |
| Hartford      | Willington    |
| Hebron        | Windsor       |
| Manchester    | Windsor Locks |





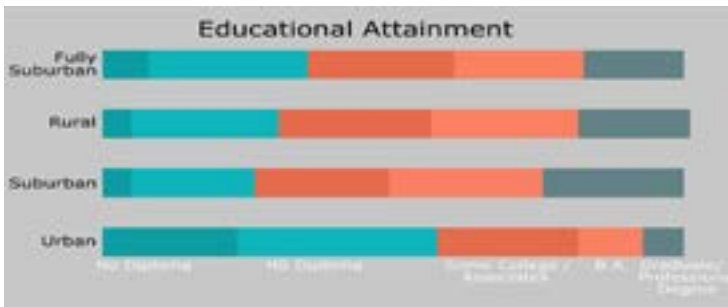
## Demographic and Statistical Profile of CROG Region

The Capitol Region lies roughly halfway between the two economic centers of New York City and Boston, and at the crossroads of two interstate highways that provide access to the rest of New England and the New York metropolitan area. The Region is also the central point between the cities of New Haven (the former part time state Capital) and Springfield.

CROG, as a regional organization, faces unique challenges in balancing the needs of its constituents. The CROG region comprises the City of Hartford and 37 surrounding cities and towns, which vary considerably in terms of population, density, income, employment, and character. Hartford and New Britain are considered fully urban municipalities in the region, while 17 communities are characterized as suburban towns and the remaining 19 as rural. The metropolitan statistical region, of which CROG is a large part, has a population of 1.215 million.

The CROG region is rich in history, human and natural resources—reflecting the true character of New England with rivers, hills, farms, town centers, village greens, and historic city neighborhoods all connected to one another.

### Demographics



## Organization

As a Council of Government (COG), CRCOG's Policy Board consists of all the chief elected officials of each of its members. As the central city, by statute Hartford has two additional members on the CRCOG Policy Board. The CRCOG Policy Board meets monthly except in July and August when a summer recess is observed. The Policy Board is responsible for major policy issues and decisions and setting CRCOG's direction. CRCOG's Policy Board also serves as the MPO board with the addition of a member from Greater Hartford Transit District for MPO matters only.

CRCOG's Executive Committee consists of 19 members consisting of five officers (Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer) and an additional 14 members and meets once every two months. CRCOG Executive Committee may act on behalf of the full Policy Board.

CRCOG employs 25 staff members and engages contractors to complete its work. In addition to the 38 member communities, there are 95 communities that are part of the cooperative purchasing arrangement that is administered through CRCOG. There are four Departments: Administration and Finance; Municipal Services; Planning which covers Transportation and Community Development; and Public Safety/Homeland Security.

**CRCOG Departments:** <https://crcog.org/departments/>

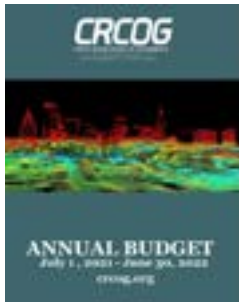
CRCOG has a total budget of approximately \$7.5M. CRCOG has been the proud recipient of the Distinguished Budget Award from the Governmental Finance Officers Association for twelve years in a row.



## CRCOG's Mission

CRCOG's adopted mission is as follows:

- Helping members improve governmental efficiency and save tax dollars through shared services and other direct service initiatives;
- Promoting efficient transportation systems, responsible land use and preservation of land and natural resources and effective economic development;
- Strengthening the capital city of Hartford as the core of a strong region, and as our economic, social and cultural center;
- Advocating for the region and its towns to the State and Federal governments;
- Strengthening our regional community by helping coordinate regional agencies and programs; and
- Assisting local governments and citizens in articulating, advocating and implementing the vision, needs and values of their regional community.



### [Adopted 2021 - 2022 Budget](#)



## Summary of CRCOG’s Services

CRCOG is divided into four major functions: Planning, Public Safety and Homeland Security, Municipal Services, and Administration and Finance. CRCOG is the federally designated Metropolitan Planning Organization (MPO) and is the statutory regional planning agency for all of its members. In addition, CRCOG also is the regional administrator for the state’s Department of Emergency Management and Homeland Security (DEMHS) Region 3 which encompasses 41 towns (most of which are the same as CRCOG membership). Finally, CRCOG maintains a robust Municipal Services which serves its membership as well as other municipalities within Connecticut who wish to become members.

The matrix below shows a very high level of activities within each of CRCOG’s three major service areas.

Planning	Public Safety and Homeland Security	Municipal Services
<ul style="list-style-type: none"> <li>• Transportation planning and policy development</li> <li>• Regional Planning</li> <li>• Metro-Hartford Brownfields Program</li> <li>• Economic Development</li> <li>• Transit planning</li> <li>• Bicycle and pedestrian planning and promotion</li> <li>• Freight planning</li> <li>• System management and operations planning</li> <li>• Regional travel forecast model</li> <li>• Regional Geographic Information System (GIS)</li> </ul>	<ul style="list-style-type: none"> <li>• Public Safety Planning and Policy Development</li> <li>• Homeland Security and Emergency Management Planning and Policy Development</li> <li>• Technical Assistance to Towns</li> <li>• HSEEP Complaint Training and Exercise Coordination</li> <li>• Project Financing and Programming</li> <li>• Project Implementation and Management</li> <li>• Region 3 Cybersecurity Task Force</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing Council (Annual/ Biennial Cooperative Bids, Electricity Consortium, Job Order Contracting Construction)</li> <li>• IT Services Cooperative (Regional Permitting, General IT Services, Fiber Infrastructure, Voice Over Internet Protocol, Electronic Document Management Services)</li> <li>• Human Resources Portal and Services (Model Documents, Sample Document Library, Interview Panel, Human Resources Consulting Services)</li> </ul>



## Role of the Executive Director

The Executive Director is the chief executive officer of CRCOG and is responsible for the overall management of the organization including its staff, work programs, activities, contracts and finances. This portfolio includes planning and regulatory functions, staff direction and oversight, budgeting and financial management as well as external relations and communications with public entities, the media, public and private sector leaders as well as the public at large.

The Executive Director performs a key leadership role by striving to coordinate all CRCOG activities and initiatives. The Executive Director is accountable to the full Policy Board and its Executive Committee and must perform their duties under policies established by CRCOG, in conformance with regulatory laws and regulations consistent with the Code of Professional Ethics promulgated by the International City/County Management Association.

## Opportunities and Challenges

The new Executive Director can expect to work with the Executive Committee, Policy Board, staff, stakeholders and residents on a wide variety of projects and initiatives. Some of the opportunities and challenges include:

- **Economic Development:** CRCOG has been designated at the state level as an economic development district (EDD) and currently has an application with the Economic Development Agency (EDA) for federal recognition. As the region's EDD, CRCOG is responsible for the region's Comprehensive Economic Development Strategy (CEDS) and is working to update the CEDS for the COVID-19 recovery.
- **Transportation/Rail:** CRCOG serves as the region's MPO and has multiple responsibilities in transportation planning. Opportunities and challenges in the transportation arena include the I-84 Viaduct and advocacy for a Springfield-Boston rail line among many others.
- **Municipal Solid Waste:** Materials Innovation and Recycling Authority (MIRA) has a waste to energy plant in Hartford that serves 50 Connecticut communities as well as a wider arena of private providers. The MIRA facility is failing and currently will be sending all its waste for landfilling in other states. This is an issue that requires statewide leadership that has been lacking but will require advocacy and coordination at the statewide, regional, and municipal level.
- **Crumbling Foundations:** Central and Northeast Connecticut has had homes that have suffered from a phenomenon called Crumbling Foundations where the foundations of the homes have deteriorated due to the presence of the mineral pyrrhotite. CRCOG currently administers the Testing Reimbursement program and has been an advocate for municipalities and homeowners suffering from this issue at the state level. In addition, the current federal budget includes community funding for CRCOG to assist low- and middle-income families in resolving this issue.
- **Response to COVID 19:** The ongoing response to the pandemic will be a top priority for the new Executive Director. The pandemic has put a noticeable strain on revenues of many of the CRCOG member communities. It will be important for CRCOG to play a regional role in providing Information Technology and related services, such as broadband and 5G deployment. Transit oriented development to help move people to where the work is located will also be important in the COVID 19 recovery.
- **Regional Approach to Services:** CRCOG is poised to take a leadership role in the provision to services to local governments. The next Executive Director will collaborate with local government stakeholders to identify services that can be provided on a regional basis. Once identified, determining the financial impact and deployment of human resources to provide the services is necessary.
- **Advisory Commission on Intergovernmental Relations (ACIR):** CRCOG Executive Director serves on ACIR. ACIR has been instrumental in advocating for regional shared services and advancing regional services and cooperation / coordination across municipalities and throughout the state.
- **Public Health Preparedness:** The COVID-19 pandemic showed the importance of regional coordination and cooperation in health emergency responses. CRCOG was an important regional resource for PPE distribution and other emergency health responses in the early part of the pandemic. CRCOG also coordinates the region's local health department/district emergency preparedness through Public Health Emergency Preparedness (PHEP) grants.
- **Public Safety/Homeland Security:** CRCOG serves on numerous Statewide Homeland Security Advisory committees and has coordinated the Capitol Region Emergency Planning Council and managed its Regional Emergency Support Plan including 19 Emergency Support Functions for more than twenty years. In addition, CRCOG acts as the fiduciary agent for DEMHS Region 3 on behalf of 41 communities and numerous regional response teams.
- **Diversity, Equity and Inclusion:** The realities of economic and racial inequality need to be a constant theme woven throughout the various areas of service provided by CRCOG and should extend to hiring and promotional practices as well.
- **Sustainability:** Responding to Climate Change will continue to be a responsibility and challenge for local governments. CRCOG is regarded as a leader in environmental initiatives and has received grants to help promote sustainability.

## Candidate Qualification Criteria

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

- A Bachelor's degree in Planning, Public Policy, Political Science, Business Administration or a related field, plus 10 years of increasingly responsible supervisory and management experience in the public or private sector. Substantial public sector experience at the local and/or regional level is highly desirable. A Master's degree in Public Administration or related field is strongly preferred or any combination of education and experience that would demonstrate the ability to perform the work.
- Ability to work with the Executive Committee and the Policy Board and a demonstrated skill in keeping a Committee informed and in providing advice, support and recommendations as requested when policy discussions are occurring, and decisions are being made.
- Ability to develop strong working relationships and interact with elected officials, senior staff, boards or commissions, employee representatives in a positive and professional manner is required. A demonstrated passion to engage and work with others in a professional and respectful manner is required.
- Excellent problem solving and financial skills, including budget preparation, purchasing, contract and grants administration, insurance and risk management skills.
- Substantial knowledge of intergovernmental relations, at the State and Federal levels, and the legislative process.
- Excellent communication skills and the ability to vary communications style depending upon the audience. An understanding of what it means to be politically savvy, without being political.
- Excellent verbal, writing, and social media communication skills including the ability to clearly present concepts, explain operations and finances and respond to controversies and day to day matters.
- Strong supervisory and team building skills with demonstrable experience in leading through subordinates, assigning projects with timelines and clear expectations, and holding staff accountable for effective implementation.
- Ability to work effectively in a fast-paced environment, with a record of handling a wide variety of projects at one time and with the ability to be nimble and adaptive in changing course or direction.
- It is highly desirable for the successful candidate to reside in the CRCOG region within a reasonable amount of time after employment commences.



## Candidate Characteristics and Traits

CRCOG's Executive Director must be a dedicated and effective leader with an exceptional ability to coordinate the agency's planning, project implementation, communications and operational activities. Ideal characteristics and traits of the new Executive Director are as follows:



- Candidates should be approachable, collaborative, flexible, future focused, fiscally prudent and politically savvy yet apolitical in carrying out the duties of the position. The Executive Director must be proactive and forthcoming, a skilled and honest communicator who can anticipate and respond to issues, concerns and opportunities facing the agency and/or the region at large.
- Candidates must possess extremely well-developed active listening and communication skills with the ability to give engaging public presentations as well as ensure that internal communications are effective and keep employees apprised of organizational initiatives.
- Candidates must have substantial knowledge of federal, state and local politics coupled with practical, hands-on work experience affecting policy development and shared services implementation.
- Candidates must be capable of maintaining CRCOG's position as a regional leader as well as managing internal and external change, encouraging member cities and towns to be aware of and engaged in meeting the region's needs.
- Candidates should possess the ability to thoughtfully analyze situations, identify and present alternative solutions, anticipate the consequences of proposed actions, and implement recommendations in concert with the CRCOG Board and its staff. Candidates must be proficient at allocating limited resources in a timely and cost-effective manner.
- Candidates must be able to travel as needed on behalf of CRCOG. It is expected that CRCOG's Executive Director will attend and participate at relevant national conferences and programs of the National Association of Regional Councils (NARC), National Association of Development Organizations (NADO) and American Planning Association (APA), among others.
- Candidates should be self-motivated and visionary with an entrepreneurial spirit that can help sustain CRCOG, maintain its relevance, and provide needed services to its 38 member communities operating in a dynamic and ever-changing environment.
- Candidates will be open, inclusive and a thoughtful organizational manager who strives to empower the agency's staff to attain maximum effectiveness and creativity such that CRCOG can continue to attract and retain highly skilled and talented staff who are likewise fully committed to the agency's core mission.

### To Apply

Starting salary for the position is \$150,000 to \$180,000 +/- DOQ. Annual increases will be based on performance. Attractive benefits including health, dental and vision insurance, paid holidays, defined contribution pension, a 457 plan, and upwards of 4 weeks of paid leave per year are examples of the total compensation package to be offered.

Submit cover letter, résumé, a 1 to 6 page writing sample, and contact information for five professional references by September 13, 2021 online to Joellen J. Cademartori, CEO, GovHR USA, LLC – [www.GovHRjobs.com](http://www.GovHRjobs.com). Questions regarding the recruitment may be directed to Joellen J. Cademartori, CEO, GovHR USA at 847-380-3238. CRCOG is an Equal Opportunity Employer.



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