



Metropolitan Washington Council Of Governments

National Capital Region
WASHINGTON, DC

invites your interest
in the position of

EXECUTIVE DIRECTOR

“Region Forward is Our Vision”



METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS (COG)

A REWARDING OPPORTUNITY TO MAKE A DIFFERENCE IN A REGIONAL LEADERSHIP POSITION



This Recruitment Brochure describes the Metropolitan Washington Council of Governments and outlines the qualifications and experience considered important for candidates for the position of Executive Director. The brochure was approved by the Members of the Executive Director Search Committee.

The Board of Directors is COG's governing body and is responsible for its overall policies, functions, and funds. The COG Board takes action on committee recommendations, discusses current and emerging regional problems, and receives briefings on issues facing the region.

This is an outstanding opportunity to become Executive Director of a diverse, dynamic and growing regional Council of Governments. Founded in 1957, COG is an independent, 501(c)(3) nonprofit association comprised of elected officials from 22 local governments, members of the Maryland and Virginia state legislatures, and members of the U. S. Congress. COG houses the Metropolitan Planning Organization (MPO) for the National Capital Region, the National Capital Region Transportation Planning Board, which is supported by COG staff. COG also supports the Metropolitan Washington Air Quality Committee, which is the entity certified by the District of Columbia, Maryland and Virginia to prepare the air quality plan for the region under the Federal Clean Air Act Amendments of 1990. COG's mission is to make Region Forward happen by being a discussion forum, expert resource, issue advocate, and catalyst for action.

The COG Board of Directors is seeking an experienced, forward-thinking Executive Director to provide leadership to the COG staff and take COG to the next level of success.

VISION AND MISSION

For more than 50 years, the Metropolitan Washington Council of Governments, known as COG, has helped develop regional solutions to such issues as the environment, affordable housing, growth and development, public health, child welfare, public safety, homeland security, and transportation.

Region Forward is COG's vision for the future. It is a commitment by COG and its member governments, who together seek to create a more accessible, sustainable, prosperous, and livable National Capital Region. COG's mission is to make Region Forward happen by being a discussion forum, expert resource, issue advocate, and catalyst for action. COG is supported by financial contributions from its participating local governments, federal and state grants and contracts, and donations from foundations and the private sector.

The program activities of COG, particularly the independent Transportation Planning Board and the Metropolitan Washington Air Quality Committee, which function under the umbrella of COG, follow mandated, structured work plans. In addition a wide array of advisory, policy, technical, and professional committees as well as public-private partnerships help advance COG's regional work. These include groups such as the National Capital Region Emergency Preparedness Council and the Climate, Energy and Environment Policy Committee as well as partnerships like Wednesday's Child and Clean Air Partners.

COG has a variety of roles including:

- Serving as the regional planning organization for metropolitan Washington, D.C.
- Convening COG jurisdictions for the purpose of building intergovernmental relationships, peer learning, and collaboration.
- Advocating interests common to COG members in federal, state and local forums in order to enhance the members' influence.
- Evaluating the impact of pending state and federal legislation, informing members of the progress of legislative proposals, and developing positions in furtherance of their interests.
- Evaluating approaches to the administrative, fiscal, and legal impacts of government policies and actions relating to technical infrastructure issues (such as those involving homeland security and emergency preparedness, air quality, water quality, transportation, telecommunications, utilities, information technologies, affordable housing and environmental protection).
- Serving as a think tank for local governments, enabling them to analyze issues and identify opportunities where regional cooperation is necessary.

COG BOARD OF DIRECTORS

The Board of Directors is COG's governing body and is responsible for its overall policies, functions, and funds. Board Members are appointed each year by the participating local governments and by caucuses of state legislative delegations from the region. The current Board consists of 34 members, four selected from the District of Columbia, three each from Fairfax, Montgomery and Prince George's Counties, two from Loudoun and Prince William Counties, one from each of the remaining local jurisdictions, and one representative each from the Maryland and Virginia General Assemblies.



NATIONAL CAPITAL REGION PROFILE

- Diverse, growing population of 5 million residents (1.6 million more by 2040)
- Strong, dynamic economy of 3 million jobs (4th largest economy in US, 1.3 million more by 2040)
- Expansive, widely-used public transportation system (3rd highest transit ridership in US—Metro, commuter rail, local bus lines)
- Growing number of walkable, mixed-use communities throughout the region
- Some of the nation's best public schools

COG FACTS

- Independent, 501(c)(3) non-profit organization founded in 1957
- Membership of more than 250 local, state and federal elected and appointed officials
- Fiscal Year 2013 budget, \$26.8 million, including membership assessment revenue of \$3.4 million based on population; balance of revenue from grants and contracts
- Reserve fund of approximately \$10 million
- Received unqualified "clean" audit in FY 2012 and prior years
- Staff of 130 with a strong pay-for-performance compensation program
- Excellent employee benefits, including defined benefit pension plan and voluntary employee participation in 403b and 457 plans
- Owns its own building along with ICMA and ICMA-RC in the vibrant "NoMa" neighborhood in Washington, DC, adjacent to Union Station and several transit service options

EXECUTIVE DIRECTOR

This position - one of the most important in the nation's Capital – requires a professional who not only has a strong command of public policy issues at the local, state and national levels, but also is skilled in the art of advocacy and effective collaboration.

The COG Executive Director is responsible for overall management of the 130 person, \$26.8 million, multi-funded organization, including personnel, financial and programmatic activities, as well as the implementation of the policies and programs of COG. The Executive Director is also responsible for identifying and proposing to the Board new program initiatives, and securing funding to underwrite COG programs. The Executive Director provides staff support to the Board of Directors and its policy committees and represents COG before a variety of government, business, and stakeholder organizations in the nation's Capital and across the entire Washington D.C. metropolitan region. The Executive Director must be adept at juggling critical internally-focused responsibilities for policy, program and administrative functions, with the equally critical external roles as COG's principal liaison to member elected and appointed officials and other stakeholders. COG is a non-partisan organization that operates in a political environment. Therefore, the Executive Director must be cognizant of the political sensitivities regularly in play in the complex, diverse National Capital Region.

The Executive Director Provides Leadership For Staff In The Following:

- Membership and Government Relations
- Administration and Finance
- Legal Matters
- Human Resources
- Information Technology and Facility Management
- Public Affairs
- Transportation Planning
- Environmental Programs
- Community Planning and Services
- Public Safety and Health

Please visit COG's web site (www.mwcog.org), for further information on the Metropolitan Washington Council of Governments.



CANDIDATE QUALIFICATION CRITERIA

The Executive Director of COG is a critical, high visibility, senior executive position with responsibility for directing a complex, multi-task organization. This position often finds itself at the center of high profile issues, public controversies, and competing views. This is due to COG's varied responsibilities in the fields of planning, environment and natural resources, intergovernmental relations, community affairs, economic development, and transportation, among other issues.

The next Executive Director of COG is required to have a bachelor's degree. A graduate degree in Public Administration, Urban Planning, or a related field and substantial experience in public/private sector policy development are preferable. CAE certification will be a plus.

Experience working at an executive level with a board of directors, or body of elected officials, and with a formal committee system or equivalent is important. The ability to understand the region and grasp a wide range of issues is very important. Also, understanding the need for various partnerships, diversity, and an understanding of the differences between sectors is important.

The Board of Directors of COG is looking for a strong leader who knows when to be in the limelight and when not to be, a good manager and leader of staff, a person who can be successful balancing a wide variety of issues simultaneously, and someone who will successfully engage the Board and reach out to members and be an effective public speaker.

Other important characteristics of the next Executive Director include the ability to vigorously institutionalize the vision of COG, be very aware that there are three independent Boards within COG, someone with fresh ideas and perspectives who can leverage and integrate COG's outstanding member engagement through these policy boards and other bodies within the organization and region, a relationship builder and someone who can successfully be the day-to-day face of COG.

In addition to leading and managing COG, the Executive Director is the principal official responsible for maintaining and strengthening the organization's relationships with its varied partner and stakeholder organizations, including business, civic and philanthropic partners, other regionally-serving agencies and organizations in the National Capital Region, and national trade and advocacy organizations.

Also needed is someone who understands the internal and external requirements of the position, an innovative and visionary individual, but someone who can make plans work, and someone who is sensitive to the fact that COG is driven by its membership.

Other attributes in the Executive Director sought by the Board include persistence, great organizational skills, a motivator, someone with experience and knowledge of local government and a highly responsive individual.

The Executive Director must possess a wide range of skills to be successful in the position—from creativity and analyses of regional development and inter-governmental policy concerns to the real world of day-to-day governmental services and regulations. Similarly, the direction, support, and development of a high performing staff with wide-ranging skills, styles, and responsibilities calls for a person particularly adept in management and administrative practices.

Finally, the ability to interact successfully with elected officials from several jurisdictions who can often pursue strong and diverse views, interests, and expectations calls for an accomplished, self-confident, mature thinker who has an open, straightforward, diplomatic style and the ability to listen, communicate well, facilitate consensus, assist in policy development, and carry out, through subordinate staff, policy which is in the best interests of the Metropolitan Washington Region overall.

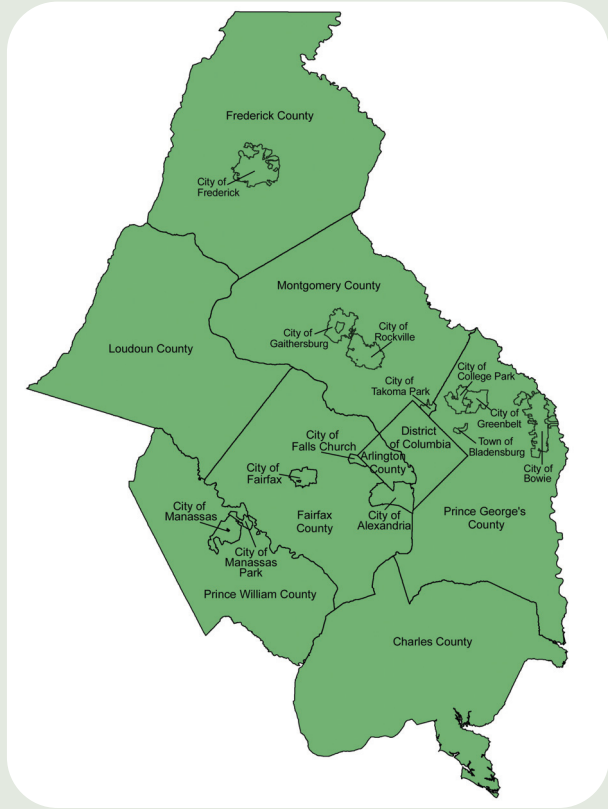
The next Executive Director of COG should be willing to establish residence within one of COG's member jurisdictions, and be committed to a reasonable tenure.

Challenges and Opportunities Facing the Region and the Next Executive Director:

REGION FORWARD

In 2010, the COG Board and area local governments adopted Region Forward, a guide for regional planning and measuring future progress. COG must support its member governments in fully implementing Region Forward goals on accessibility, sustainability, prosperity and livability and regional performance targets.

- **Economic Growth and Competitiveness:** The National Capital Region has enjoyed enviable economic prosperity and growth for many years. COG and its member governments must promote a more diverse, resilient economy at a time of likely cuts in Federal government employment and spending.
- **Transportation:** The National Capital Region Transportation Planning Board's adopted vision goals seek to promote greater transportation access, dynamic regional activity centers, and enhanced funding mechanisms, among other goals. Transportation funding is expected to remain tight in the future while the region continues to add jobs and people, fueling congestion on roads, crowded transit and deferred maintenance. Transportation Planning Board will need to carefully examine competing transportation priorities and identify transportation funding best practices to reduce congestion and improve mobility and accessibility.
- **Environment:** The region has made tremendous strides in air quality and the restoration of the Chesapeake Bay and area waterways and other environmental assets in recent years. COG must promote best practices and new strategies to advance environmental goals in a cost-effective manner that engages all levels of government and area businesses and the public.
- **Public Safety and Emergency Management:** The National Capital Region was a terror target on September 11, 2001. COG, area local governments and state and federal agencies have taken significant actions and invested millions of dollars to strengthen emergency preparedness and response in the National Capital Region. COG and its partners must further strengthen the capacity to prepare for and respond to threats as varied as weather-related consequences of climate change and cyber-attacks.



- **Governance and Management:** To successfully respond to these and other challenges and opportunities, COG must continue to evolve as an organization and fulfill its mission of being the region's premier discussion forum, expert resource, issue advocate and catalyst for action. COG must continue to expand and diversify its funding, engage and support members and partners, attract and motivate a skilled workforce, manage resources entrusted to it with fiscal integrity, and be a model organization that welcomes public and stakeholder engagement.

Together with the challenges and expectations of this position, COG's next Executive Director will have a truly significant career opportunity to help "make a difference" and a contribution in the quality of policy decisions, development trends and governmental service delivery activities which will shape and define the region's landscape, economic vitality and quality of life well into the future.

In view of the current rate of development/redevelopment in the metropolitan Washington area, related land use, development, environmental, transportation, open space and emergency preparedness activities are prime concerns for elected officials and citizens in the region.

The current and predictable issues, needs and challenges confronting the COG and its varied departments and constituents call for the experience, skills, style, values, and professional commitment on the part of the agency's incoming Executive Director set forth in the Candidate Qualification Criteria.





COMPENSATION

The starting salary for the new Executive Director of the COG will be market competitive depending upon the qualifications, experience and record of achievement of the successful candidate as well as an excellent benefits package.

The current job description is available at COG's web site (www.mwcog.org).

HOW TO APPLY

This brochure will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interviews.

For additional information on this outstanding opportunity, please contact James L. Mercer, President/CEO, The Mercer Group, Inc. at 770-551-0403 or via e-mail at jmercer@mercergroupinc.com

All inquiries about the process should be directed to the attention of the consultant working with the Metropolitan Washington Council of Governments:

Confidential resumes, cover letters and salary history should be sent by close of business August 24, 2012 via e-mail, hard copy or fax, to:

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