

City of Hartford

Executive Search for
Director of Development Services



Profile

Introduction

The City of Hartford has retained the services of the Randi Frank Consulting, LLC to assist it in its search for a Director of Development Services.

Background on the City of Hartford

Hartford is the capital city of the U.S. state of Connecticut. It is located in Hartford County on the Connecticut River, north of the center of the state, 24 miles south of Springfield, Massachusetts. Its 2006 population was 124,512. Hartford ranks as the state's third-largest city, after Bridgeport and New Haven, 40 miles to the south and the sixth largest in New England. Greater Hartford is also the largest metro area in Connecticut, and 45th largest in the country with a metropolitan population of 1,188,841.

Nicknamed the "Insurance Capital of the World", Hartford houses many of the world's insurance company headquarters, and insurance remains the region's major industry. Almost 400 years old, Hartford is among the oldest cities in the United States, and following the American Civil War, Hartford took the mantle of the country's wealthiest city from New Orleans. In 1868, Mark Twain wrote, "Of all the beautiful towns it has been my fortune to see this is the chief."

Hartford is home to the nation's oldest public art museum (Wadsworth Athenaeum), the oldest public park (Bushnell Park), the oldest continuously published newspaper (*The Hartford Courant*), the second-oldest secondary school (Hartford Public), and until its closure in 2009, the sixth-oldest opera company in the nation (Connecticut Opera).

In 2004, the Hartford metropolitan area ranked second nationally based on per capita economic activity, behind only San Francisco, California. Hartford is ranked 32nd of 318 metropolitan areas in total economic production and generates more economic activity than sixteen U.S. states.

Organizational Design and Governance

A charter was implemented in 2002, replacing a council form of government. It created, for the first time, a strong Mayor with broad powers and a City Council that includes city wide representation. The Mayor is elected for a four-year term and Councilors are elected for four-year terms. The Council has nine members. All councilors are elected at-large. The Council elects its President, the presiding officer. More details can be found at <http://www.hartford.gov/departments/>.

Development Services Outcomes Delivery Context

The City is at an important juncture poised to demonstrate traction on the agenda outlined in the recently approved and published One City One Plan. More interesting in depth details of One City One Plan can be found at

<http://planning.hartford.gov/oneplan/pocd.aspx>.

The Development Services Department working in collaboration with other City Departments and is in the process of developing a data based targeted implementation plan that would align municipal resources with the Plan's development goals for Downtown and City neighborhoods. Delivering concrete One City One Plan outcomes involves acute focus in a tight resource environment and requires an orchestra like approach with operational commitments from all of the operating divisions of the Department: Economic Development, Housing and Property Management and Licenses and Inspections.

Over the past year the department has centralized process its administration, finance and human resources that has resulted in increased efficiencies.



The Position of Director of Development Services

The position of Director of Development Services was established by the 2002 Charter and is a specific position with statutory and appointment powers outlined in the City Municipal Code. Sec. 2-108 of the statute provides for a Department of Development Services as well as appointing and supervisory authorities for a Director. The Code also specifies Departmental functions such as Economic Development, Housing and Property Management, Planning and Licenses and Inspections. This position is in the unclassified service and incumbent is appointed and serves at the pleasure of the Mayor in accordance with Chapters IV and V of the City Charter.

Pro-Forma Essential Duties and Responsibilities

- Directs, plans, and integrates the programs and operations of the department; with subordinate managers, develops, implements, and monitors the work plans to achieve the goals of the department.
- Directs all departmental divisions including economic development, housing and community development, planning, and licenses and inspections; directs the development of the department budget and monitors performance outcomes.
- Directs and plans a comprehensive economic development program including international trade and development, corporate outreach, retail policy, small business, and marketing programs.
- Provides expert professional assistance and guidance on land use, design review, and construction code enforcement issues.
- Directs and coordinate local, state, and federal resources to promote Department functions.
- Represents the City in high-level meetings with community, business, and professional organizations regarding department policies and requirements; works with development/building community representatives to convey and receive information regarding department-regulated issues.
- Directs and oversees the preparation of analyses and recommendations regarding regulatory and code requirements; counsels and advises City officials in identifying, articulating, and implementing land use review and building policies and codes.

- Directs and oversees the analysis of proposed federal and state legislation and regulation; directs and participates in industry and intergovernmental activities to influence legislative and regulatory change consistent with the City's interests and needs; serves as the City's chief representative in dealing with governmental agencies on building code enforcement and land use regulation issues.
- Directs the improvement of management systems, processes, and measurements techniques to improve the department's operations and effectiveness.

The above essential duties and responsibilities are not intended as a comprehensive list; they are intended to provide a representative summary of the major duties and responsibilities. Incumbent(s) may be required to perform additional related duties.

Challenges for the Director of Development Services

- Gaining and maintaining the full confidence of the Mayor and the Chief Operating Officer. Hartford is a strong-Mayor city. While the Director of Development Services has specific powers and duties defined by law, the Director of Development Services will draw much of his/her authority to influence events from the development of an effective working relationship with the Mayor and the Chief Operating Officer.
- Expectations are high that the Director of Development Services will create and sustain an organizational climate that fosters continuous improvement in the efficiency of departmental operations and that this enhanced capacity will support the delivery of quality public services as governed by One City One Plan. By mentoring existing staff the Director of Development Services will maintain the course; through strategic planning to maintain a strong management team.
- Earning the respect and support of subordinates, peers and key opinion leaders. The Director of Development Services will have extensive interaction with key players in the municipal organization and external stakeholders. The Director of Development Services will need to quickly demonstrate a high level of competence and professionalism to earn the respect and confidence of the City's leadership and staff.
- Establishing credibility with key state and federal agency actors. The Director of Development Services needs to engage with federal and state development officials building positive working relationships.

The Ideal Candidate

The ideal candidate will be a professionally seasoned urban development manager or professional municipal manager who possesses the breadth and depth of knowledge and experience needed to be successful in the Hartford context. The ideal candidate will have a demonstrated record of effectiveness in complex public organizations and experience working directly with urban leaders.

The Ideal Candidate needs to be:

- Able to demonstrate unquestioned integrity in interactions with political leaders, staff at all levels and the public.
- Able to firmly exercise the control of departmental mandates per statute establishing the Director of Development Services position, but do so in a way that engenders understanding of the City's limitations and encourages participation by staff at all levels in meeting the City's critical planning and development goals.
- Able to help City leadership and officials understand the short and long term implications of their policy decisions and the market constraints the City faces around the development of sustainable projects that will promote jobs while enhancing City revenue streams.
- Able to carry out the duties of the Director while participating fully in developing strong formal and informal linkages within the municipal and other structures, linkages that foster a shared vision and sense of participation in shaping the future of the City.
- Able to utilize the powers inherent in the position to represent the City's agenda in discussions with senior state and federal leaders and with the private sector.
- Able to preserve the gains that have been made during the past few years; and shall establish a culture of continuous improvement in development services management at all levels in the organization.
- Able to function as an accessible and effective organizational leader in a complex urban environment characterized by limited resources, high service demand and a multi-cultural environment.

The ideal candidate shall have a Master's degree in urban planning, public administration, urban economics or a finishing degree in a closely related field from an accredited college or university and ten years of increasingly responsible professional and managerial experience in strategic economic development, urban planning, or housing development.

The Selection Process

The initial screening will be done by the Executive Recruiter, Ms. Randi Frank. Qualified candidates will be informed of the selection process for finalist. The Mayor is the appointing authority.

Applications will be held in confidence, however the names of finalists may become public.

Salary and Compensation

The City will negotiate salary and conditions of employment with the selected candidate. Residency is required within six months of appointment. The City has budgeted a salary range of \$104,000-\$150,000 for the position in the FY 2011 budget; commensurate with skills, experience and qualifications.

How to Apply

Applications are preferred electronically. Please send your resume with a cover letter addressing the job requirements to this email address: rfrank05@snet.net. Applications should be received by November 4, 2011. Please combine all of your documents in a single file. Kindly use PDF or Microsoft Word format if possible. Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact: Ms. Randi Frank at (203) 284-3707

