

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

EXECUTIVE DIRECTOR

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 Members of the Executive Director Search Committee approved the brochure.

This is an outstanding opportunity to become Executive Director of an influential organization serving a diverse, dynamic, and growing region. The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland, and Northern Virginia and plan for the future. COG's membership comprises 300 elected officials from 24 local governments, the Maryland and Virginia state legislatures, and U.S. Congress. COG staffs the National Capital Region Transportation Planning Board, which, as the Metropolitan Planning Organization for the region, is responsible for conducting the federally mandated metropolitan transportation planning process and ensuring the uninterrupted flow of federal transportation funds that area jurisdictions receive. COG also staffs 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.



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COG provides a wide variety of highly valued regional services. Included are:

- Serving as the regional planning organization for the (NCR).
- 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, utilities, transportation, telecommunications, information technologies, affordable housing, and environmental protection).
- Serving as a think tank for local governments, which enables them to analyze complex and evolving issues and identify opportunities for regional cooperation.

For 65 years, COG has helped develop regional action and solutions to such issues as the environment, affordable housing, growth and development, public health, child welfare, public safety, homeland security, and transportation. 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.

VISION AND STRATEGIC PRIORITIES

COG's vision is defined by its Region Forward strategy which represents the commitment of COG and its member governments to create a more accessible, sustainable, prosperous, and livable National Capital Region. COG serves as a convener and facilitator of discussions regarding regional issues, provides expertise and advocacy on a range of issues and functions as a catalyst for action.

Major progress has been made since COG and its member governments first endorsed Region Forward. Officials from across the region have increasingly guided growth into mixed-use developments that leverage transportation infrastructure. Significant investments have been made in public transit as well as bicycle and pedestrian infrastructure. Consequently, air quality has improved dramatically.

However, additional action is urgently needed to resolve a variety of interconnected challenges. Included are housing supply and affordability, transportation accessibility and mobility, climate change, and long-persisting racial inequities. While these issues are daunting, there is growing consensus that they are interconnected and can be best addressed through a unified, comprehensive approach.

To realize the Region Forward vision and to respond to these challenges, COG and its members have developed Region United, a planning framework for the year 2030 that includes:

- Equity Emphasis Areas (EEAs) – A planning concept centered on race, ethnicity, and income disparities to inform future growth and investment decisions. Approximately 350 EEAs have been identified in the region.
- High-Capacity Transit Station Areas (HCTs) – A planning concept to better leverage existing and future investments in transit to manage growth and advance economic opportunity.
- Housing Targets – A planning tool to inform jurisdictional land use decisions centered on the forecasted housing needs. The targets identify overall supply of homes, their optimal location and the levels of affordability required to meet the region's housing needs.
- Greenhouse Gas (GHG) Reduction Goal and Action Plan – The region's plan to address climate change calls for a 50 percent reduction in GHG emissions in 2030 compared to 2005 baseline levels.



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, professional committees and public/private partnerships help advance COG's regional work. COG's policy committees are the Chesapeake Bay and Water Resources Policy Committee, the Climate, Energy and Environment Policy Committee, the Food and Agriculture Regional Member Policy Committee, the Human Services Policy Committee, National Capital Region Emergency Preparedness Council, and the Region Forward Coalition.

For detailed information about COG 's organization, activities, programs and reports including Region Forward and Region United visit [http:// www.mwcog.org/about](http://www.mwcog.org/about) and <https://www.mwcog.org/about-us/publications/>

ISSUES AND OPPORTUNITIES

- In addition to supporting COG's members as they put their planning priorities in the Region United framework into action, the next Executive Director will have an opportunity to help area jurisdictions steward major investments from recent Federal legislation related to infrastructure as well as climate and energy programs.
- COG, the International City-County Management Association (ICMA) and Mission Square (formerly ICMA-RC) jointly own an office building much of which is currently underutilized due to employee teleworking and the overall changing nature of how work will be performed. COG and some of its member agencies are facing decisions concerning teleworking. COG needs to develop an organization wide policy concerning employee teleworking along with the future of the building.
- COG's next Executive Director will inherit a staff of highly qualified, committed, and passionate professionals several of whom are approaching retirement age thus creating the need for succession planning.
- The NCR's high living costs challenge COG's ability to attract and retain new employees. To help ensure that COG remains an NCR employer of choice, there is a need for a comprehensive teleworking policy, an employee pay and benefit review, and improved recruitment and retention policies.
- The region is expected to grow by an additional 1.3 million new people by 2045. COG will need to have sufficient staffing to support the growth.

THE COG BOARD OF DIRECTORS

The Board of Directors (Board) is COG's governing body and is responsible for its overall policies, operations, and funds. The Board acts on committee recommendations, discusses current and emerging regional problems, and receives briefings on issues facing the National Capital Region.

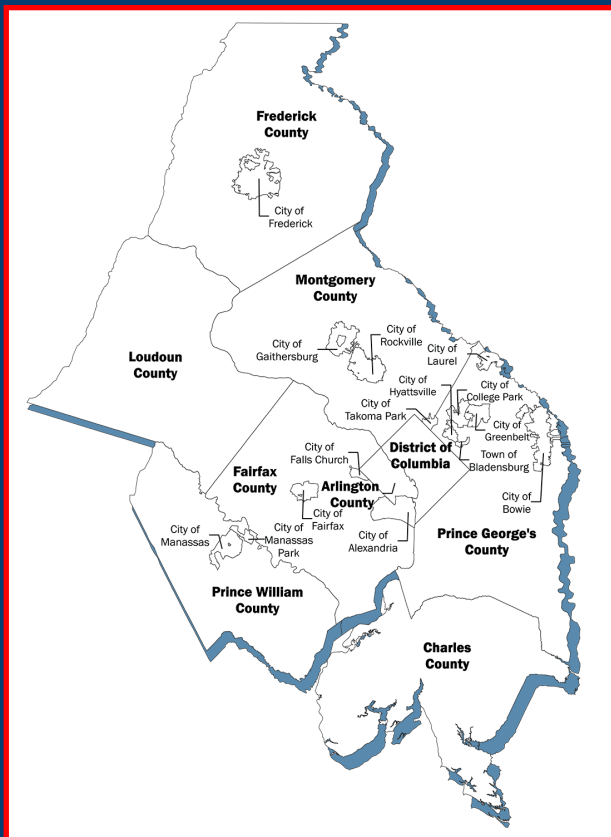
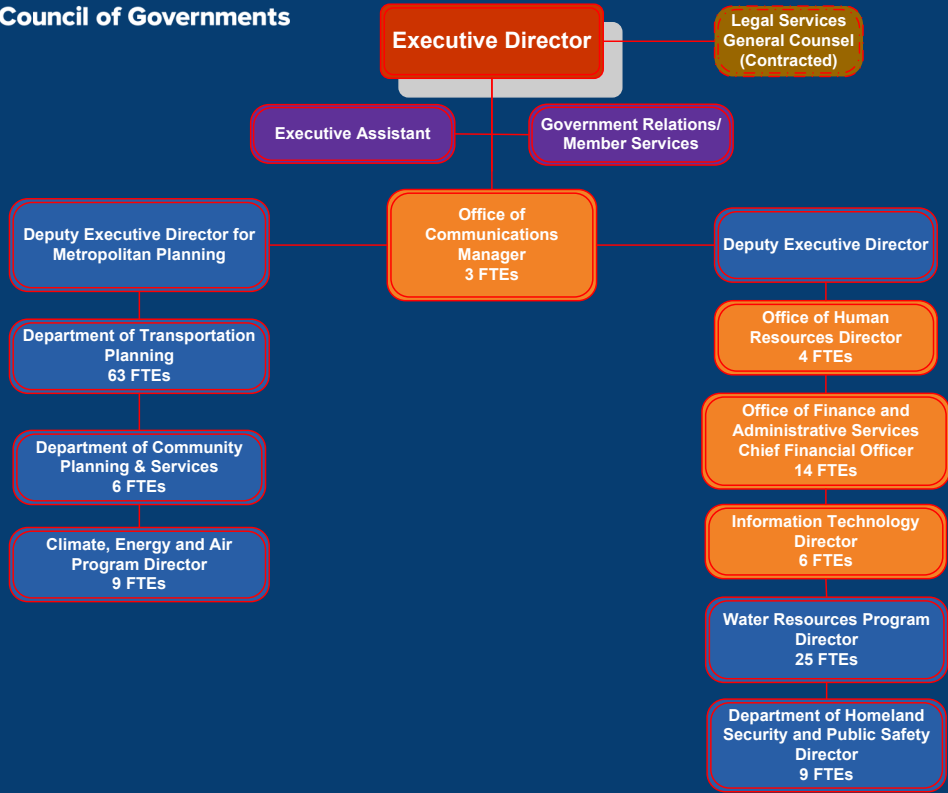
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Organizational Structure



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WHY WASHINGTON D.C. AND COG

- COG services an exciting and unique region involving two states and the District of Columbia – there is no other place like it in the United States.
- Opportunity to work directly with a network of public, private, nonprofit, and philanthropic leaders who genuinely care for the region.
- Great amenities, excellent schools, world class visual and performing arts, professional sports recreational venues– Excellent mid-Atlantic location which provides easy access to mountains, beaches, and other major metropolitan areas.
- Excellent transportation system including first-rate highway, air, and rail transportation services.
- COG is a highly trusted and respected organization in the region’s political, business, and media circles and is known as a national leader among regional councils.

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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 thirty-four members, four selected from the District of Columbia, three each from Fairfax, Montgomery, and Prince George's Counties, two each from Loudoun and Prince William Counties, and one each from the remaining member jurisdictions. In addition, Board membership includes one representative from both the Maryland and Virginia General Assemblies.

The Board appoints an Executive Committee which routinely works with COG management. The Executive Committee is composed of three members: one each from the District of Columbia, the State of Maryland, and the Commonwealth of Virginia.

THE COG EXECUTIVE DIRECTOR

The COG Executive Director is one of the most important, valued, influential and visible leaders in the National Capital Region. The job requires a seasoned professional with a strong command of local, state, and national public policy who is skilled in the art of advocacy, diplomacy and building effective collaborations.

The Executive Director is responsible for overall management of COG's complex 125 person, \$41 million dollar, multi-faceted and multi-funded organization, which includes 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.



REQUIREMENTS

Requires 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. 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. Certified Association Executive (CAE) certification is a plus. The ability to understand the unique characteristics of the National Capital Region and grasp its wide range of issues is very important. Also, understanding the need for various partnerships, diversity, and an understanding of the differences between sectors is critical. Any equivalent combination of education, experience and training that provides the knowledge, skills and abilities needed to succeed in this position will be considered.

Must be 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, someone who will successfully engage the Board and reach out to members, and an effective public speaker.

Other important characteristics of the Executive Director include the ability to vigorously institutionalize the vision of COG, be very aware of the roles of the three distinct policy boards at COG and the interplay among them, 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 NCR, and national trade and advocacy organizations.

A strong understanding of 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 who ensures that COG's work product is of excellent quality, completed on time and within budget.

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 Executive Director must have the ability to interact successfully with elected officials from diverse jurisdictions who often pursue strong and conflicting views, interests, and expectations. This 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, policies which are in the best interests of the region overall.

Residency in the metropolitan Washington region is required.



THE BOARD AFFIRMS THAT RACIAL EQUITY WILL BE WOVEN INTO COG'S REGION FORWARD VISION TO ENSURE A MORE PROSPEROUS, ACCESSIBLE, LIVABLE, SUSTAINABLE, AND EQUITABLE FUTURE FOR ALL AREA RESIDENTS AND THROUGHOUT COG'S ANALYSIS, OPERATIONS, PROCUREMENT, PROGRAMS, AND PRIORITIES.

COMPENSATION AND APPLICATION PROCESS

Compensation for the Executive Director will be highly competitive and will include a highly attractive benefit package. COG will pay reasonable and customary moving expenses.

To apply: The position will remain open until October 3, 2022. If interested, please email your resume and cover letter with current salary to Slavin Management Consultants at slavin@bellsouth.net. For additional information about this position, contact Robert E. Slavin at slavin@bellsouth.net; Phone: (770) 449-4656 or Randi Frank at randi@randifrank.com ; Phone (203) 213-3722.



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