

# THE CITY OF HARTFORD, CT

## INVITES CANDIDATES TO APPLY FOR DIRECTOR OF PUBLIC WORKS

Recruitment Profile



## COMMUNITY PROFILE

*"Of all the Beautiful towns, it has been my fortune to see, this is the Chief" -Mark Twain*

Hartford, Connecticut's Capital City, is the heart of a region of a million people and home to diverse, energetic neighborhoods and ambitious companies primarily in the insurance, medical research, and aerospace fields. It's a small city, with all the charm and history of a place first settled in 1636, that's beginning to see a revival with rapid development of the downtown area. In 2016, The Brookings Institution named Hartford and the surrounding area as one of 19 "Knowledge Capitals" because it's one of the world's "leading knowledge creation centers," thanks to an incredibly well-educated and productive workforce.

Hartford has approximately 125,000 residents but draws nearly 100,000 commuters into the City daily. Located along the Connecticut River, Hartford is also strategically located about 100 miles away from New York City, Boston, and Providence. The City has a large Puerto Rican population and the third largest West Indian population in the United States. About half of the residents are Hispanic or Latino and about forty percent are African-American. There are also immigrant communities from Eastern Europe, India and other countries. This ethnic and cultural diversity continues to be a prominent part of Hartford's heritage and one of the City's greatest assets.

The largest employers are three major insurance companies, The Hartford, Aetna, and Travelers, and two world-class hospitals, St. Francis and Hartford Hospital. The region is also home to companies like United Technologies and Cigna as well as the University of Connecticut's Health Center and the Jackson Laboratory for Genomic Medicine.

The City also has several colleges and universities including the University of Hartford, Trinity College, Capital Community College, and the University of Connecticut's Law School, which will be joined by a new 3,000 student undergraduate satellite campus in downtown Hartford in the fall of 2017.

Hartford is home to arts and cultural institutions that a city many times its size would be fortunate to have. The Wadsworth Atheneum, the nation's first public art museum, continues to showcase a broad array of classical and modern artists and exhibitions. The Hartford Symphony Orchestra, Bushnell Theatre and the Hartford Stage have long attracted top musicians and actors. In addition to those long-time pillars of the community, there's a developing scene of young artists, partly thanks to Real Art Ways and Theater Works, contemporary art and theater organizations. The Hartford Courant, founded in 1764, is the country's oldest continuously published newspaper.

People from around the State come to the Capital City every season for sports and entertainment. In addition to the arts and culture, Hartford is home to Wolfpack hockey and Yard Goats baseball. The University of Connecticut Men's and Women's basketball teams regularly play games at the XL Center. The City hosts conventions all year round at the XL Center & the Hartford Convention Center. In the summer, concert-goers flock to the 30,000-seat indoor-outdoor Xfinity Theatre.

The City also has rich parkland, totaling more than 1,000 acres, which include swimming pools, two golf courses, basketball courts, various types of athletic fields, gardens, hiking trails, and a variety of other amenities for those who enjoy the outdoors.

Hartford evolved from an early agricultural economy to an important trading center on the Connecticut River. Coffee, molasses, and spices were distributed from warehouses in the City's thriving merchant district. Ships set sail from Hartford to England, the West Indies, and the Far East. Merchants were concerned about the risks of this thriving trade with fires, pirates, storms and accidents always a threat. The insurance industry was created when groups of merchants began to share these risks. The practice was formalized with the creation of the Hartford Fire Insurance Group in 1810.

Pioneering inventor Samuel Colt also called Hartford home. His experiments with interchangeable parts created the basis for today's assembly line manufacturing methods. He employed innovative techniques in his firearms manufacturing that helped make mass production possible and that laid the groundwork for Hartford's preeminence in precision manufacturing.





## COMMUNITY PROFILE (cont.)

### CITY GOVERNMENT

Hartford CT operates under the strong mayor form of government, with the mayor serving as the City's Chief Executive Officer and a Court of Common Council, which acts as the legislative body. The Mayor and members of the Council are popularly elected, at large, to serve four-year terms. There are also independently elected Registrars of Voters and a Town and City Clerk who is appointed by the Council. The next election is in 2019.

The Mayor appoints various Directors, including chiefs of the fire and police departments, to run City departments. While the Mayor appoints some members to the Board of Education, the school system is run by the Board and the Superintendent.

For Fiscal Year 2018, Hartford adopted a \$612 million budget, roughly half of which goes to the City's operating budget, with the other half going towards the school system's budget.

### TRANSPORTATION

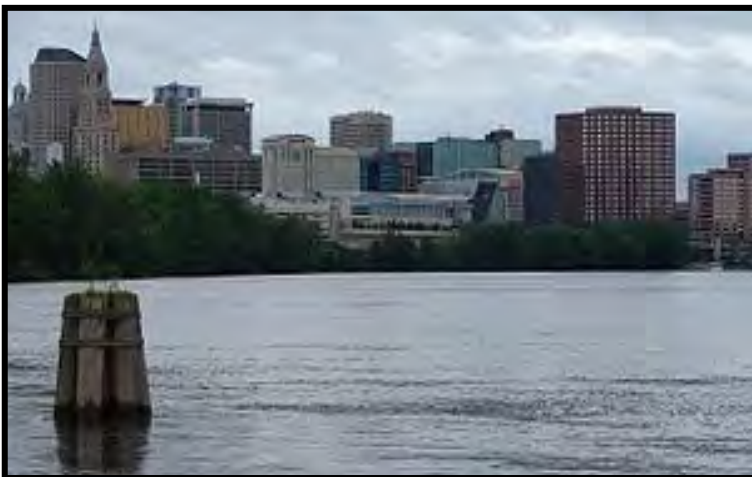
The City is easily accessible through air and ground transportation.

- Bradley International Airport, the second largest airport in New England, is located just twenty minutes north of downtown Hartford
- Interstate 91 and Interstate 84, large highways that intersect in Hartford, are the most commonly used roads to travel to the City.
- Hartford's Union Station has a passenger rail service provided by AMTRAK with daily service North to Vermont via Springfield, MA and South to New Haven, CT with connections to New York, Boston, Providence, and Washington, D.C. Next year, rail service will increase dramatically with more daily trains South to New Haven and North to Springfield.
- Union Station also services numerous bus companies, with daily trips to Boston and New York. Additionally, Connecticut Transit owns and operates a local and commuter bus service within the City and surrounding area.

### EDUCATION

The Hartford Public Schools system is made up of 28 elementary schools, 16 middle and high schools, and 3 schools that offer kindergarten through 12<sup>th</sup> grade. They include community schools and magnet schools that draw students from the Hartford Region. The magnet schools feature theme-based learning programs like nursing, engineering and technology, government and law, and others. In 2016, 11 of 20 magnet schools were recognized as Magnet Schools of America Schools of Excellence or Distinction. There are also several well-regarded private schools in the area.

For post-secondary education, Hartford has the University of Hartford and Trinity College, as well as Capital Community College. In the fall of 2017, the University of Connecticut will open a downtown campus for 3,000 undergraduate students. Hartford is also close to the main University of Connecticut campus and Wesleyan University, which are both within 25 miles.



## **DEPARTMENT OF PUBLIC WORKS MISSION & BUDGET**

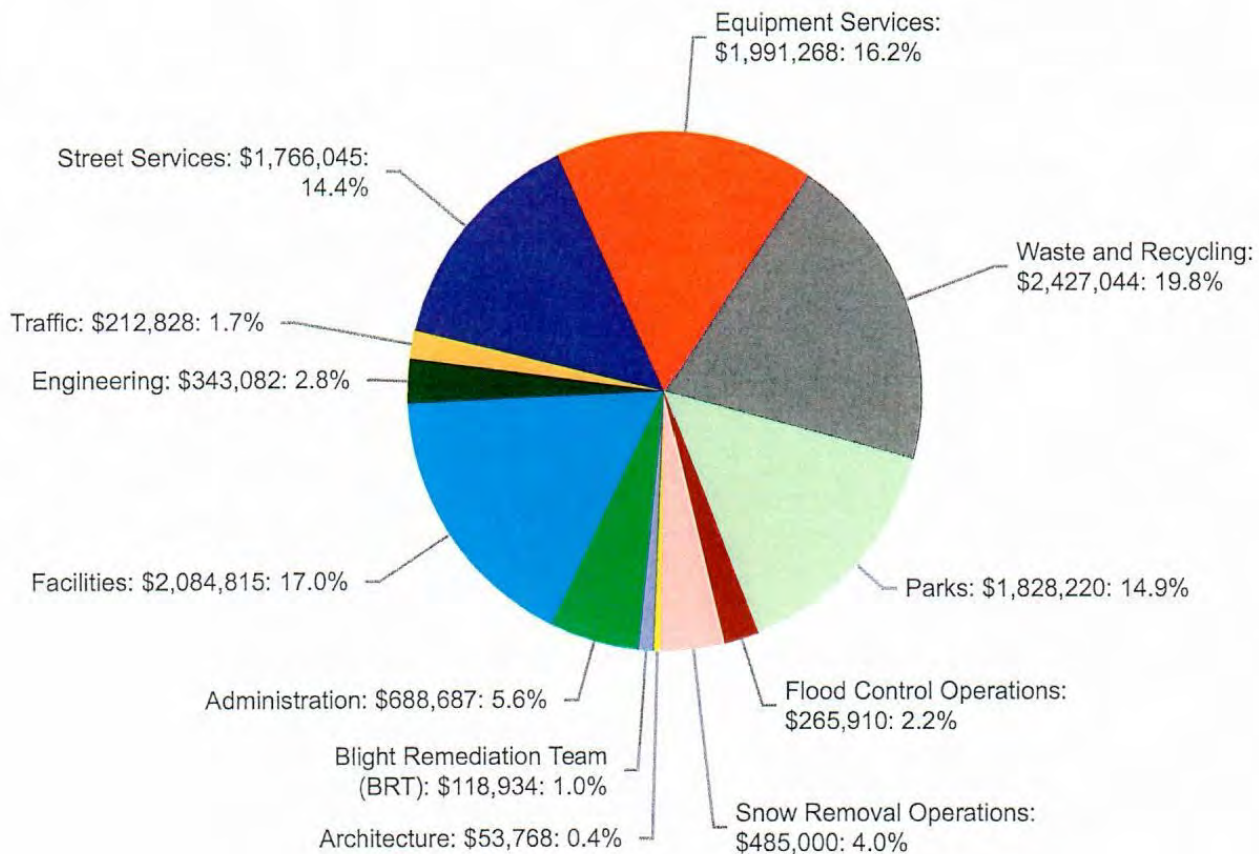
Building a modern urban center, as Hartford hopes to do, requires a safe, presentable and well-functioning public infrastructure. The mission of the Department of Public Works is to contribute to a safe and healthy environment through infrastructure maintenance and enhancements of parks, roadways, traffic systems, municipal buildings, vehicles/equipment, flood control systems and the collection of solid waste and recyclables.

### Strategic Plan Initiatives:

- ⇒ Deliver efficient services for collection of solid waste and recyclables
- ⇒ Maintain and improve infrastructure of parks, roadways, traffic control systems, municipal buildings and flood control systems to protect the safety and quality of life of residents
- ⇒ Develop a comprehensive municipal energy strategy with focus on fiscal sustainability, environmental responsibility and resiliency



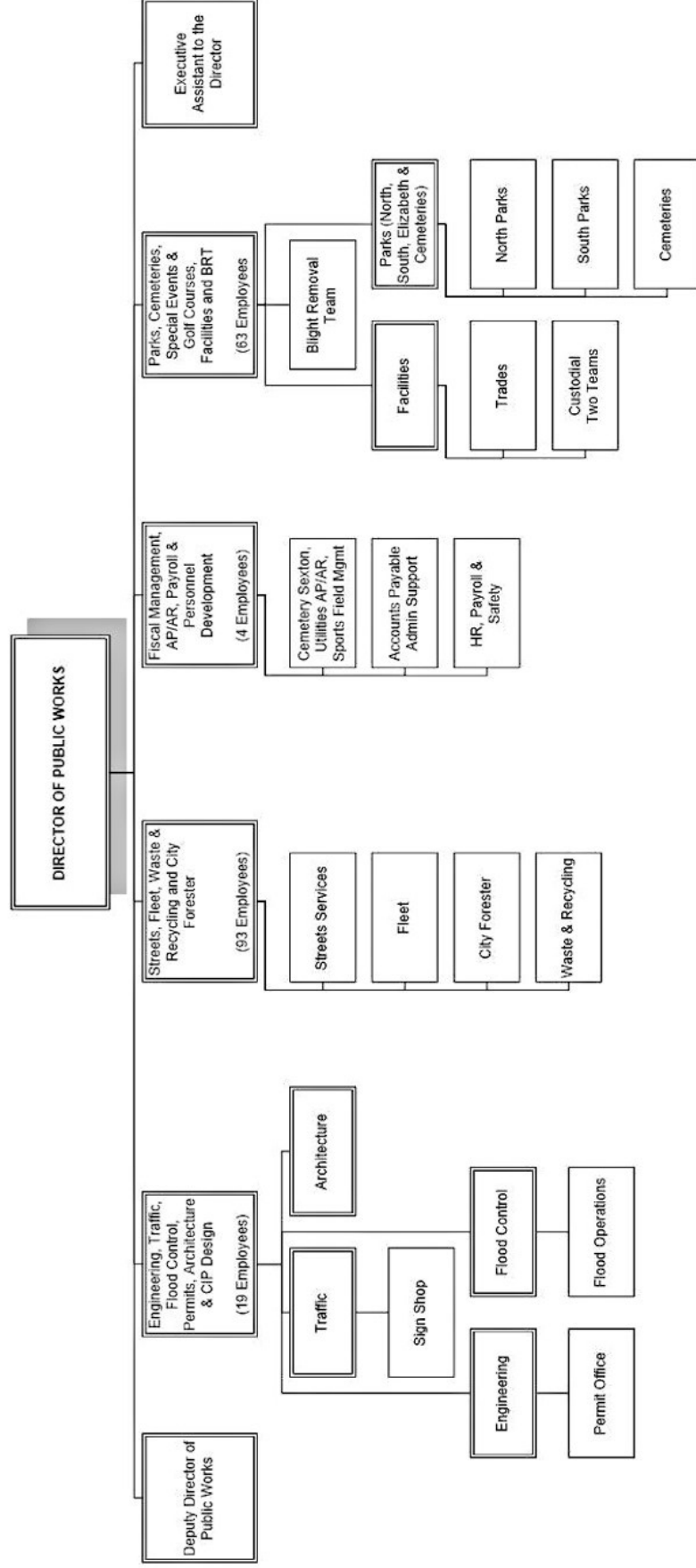
**Department General Fund Budget by Program**  
**General Fund Total: \$12,265,601**



# CITY OF HARTFORD

## DEPARTMENT OF PUBLIC WORKS

### ORGANIZATIONAL CHART





## **JOB DESCRIPTION:**

Director of Public Works is appointed by the Mayor in accordance with Chapters IV & V of the City Charter. The Director works under the general direction of the Mayor and administrative direction from the Chief Operating Officer. Position is responsible for the management, leadership and operation of the Department of Public Works which includes: engineering, traffic engineering, architecture of infrastructure, implementation of capital improvement plans, flood control, fleet/equipment maintenance for City (except fire and education), facility maintenance and repair, parks, cemeteries, forestry, street/road maintenance, emergency response to various weather events such as snow removal, and solid waste and recycling services. Duties include:

- ◇ Advisor to Mayor, COO, Department Heads, City Council and officials regarding public works activities
  - ◇ Plans, organizes and provides effective leadership to implement and manage public works operations
  - ◇ Develops long-range and short-range strategic plans, policies and programs for public works projects
  - ◇ Guides and directs staff of over 180 professional, technical and administrative staff—oversees labor decisions including hiring, discipline, termination, training and development in a union environment
  - ◇ Engages with citizens, neighborhood revitalizations zones and other groups to resolve complaints
  - ◇ Ensures compliance with laws, regulations, statutes and codes as well as safety regulations for department
  - ◇ Communicates with staff, City leadership, community leaders and the general public about public works services
  - ◇ Develops and maintains budget and capital improvement plans within allocated resources
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## **QUALIFICATIONS:**

**Bachelor's Degree from a four-year accredited college with major course work in business or public administration, engineering or closely related degree and 10 years of managerial, administrative and professional experience in management of various aspect of municipal Public Works programs. Possession of a valid driver's license**



Elizabeth Park –Rose Garden



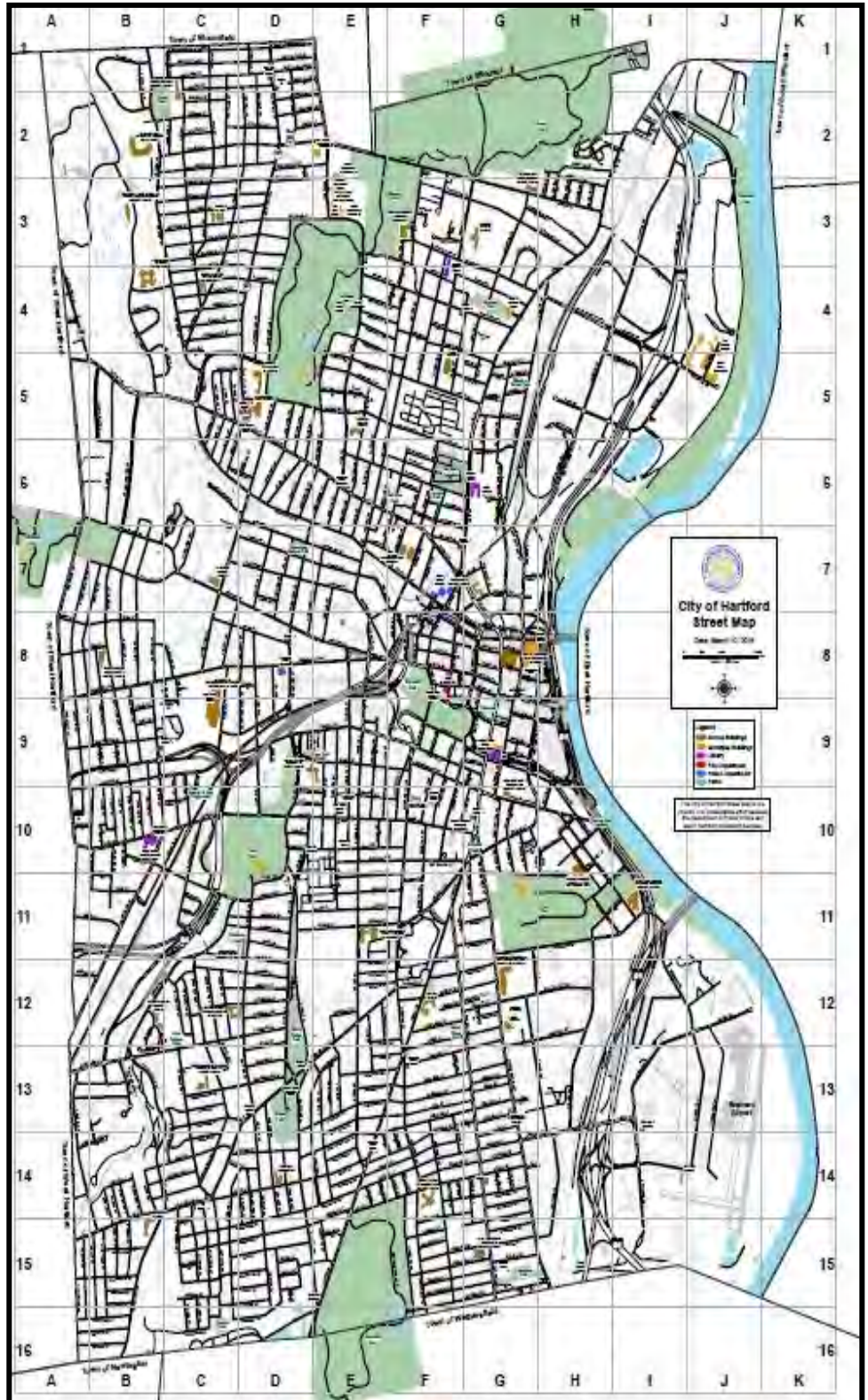
Pool at Pope Park





## FACTS & FIGURES FOR PUBLIC WORKS

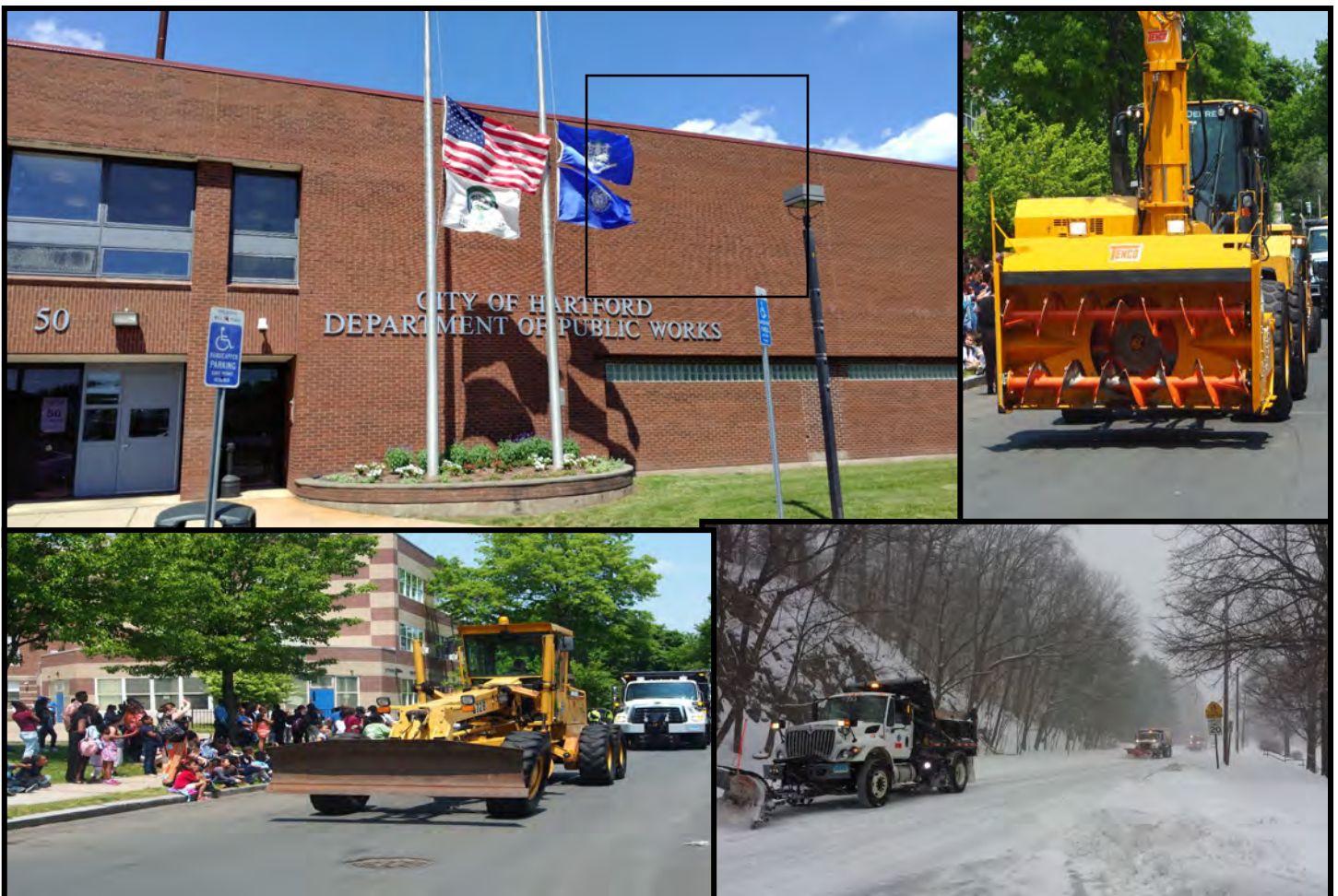
- ◆ City of Hartford is about 18 square miles
- ◆ City has GIS system used by engineering for traffic issues, utility cuts, construction work
- ◆ Public Works manages utilities cost for all City facilities
- ◆ Public Works manages over 20 different permits including use of parks, driveway cuts, transfer station use
- ◆ Water & Sewer services are provided by Metropolitan District Commission (MDC), a separate authority covering 8 towns and cities in the Hartford metro area
- ◆ Estimated miles of street center line maintained—217 with 23,000 lane miles swept each year and about 3,000 potholes filled each year
- ◆ Estimated miles of sidewalk center line maintained—26
- ◆ The Fleet Division maintains an estimated 315 Police vehicles and 484 public works vehicles/equipment including 189 trucks. More than 500,000 gallons of diesel and gasoline are dispensed
- ◆ The Parks Division maintains 2,300 acres of land in 37 parks and 50 athletic fields as well as five cemeteries of which two still have burials handled by Public Works
- ◆ The Sanitation Division collects all residential waste and recyclables. An estimated 30,000 tons of solid waste and 6,000 tons of recycling materials are collected each year





## **CHARACTERISTICS OF THE IDEAL CANDIDATE**

- ◆ Able to implement Public Works operations—develop efficiencies, best practices and systems for improvements
- ◆ A visionary and inspirational leader
- ◆ Promotes customer service and pride in public service mission—responsive to the citizens and groups
- ◆ Has excellent management skills with specific emphasis on project management and operational implementation
- ◆ Able to hold staff accountable and set standards for operations
- ◆ Knowledgeable of labor relations including discipline, hiring, grievances and working within union contract
- ◆ Able to develop employees, supervisors and management personnel—promotes training
- ◆ Serves as spokesperson for the Public Works department
- ◆ Able to allocate limited resources (budget, staff, equipment) to meet quality of life services
- ◆ Promotes teamwork among divisions and programs—builds up departments ability for excellence
- ◆ Able to relate to diverse employees and citizens – embraces diversity
- ◆ Has excellent personnel management skills and communications skills
- ◆ Able to prioritize, is flexible and fair
- ◆ Manages by walking around
- ◆ Has budget skills – knows how to live within means – knows how to leverage savings into new efficient methods to accomplish tasks
- ◆ Ability to work with and collaborates with other departments and management teams





## **OPPORTUNITIES AND CHALLENGES**

- Ability to lead an experienced, knowledgeable team to create a best in class urban public works department
- Opportunity to work in a capital city with a progressive, professional, proactive and dedicated city administration
- Staff levels have been reduced challenging the new director to find more efficient methods to perform required work with existing resources
- Work with a network of engaged neighborhood groups that take pride in their City and are committed to improving quality of life services
- Ability to hire team members due to anticipated retirements and to build a team and develop supervisors and management staff as part of a succession plan
- City's financial challenges will continue to require Public Works to explore service and efficiency alternatives

## **Fiscal Issues**

The City of Hartford, not unlike many urban municipalities is reliant on property taxes and state aid to fund a significant component of its budget. In Hartford, over 51% of the City Property is tax exempt due to a large number of State, non-profit and quasi government properties that are tax exempt.

As a result, the Capital City is facing a significant fiscal challenge. In the FY 2018 approved Budget there is a \$40 million contribution required from the State of Connecticut which is also experiencing its own fiscal crisis. The City continues to explore many options to close its structural deficit including a possible bankruptcy if the State is not able to provide additional funding.

Despite the challenges, this position and the Department of Public Works provides vital services to the citizens of Hartford and are critical in maintaining and improving the quality of life in the Capital City. This position will be a key member of the team that will work together to put Hartford on a stable sustainable fiscal path.

## **COMPENSATION & APPLICATION PROCESS**

The City offers a salary (range \$103,000 - \$156,000) which is negotiable based on the chosen candidate's qualifications and experience. The benefits package includes: medical and dental insurance, a voluntary defined contributions retirement plan with up to 7% match, paid sick and vacation time and optional defined contribution plan.

The City of Hartford provides reasonable accommodations to persons with disabilities in accordance with the Americans with Disabilities Act (ADA). If you need an accommodation in the application process, please contact the Human Resources Department. AA/EOE employer.

Pursuant to the Hartford Municipal Code, Section 2-850, the City of Hartford requires that the chosen candidate establishes residency in the City of Hartford within 6 months of appointment. A bona fide residency requires that residency is continuously maintained throughout employment. "BONA FIDE" is defined as (1) a physical mailing address at which the employee resides (a post office address does not qualify); (2) be a registered Hartford voter; and (3) if employee owns a motor vehicle, the motor vehicle must be registered in the City of Hartford.

To apply, interested Candidates must submit a letter of interest and resume to: Ms. Randi Frank, Randi Frank Consulting, LLC; by email at [randi@randifrank.com](mailto:randi@randifrank.com) or call 203-213-3722. The position will remain open until filled. First screening deadline is August 10, 2017; however, resumes may be presented immediately. For additional details or questions contact Ms. Frank.

For additional information about the City of Hartford and the Department of Public Works visit their website at: [www.hartford.gov](http://www.hartford.gov)