



The Northeast Ohio Areawide Coordinating Agency (NOACA) seeks an accomplished, visionary, and ethical transportation executive to serve as its next...

# ASSISTANT EXECUTIVE DIRECTOR

## The Community

The Northeast Ohio Areawide Coordinating Agency (NOACA) is the metropolitan planning organization (MPO) for Northeast Ohio: Cuyahoga, Geauga, Lake, Lorain, and Medina Counties. In this capacity, it performs transportation and air quality planning, and as the federally designated areawide it performs water quality planning. In addition, NOACA has other duties such as serving as the fiscal agent for the Northeast Ohio Sustainable Communities Consortium. This 5-county area is more than 2,000 square miles and is made up of 73 cities, 45 villages, and 58 townships. Cuyahoga County's county seat is in Cleveland as is NOACA's headquarters location. This agency has diverse and unique counties as its service population including urban, suburban, and rural communities. Founded in 1796, Cleveland was once a thriving manufacturing and business metropolis with a large number of Fortune 500 companies, including oil and steel. Since the 1970's the City has recovered from tough economic times brought on by the change from a manufacturing-based economy to one that encompasses an influx of white collar, high-tech, specialized service and entrepreneurial opportunities, with a blend of engineering, biotechnology and biomedical research, manufacturing, health care, and education industries.

Gauga County, established in 1806 was recognized in 2008 as the 4th Best Place to Raise a Family by Forbes Magazine. Lake County, with 31 miles of shoreline along Lake Erie also has 2 major rivers and a strong agricultural and wine industry to attract many. Lorain County, formed in 1822 is home to the 2 Steel Plant, the historic Lorain Lighthouse, the world-renowned liberal arts institution, Oberlin College,

as well as Lakeview Park. Medina County, established in 1812, is one of the top 10 fastest growing counties in the state. With apple, ostrich and alpaca farms, a strong Amish presence and thriving businesses, this county is growing in economic importance.

Current Fortune 500 companies headquartered in the Greater Cleveland area include Eaton, Lubrizol, Parker Hannifin, Progressive Insurance, and KeyCorp Bank. Cleveland is known for the medical care and training, with two of the world's leading medical centers, the Cleveland Clinic and University Hospitals, serving the region. Many top national and international law and accounting firms have a significant corporate presence.

Cleveland is a 5-time All-America City award winner and offers numerous cultural amenities, such as professional theatre, dance, repertory theater, music, film and art experiences. University Circle includes the Museum of Natural History, the Cleveland Museum of Art, the Western Reserve Historical Society, the Cleveland Music School Settlement and Severance Hall, home to the world-renowned Cleveland Orchestra.

Sports enthusiasts will find Cleveland a sporting haven. Browns Stadium offers NFL football to beloved fans, including the "Dawg Pound"; baseball enthusiasts enjoy watching the Cleveland Indians play at Progressive Field with the Cleveland Cavaliers (NBA) playing in Quicken Loans Arena. Not to be missed are the Cleveland Crunch, the indoor soccer team, and the Lumberjacks ice hockey team.

## Governance

NOACA is the federally authorized MPO and designated areawide to address current and future transportation, air quality, and water quality needs for the 5-county area, which is comprised of over 2,890 miles of roadway in the federal-aid system serving a population of 2.1 million. NOACA is governed by a Board of 44 locally elected and appointed officials who are responsible for all financial and policy decisions. Staff is comprised of professional planners, engineers, and support staff to provide planning services, information, data, special programs and technical assistance related to local sponsors of transportation, air quality and water quality projects and programs.

The dollars to support NOACA's transportation and environmental planning come from the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), the Ohio Department of Transportation (ODOT), the Ohio Environmental Protection Agency (OEPA), miscellaneous outside organizations, and annual dues paid by local governments throughout the region. Supporting transportation and transportation-related air quality planning, FHWA and ODOT provided approximately 83

percent of NOACA's \$6.6 million operational budget for fiscal year 2011, with FHWA supplying the bulk of those monies. Water quality funding programs provide about 1% of the budget; local dues supply 12%; and miscellaneous funding (Brunswick Transit) makes up the remaining 1%. Local dues are used to provide the required "match" to federal funds, to supplement various activities, and to pay for activities ineligible for federal or state dollars such as legislative advocacy. The "match" requirement for federal funds ranges from 10% for transportation monies to 80% for environmental funds.

As a metropolitan planning organization, NOACA operates in a highly specialized and highly regulated environment. NOACA is required to create and implement policies such as a Long-Range Transportation Plan, a Transportation Improvement Program, an Overall Work Program, a Regional Transportation Investment Policy, a Public Interaction Policy, and many more. NOACA is subject to State of Ohio audits, which are currently in perfect order as "unqualified," and it is subject to quadrennial certification by the United States Department of Transportation.

## Position And Organizational Profile

The Assistant Executive Director position has been established to create a succession plan for the current Executive Director, Howard Maier, who will be retiring June 30, 2012. The Assistant Executive Director will become the Executive Director at that time, if offered a contract by the NOACA Governing Board. Through this transition period, this person will have the opportunity to learn the organization, as well as 5-county area, in order to be immediately effective in this promotional role. The Executive Director has three direct reports: Directors of Planning, Programs, and Finance and Operations. This role also oversees Information Technology and Legal Counsel.

The Assistant Executive Director will be a seasoned executive with solid leadership, metropolitan planning, organizational, entrepreneurial and business skills. This effort will call for maturity of judgment, strong facilitation skills and a commitment to advancing ideas that will be beneficial to the entire NOACA community. The Assistant Director must be able to set and meet high expectations with the staff. He/she must be a leader who can gain cooperation from individuals or interest groups who may have divergent or competing ideas and priorities. The Assistant Executive Director must be able to manage diverse federally mandated programs and develop new programs within federal guidelines. He/she will be a strong communicator, an excellent public speaker, and results-oriented.

The Assistant Executive Director will be an astute and savvy public administration professional, with a record of

implementing successful strategies in other jurisdictions. There must be no question of the integrity of the individual; he/she must promote an honest and ethical workplace. He/she will have demonstrated successful experience in developing and executing superior transportation and other plans. He/she must have exceptional leadership skills, with a record of collaboration and cooperation with excellent private/public partnerships.

One of the agency's most important responsibilities is to develop a long-range Transportation Plan. The current plan is Connections 2030, a goal-oriented plan outlining transportation investments and programs through the year 2030.

The Plan goals focus on:

- Preserving existing transportation facilities;
- Relieving congestion,
- Enhancing the region's economic development,
- Offering greater choice in modes of transportation, and
- Increasing mobility to persons who are elderly, physically disabled or depend on public transportation.

The plan emphasizes the connections among these goals, as well as the role that transportation plays in linking people to jobs, family and an improved quality of life. The Governing Board supports transportation investments that fulfill these goals.

## Current Issues

The following listing is representative of the challenges and opportunities the Assistant Executive Director will deal with in the first 12-18 months on the job and is not intended to be a comprehensive listing.

- **Leadership Transition** – This position has been established to provide a smooth and orderly transition for the current Executive Director, a highly regarded leader in the region. The selected Assistant Executive Director will be expected to immerse him/herself into the organization to learn the people and processes, and become established in the leadership role. As a part of this review, he/she should work with the Governing Board, the current Executive Director and other Directors, other staff, state and federal agencies,



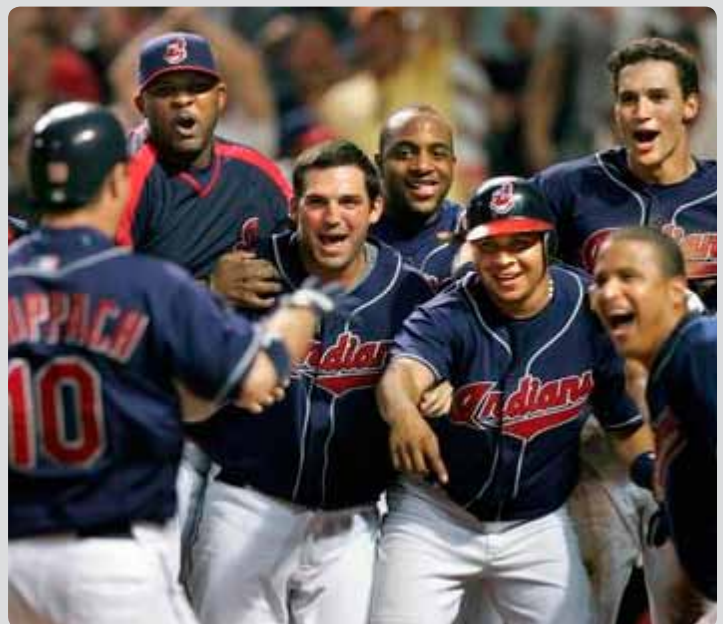
agency partners and project sponsors to evaluate and understand existing staff, policies, technology and processes. NOACA must be viewed as a key contributor and partner for discussions of regionalism and transportation, with an emphasis on planning and prioritizing federal-aid transportation projects and gaining support for the execution of the transportation plan.

- **Staffing and Staff Development** – NOACA has a relatively small and highly tenured staff. There are a number of persons in key roles/positions who have retired or will be retiring in the coming year. The Assistant Executive Director will have the opportunity to evaluate and make recommendations for new hires while considering the possible re-allocation of Directors, planners, and administrative staff to optimize the organization's effectiveness. The agency must have development plans that will provide opportunity for staff mobility as changes occur, in order to improve current technical, management, administrative, and professional skills. The Assistant Executive Director will need a keen understanding of the technical, financial and political imperatives of a metropolitan planning organization as he/she works with senior staff to manage change on multiple levels.
- **External Relations** – The effectiveness of an MPO depends on the skills of the Executive Director and Assistant Executive Director with the Governing Board and project sponsors, plus federal, state and local agencies. The successful candidate will be a proven negotiator and bridge-builder with a record of successfully managing both federal funding and stakeholder expectations.

## Candidate Profile

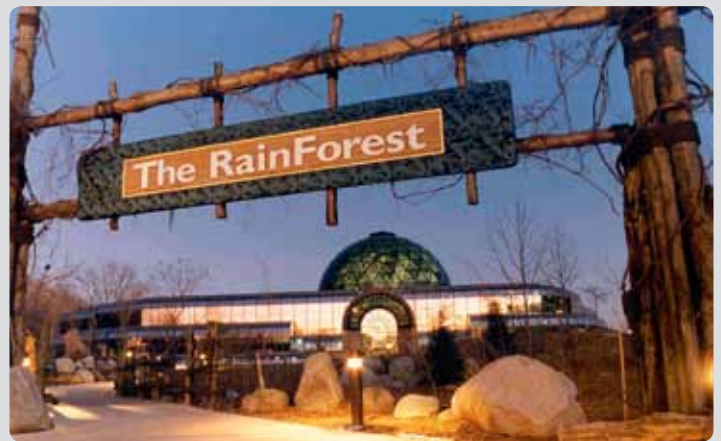
NOACA is seeking an individual with demonstrated success in achieving results through working with transportation and other infrastructure projects while building and maintaining relationships with political, community and business leaders. A keen understanding of the federal aid process for highways and public transit is highly desirable. The Assistant Executive Director will possess superior management skills and clearly demonstrate the ability to analyze professional and administrative problems and execute changes as necessary.

A Bachelor's degree in Urban or Regional Planning, Public Administration, Civil Engineering, Transportation or related fields with seven to ten years senior level leadership experience is needed, and a Master's or equivalent is preferred. Extensive professional experience may be acceptable in lieu of the educational experience. Prior experience working in a MPO is highly desirable. Candidates with the AICP designation, Professional Engineer, or other relevant certifications will be viewed favorably.



## Compensation & Benefits

The starting salary and benefits are highly competitive and negotiable, depending upon the experience and qualifications of the successful candidate, with an anticipated starting range of \$125,000 to \$135,000. NOACA will negotiate employment contract terms with the successful candidate.



## Application & Selection Process

Qualified candidates please submit your resumé online by visiting our website at

[www.watersconsulting.com/recruitment](http://www.watersconsulting.com/recruitment)

This position is open until filled; however, the first review of applicants will take place on July 1, 2011. Following the first review date, resumé's will be screened against criteria outlined in this brochure and the NOACA Governing Board will consider offering interviews to selected candidates. Final interviews in Cleveland will be offered by the NOACA to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission. The final interview process will be held September 2011. For more information please contact Andrea Battle Sims by calling our toll free number 877.356.2924, her direct line at 216.695.4776 or by visiting our website at [www.watersconsulting.com/recruitment](http://www.watersconsulting.com/recruitment).

***NOACA is an Equal Opportunity Employer and values diversity at all levels of its workforce!***

***Applicants selected as finalists for this position will be subject to a criminal history/credit/drivers license check prior to interview. Under Public Information statutes for the State of Ohio, information from your resumé may be subject to public disclosure.***

***For more information on NOACA, visit their website [www.noaca.org](http://www.noaca.org).***



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