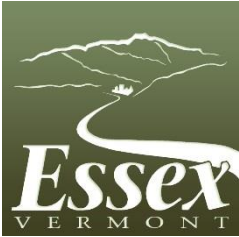


THE TOWN OF ESSEX, VT and THE VILLAGE OF ESSEX JUNCTION, VT MUNICIPAL MANAGER

Invitation to Qualified Candidates



The Town of Essex and the Village of Essex Junction, VT, are seeking a progressive, innovative, and insightful public manager with a proven record of accomplishment to sustain, enhance, and further refine their Unified Municipal Management structure. The Town and Village began sharing organizational management oversight and direction in 2013, when the Town and Village entered into a sub-contract agreement to share the services of the long-serving Essex Town Manager. The unified management relationship has proven beneficial for both entities, and the Town Selectboard and Village Trustees are in agreement in their intention to maintain and enhance this structure while continuing to explore and pursue opportunities for collaborative and cooperative municipal service relationships.

Patrick Scheidel, the current Municipal Manager will be retiring after 27 years of service to the Town and Village. Mr. Scheidel will leave a solid organizational and operational structure in place for the next Manager.

The new Municipal Manager will be stepping into a fairly stable situation both politically and financially. The Village and Town municipal budgets have been approved by wide margins for more than ten years. Capable, experienced department heads are in place in all areas and no apparent financial, political, or technical crises loom.

The biggest organizational challenges and opportunities are expected to be associated with helping the two elected boards move forward with efforts to restructure the local government management and service delivery model in ways that are seamless and embraced by the community. The biggest community-wide operational challenges are expected to be in the areas of infrastructure and sustainable economic development.

Collaboration and cooperation has been steady both among and between the Town Selectboard and Village Trustees and the elected boards are committed to support the Municipal Manager role and remain focused on advancing a shared common vision intended to improve the efficiency and effectiveness of core community services through reduction or elimination of duplication and redundancy. The new Manager will step right into



a bright, collegial environment and play the dual role of advisor and thoughtful leader. It is not exactly clear where consolidation is headed; All 10 elected officials are in favor of moving ahead, but a defined, specific model of consolidated governance has not yet evolved. Consequently, the new Manager will need to take the time to understand the nuances of the problems to be solved in moving consolidation forward and help identify and evaluate common ground on those questions.



The successful candidate will be a collaborative leader with high energy, a strong commitment to public service, unquestionable integrity, dedication to shared missions, and an unfailing sense of humor. Past experience with inter-municipal service structuring, operational consolidation, and/or regional service delivery system integration will be considered a big plus. However, creativity, emotional maturity, and interpersonal skill are seen as the most important and essential attributes for the next Manager. Base level qualifications include a 4-year degree (Masters level preferred) from an accredited college or university in public

administration, finance, or a closely related field, and a minimum of 7 years progressively responsible experience as a city / town manager, assistant manager, or senior municipal department director in a community of comparable size and complexity. Proven interpersonal, written, and oral communication skills, with demonstrated ability to maintain positive working relationships with elected officials, department heads, employees, and the public is a must. Essex and Essex Junction are EOE/AA/Equal Access Employers.

The starting salary for this position is commensurate with qualifications and experience, and includes an excellent benefits package.

For further information candidates are directed to contact Don Jutton at djutton@mrigov.com. To apply submit a resume and cover letter in PDF format to recruitment@mrigov.com. **Applications must be submitted by September 29, 2017 by 8am EST.**

INTRODUCTION

The position of Municipal Manager provides a unique opportunity for a seasoned public manager with a proven record of accomplishment to sustain and develop the Unified Municipal Management structure established between the Town of Essex and the Village of Essex Junction, VT. This opening provides the opportunity for the right candidate to enjoy a personal and professional lifestyle in a highly desirable region known for its livability and overall quality of life.

This profile is intended for use as a brief introduction to the community and the position, and while this document provides valuable information and links for candidates considering their fit with the communities, it is expected that candidates with a sincere interest in the position will do their own research.



IDEAL CANDIDATE PROFILE

The **Ideal Candidate** will:

- Have an unblemished history of integrity and embody a strong public ethic;
- Have a clear understanding of the organizational and operational elements of local government and be conversant in law and regulation affecting local government in the State of Vermont;
- Have demonstrated the ability to work effectively and in harmony with elected and appointed officials while managing and directing municipal government operations;
- Have strong command presence and demonstrated leadership, management, and analytical skills;
- Have the ability to serve as an “agent of organizational accountability” in providing direction and oversight with staff and those working and serving in local government roles;
- Possess appropriate credentials in public administration and local government operations;
- Have significant understanding of and experience with community economic development, and growth management, and be familiar with the principles of smart growth and community sustainability;
- Have significant experience and demonstrated success in public sector human resource administration, including labor relations / negotiations;
- Have at least 7 to 10 years of progressive management and administrative experience, with significant demonstrated success in hands-on local government management and leadership;
- Have a strong working knowledge of budgeting, accounting, and finance management;
- Possess strong analytical and assessment skills with demonstrated success in organizing, re-organizing, structuring, and re-structuring municipal operations to achieve maximum efficiency and delivery of high quality, responsive community services;
- Have demonstrated success with capital projects planning, funding, and implementation;
- Have strong written, verbal, public presentation, facilitation, and consensus building skills;
- Have the strength of conviction, resilience, and persistence to initiate essential organizational and operational changes in pursuit of efficiency and excellence in customer service; the ability and willingness to invite, consider, and respect divergent views and engage in and encourage rational and civil public discussion and debate;
- Be a seasoned, mature, creative and entrepreneurial public manager capable of building, grooming, leading, and motivating a successful management team;
- Have significant skill and demonstrated hands-on experience with labor contract negotiations and administration.

The next Municipal Manager for Essex and Essex Junction will need to be a strong, determined leader with good communication and people skills who will be able to quickly gain the respect of residents, elected and appointed officials, department heads, and municipal employee groups.





The Manager will need to work effectively with existing department heads and senior staff to organize, build, and groom an efficient, responsive, and effective team. The Manager will need to respect existing roles and structures while working to overcome organizational inertia and resisting pressure to maintain the status quo.

The Town and Village have a broad diversity of business, industrial, and service based activity, which brings diversity in philosophy, attitude, and opinion regarding the most important areas of focus and the priorities for community development and

core community services provided by the municipalities. It will be important for the next Manager to build and maintain relationships based upon trust and credibility and to remain objective in all dealings on official matters. To avoid the appearance of favoritism and endeavor to keep all segments of the community equally informed and involved, the Manager will need to hear, respect and consider various views and opinions. Above all, the next Manager must remain apolitical.

While it is desirable for the next Manager to possess an advanced academic degree, it is far more important that the successful candidate have the experience and demonstrated ability to effectively organize, manage, supervise, and oversee departments that deliver core community services that are cost effective, highly professional, and responsive to the changing needs of the community.

The ideal candidate will possess a strong background in labor relations and operational oversight. The Manager will be expected to demonstrate a “take charge” attitude and will promote teamwork while holding department heads and management staff to a high level of professionalism and accountability.

Demonstrated understanding and successful experience with community and economic development and growth management is a major attribute of the ideal candidate. Essex and the Village of Essex Junction have significant growth potential given its cultural, historical, physical and environmental assets and its geographic location. A fair amount of new development and redevelopment has taken place over the past decade; however, it is felt that long-term community sustainability requires even greater efforts to achieve a more balanced distribution of tax diversification and to create good paying jobs that offer



benefits and career opportunities for the next generations. The ideal candidate will have general business savvy and understand what it takes to attract and retain a broad and diverse business base, but will also appreciate the need to balance economic growth against maintaining the character of the community and the quality of life desired by its residents. This balancing act will require strong, credible leadership and creative thinking, coupled with strong communication and coordination skills. A major challenge for the next Manager will be to help develop and implement a strategy to encourage balanced growth and expansion in an effort to reduce financial pressure on homeowners and taxpayers without sacrificing community character and quality of life.



The two communities have not been buffered from the impacts of the financial and economic challenges associated with the national and global economic restructuring, and they will increasingly have to grapple with the same revenue constraints and expenditure issues that are facing governments at all levels. The next Manager will benefit from a strong background in budgeting and finance management in order to effectively guide and support the elected leaders and department heads in analyzing the impacts of the changing economy. The Manager will need to advocate for and facilitate the tough choices that will be required to increase efficiency and/or reallocate resources to better meet the challenges of providing core community services under increasingly constrained financial circumstances.

Finally, the next Manager will need to carefully manage time. On one hand, the Manager will focus on the internal management, administrative and supervisory needs of a large group of municipal employees in a complex organization. On the other hand, the Manager will make sufficient time available to engage and communicate with all segments of the community in order to understand and appreciate current wants and needs as well as the hopes and desires for the future.

ABOUT THE COMMUNITIES



The Town of Essex was chartered on June 7, 1763, named after the Earl of Essex. The Village of Essex Junction was formed within the Town of Essex on November 15, 1892. The Village was formed to provide services (such as sidewalks, water, and sewers) to the villagers that the rest of the, mostly rural, Town citizens did not want and did not want to pay for. The Town, including the Village, has a population of more than 20,000, making it the second largest Town in the State of Vermont.

Located in northwest New England, the communities are centralized for both business and tourism. With rail lines and proximity to the interstate and an international airport (Burlington), Essex and Essex Junction boast an outstanding location Northern New England in the Eastern Seaboard area, including easy access to the large metropolitan areas of Boston, New York, and Montreal, Quebec.

The communities are located in the Champlain Valley of Vermont which is the most populous region in Vermont, spanning from Lake Champlain to the [Green Mountains](#). The state's largest city, [Burlington](#), is located on the lake. The city's associated suburban communities within Chittenden County -- including Essex and Essex Junction --



encompass part of the central section of the valley. Beyond urbanized parts of Chittenden County, the Champlain Valley's landscape consists of forests and many open pasture and row crops, making the valley the most productive agricultural region of Vermont.

The Town of Essex and the Village of Essex Junction sit at the center of Chittenden County, Vermont's largest and busiest county. World-class skiing and snowboarding in the Green Mountains, recreation on the shores of Lake Champlain, and shopping, dining, and the sights and sounds of Burlington's famous [Church Street](#) are just a few of the amenities within a short drive.

Along with a terrific quality of life and abundant recreational, social, cultural and educational amenities, the area is home to a multitude of businesses, both large and small, that provide a broad diversity of meaningful employment opportunities all across the employment continuum.



SCHOOLS AND EDUCATION

Chittenden Central Supervisory Union – which included the Essex Junction School District and the Essex Town School District - combined in July 2017 to create the [Essex Westford School District](#) which serves more than 4,500 K-12 students in ten schools. At the Center for Technology at the high school, students learn occupational skills required by business and industry and the school helps students obtain apprenticeships with local business through an alternative to education - "The Jobs 2000" program.

Beyond the local school system there are seven colleges and Universities are within 40 miles of the community:

- [University of Vermont](#) (Burlington, VT; Full time enrollment: 11,566)
- [Saint Michael's College](#) (Colchester, VT; Full time enrollment: 2,336)
- [Vermont Technical College](#) (Williston, VT; Full time enrollment: 3,394)
- [Champlain College](#) (Burlington, VT; Full time enrollment: 2,623)
- [SUNY College at Plattsburgh](#) (Plattsburgh, NY; Full time enrollment: 5,934)
- [Norwich University](#) (Northfield, VT; Full time enrollment: 4,221)
- [Middlebury College](#) (Middlebury, VT; Full time enrollment: 3,077)

GOVERNANCE AND ORGANIZATION

The government of Essex derives its authority from a combination of Vermont statute and separate charters for the Town of Essex and the Village of Essex Junction. The Town of Essex includes the Village of Essex Junction and Village residents are also Town residents. The Town of Essex adopted its charter in 1763, with voters accepting a redrawn charter in 1971. The Village formed in 1893, when residents wanted more services than the rest of the Town was willing to support and successfully petitioned the Vermont Legislature for a Village Charter. A Village President and a board of four Trustees, whose duties are similar to those of the Town's Selectboard, oversee the Village government. In the Town, five people are elected to the Selectboard for staggered three-year terms. The Town charter gives the Selectboard powers that include the provision of police and fire protection, acquisition of land, adoption and enforcement of ordinances, and dog control. The Selectboard also appoints volunteers to several boards and committees that serve the Town in



various regulatory or advisory capacities. The Town operates under a council-manager form of government. Selectboard members are elected at large by all residents of the Town, including Village residents. The Unified Manager is the chief administrative officer for the Town and is appointed by and reports to the five-member Selectboard in the capacity of Town Manager. A portion of the Unified Manager's time is contracted to Essex Junction by written agreement.

Essex Junction is an incorporated village within the Town of Essex and also operates under a council-manager form of government. The Unified Manager is also the chief administrative officer for the Village through the agreement between the Town Selectmen and the Village Trustees and reports to the five-member Board of Trustees in the capacity of Village Manager. The Board of Trustees is the governing, legislative body for the municipality of the Village of Essex Junction, and is elected at large within the Village. After each Annual Meeting, one of the Trustees is elected by the other Trustees to the office of Village President. The Village President is the Chairperson of the Board of Trustees and presides at the Trustee meetings. The three-year terms of the Trustees are staggered to provide continuity.

The Town of Essex operates the following departments: Assessor, Community Development, Finance, Fire, Library, Parks & Recreation, Police, Public Works, and Town Clerk. The Village of Essex Junction operates its own Community Development, Fire, Library, and Recreation & Parks offices, as well as a Wastewater Treatment Facility that serves Essex, Essex Junction, and Williston. The Highway Department is consolidating with the Town.

CONSOLIDATION & UNIFIED MANAGEMENT

The Town and Village began sharing organizational management oversight and direction in 2013, when the Town and Village agreed to share the services of the long serving Essex Town Manager. The unified management relationship has proven beneficial for both entities and the Town Selectmen and Village Trustees are in agreement to maintain and enhance this structure, while continuing to explore and pursue opportunities for collaborative / cooperative municipal service relationships.

Additional information about the structure can be found below:

- [Town & Village Consolidation Documents](#)
- [Town & Village Merger Information](#)
- [Merger Task Force Charge and Minutes](#)

BUDGET

The Village of Essex Junction Audits can be viewed [here](#).

The Town of Essex Audits can be viewed at [here](#).

The Town of Essex's budget can be reviewed [here](#).

The Village of Essex Junction's budget can be viewed [here](#).

ADDITIONAL INFORMATION

For further information visit the [Municipal Resources website](#) or contact Don Jutton at djutton@mrigov.com. To apply submit a resume and cover letter in PDF format to recruitment@mrigov.com.

Applications must be submitted by October 20, 2017 by 8am EST.

