

CITY MANAGER RECRUITMENT PLANNING COMMITTEE AGENDA

Remote Meeting Only
Essex Junction, VT 05452
Monday, April 18, 2022
5:30 PM

E-mail: manager@essexjunction.org

www.essexjunction.org

Phone: (802) 878-6951

This meeting will be remote participation only. Available options to join the meeting:

- JOIN ONLINE:
<https://us06web.zoom.us/j/85803213705?pwd=aWdrVHp1dER5Yy9YbzF5OXQzd3N4UT09>
- JOIN CALLING: (toll free audio only): (888) 788-0099 | Meeting ID: 858 0321 3705

1. **CALL TO ORDER** [5:30 PM]
2. **PUBLIC TO BE HEARD**
3. **MINUTES APPROVAL**
 - a. Consider approval of the April 4 meeting minutes
 - b. Consider approval of the April 11 meeting minutes
4. **BUSINESS ITEMS**
 - a. Discuss City Manager surveys – community, staff, Trustees
 - b. Discuss Department Head & Trustee interview questions and process
 - c. Discuss community profile content and format
 - d. Discuss advertising locations plan
 - e. Discuss survey results review process and ideal candidate profile development
 - f. Review next steps – survey results inform ideal candidate profile & job ad created
 - g. Set next meeting date & time
5. **ADJOURN**

This agenda is available in alternative formats upon request. Meetings of Village committees, like all programs and activities of the Village of Essex Junction, are accessible to people with disabilities. For information on accessibility or this agenda, call the Manager's office at 878-6944.

Certification: 4/16/22 Brad Luck

CITY MANAGER RECRUITMENT PLANNING COMMITTEE DELIVERABLES

With input opportunities from the Trustees, the public, staff, and department heads:

- Identify a recruitment timeline & strategy
- Create a community profile
- Identify the desired qualities/experiences/education of the ideal candidate
- Create a job posting
- Identify recruitment outreach and advertising plan

**VILLAGE OF ESSEX JUNCTION
CITY MANAGER RECRUITMENT PLANNING COMMITTEE
DRAFT MINUTES OF MEETING
APRIL 4, 2022**

MEMBERS PRESENT: Maggie Massey, Bridget Meyer, Mary Moyer, Mike Plageman, Gabrielle Stevenson, Mike Thorne, George Tyler

ADMINISTRATION: Brad Luck, Essex Junction Recreation & Parks Director/Interim Co-Manager

OTHERS PRESENT: None

1. CALL TO ORDER

Mr. Luck called the meeting to order at 5:45 PM.

2. PUBLIC TO BE HEARD

a. Comments from Public on Items Not on Agenda

None.

3. BUSINESS ITEMS

a. Discuss Committee Deliverables and Identify Action Steps

Ms. Meyer said that the committee has three main deliverables: a survey, a community profile, and advertising suggestions. She said that the committee hopes to complete the survey tonight, and the community profile at the next meeting. Ms. Meyer said that she hopes that Essex Junction is ready to begin advertising for the City Manager by May 1. The committee discussed a list of survey questions, which include the following:

- What are the 3 most important issues, challenges, and opportunities facing the City of Essex Junction that the new City manager would need to help the Trustees address?
- What background skills and experiences are the most critical for the new City Manager to succeed in Essex Junction?
- What management and leadership attributes should the next City Manager have?
- How would you like the new City Manager to interact with the community?
- Do you have any recommendations of where we should advertise for the City Manager position?
- Is there anything else you would like the Trustees to consider when selecting a new City manager?
- What management style brings out your best? (for staff)

Mr. Thorne clarified that the last question would be answered via face to face discussions between selected staff and members of the committee. The remainder of the survey will be distributed digitally. No demographic or residency information will be collected from respondents. Ms. Massey suggested including multiple choice questions for ease of answering, all agreed that this is a good idea. Mr. Plageman will work on finalizing the questions and will send the results to the Committee for their review. Mr. Luck suggested separating the survey by staff, Trustee, and community member responses to the survey. Mr. Tyler suggested sending

letters to all municipal managers in surrounding communities to see if they can encourage friends or colleagues to apply. Mr. Tyler will also work on developing a community profile for Essex Junction.

The Committee reviewed and approved the minutes from March 28 unanimously.

b. Set Next Meeting Date & Time

The Committee scheduled their next meeting for Monday, April 11 at 5:30 PM.

4. ADJOURNMENT

The City Manager Recruitment Committee adjourned at 6:20 PM.

Respectfully submitted,
Darby Mayville

**VILLAGE OF ESSEX JUNCTION
CITY MANAGER RECRUITMENT PLANNING COMMITTEE
DRAFT MINUTES OF MEETING
APRIL 11, 2022**

MEMBERS PRESENT: Maggie Massey, Bridget Meyer, Mary Moyer, Mike Plageman, Gabrielle Stevenson, Mike Thorne, George Tyler

ADMINISTRATION: Brad Luck, Essex Junction Recreation & Parks Director/Interim Co-Manager

OTHERS PRESENT: None.

1. CALL TO ORDER

Ms. Meyer called the meeting to order at 5:35 PM.

2. PUBLIC TO BE HEARD

a. Comments from Public on Items Not on Agenda

None.

3. BUSINESS ITEMS

a. Discuss community survey re: City Manager

The committee discussed the questions in the updated survey, with the addition of quantified questions.

The questions include the following:

- From the list below please select the three most important issues, challenges, and opportunities facing the City of Essex Junction? Options include: Development (too much/too little), Community Services (too few/too much), Municipal Taxes, Public Safety, Housing Costs, and Other.
- What skills and experiences are most important for the new City Manager to succeed in Essex Junction? Options include: Prior Experience in Municipal Administration, Budgeting and Financial Management Skills, Communications and Interpersonal Skills, Organizational and Management Skills, Success with Community Development and Planning, Success with Economic Development, Leadership and Strategic Planning, Experience with Enabling/Fostering Diversity, Skills with Group Facilitation and Collaboration.
- What management and leadership attributes should the next City Manager have? Options include: Approachable & Personable, Enthusiastic, Attention to Detail, Open Minded/Creative, Intellectually Curious, Strategic and Critical Thinking, Patient, Motivating, Collaborative, Adaptable and Other.
- How would you like the new City Manager to interact with the community? Options include: Open Forum Town Hall, Meet & Greet/Coffee Chats, Community Events, Zoom Meetings, Office Hours, and Other.
- In a few words, what should the Trustees consider when selecting the new City Manager?

- Do you have any recommendations of where we should advertise for the City Manager position?
- What management style brings out your best? (for in-person interviews with staff)

Mr. Plageman will send the uploaded question list to Mr. Luck and Ms. Massey for their review. The survey will be sent out this week, with a slightly different version sent to the Trustees and staff.

b. Discuss Trustee input opportunity re: City Manager

Not discussed.

c. Discuss staff and department head input opportunity re: City Manager

The Committee discussed whether or not the survey above would be used in these interviews. They decided that it would be a good starting point, but that additional open-ended feedback would be desired. Mr. Luck said that the most important thing to glean from the interviews with the Trustees and Department Heads is the essence of the community. Mr. Tyler said that the departments are functioning very well, and it is important to have someone who will respect the work that existing department heads are doing.

d. Discuss community profile

The Committee reviewed a draft community profile, and will review in more detail at their next meeting.

e. Identify next steps

The community profile will be discussed in more detail at the next meeting.

f. Set next meeting time & date

The committee will hold their next meeting on Monday, April 18 at 5:30 PM.

4. ADJOURNMENT

The City Manager Recruitment Committee adjourned at 6:45 PM.

Respectfully submitted,
Darby Mayville

Essex Junction City Manager Search - Input Opportunity

The Trustees and the City Manager Recruitment Committee are asking community members to weigh in on the qualities and skills they would value most in their new City Manager. Your answers will help the Recruitment Committee create an ideal candidate profile, write a job ad, and establish applicant review criteria. All opinions are welcome and will be kept confidential.

This survey can be found here: <https://forms.gle/D2ETi55b5H135z749>.

If you have additional information you would like to share, you can reach out to the committee co-chairs Bridget Downey-Meyer at (802) 879-5409 or Mike Plageman at (802) 879-1989.

The finalized job posting will be advertised in a variety of outlets starting in early May. The Committee thanks you for your time and your response.

This survey will close on Wednesday, April 27.

Essex Junction City Manager Search

The Trustees and the City Manager Recruitment Committee are asking community members to weigh in on the qualities and skills they would value most in their new City Manager. Your answers will help the Recruitment Committee create an ideal candidate profile, write a job ad, and establish applicant review criteria. All opinions are welcome and responses will be anonymous.

If you have additional information you would like to share, you can reach out to the committee co-chairs Bridget Downey-Meyer at (802) 879-5409 or Mike Plageman at (802) 879-1989.

The finalized job posting will be advertised in a variety of outlets starting in early May. The Committee thanks you for your time and your response.

This survey will close on Wednesday, April 27.



bradmluck@gmail.com (not shared) [Switch account](#)



* Required

What are the most important challenges facing the City of Essex Junction?
(Please indicate the 4 most important to you)

- ☐ Public Safety
- ☐ Housing Costs
- ☐ Municipal Taxes
- ☐ Too Much Development
- ☐ Too Little Development
- ☐ Too Many Community Services
- ☐ Too Few Community Services
- ☐ Aging Municipal Infrastructure (Streets, Sidewalks, etc)
- ☐ Other:



What skills and experiences are most important for the new City Manager to succeed in Essex Junction? (Please indicate the 5 most important to you) *

- ☐ Prior Experience in Municipal Administration
- ☐ Budgeting and Financial Management Skills
- ☐ Communication and Interpersonal Skills
- ☐ Organizational and Management Skills
- ☐ Success with Community Development and Planning
- ☐ Success with Economic Development
- ☐ Experience with Labor Relations and Human Resources
- ☐ Leadership and Strategic Planning
- ☐ Experience with Enabling/Fostering Diversity
- ☐ Skills with Group Facilitation and Collaboration
- ☐ Other:



What management and leadership attributes should the next City Manager have?
(Please indicate the 5 most important to you)

- ☐ Open-Minded/Creative
- ☐ Approachable/Personable
- ☐ Enthusiastic
- ☐ Intellectually Curious
- ☐ Patience
- ☐ Strategic and Critical Thinking
- ☐ Adaptable
- ☐ Attention to Detail
- ☐ Motivating
- ☐ Collaborative
- ☐ Other:

How would you like the new City Manager to interact with the community?
(Please indicate the 3 most important to you)

- ☐ Large Community Gatherings
- ☐ Open Forum Town Halls
- ☐ Meet and Greet/Coffee Chat
- ☐ Community Events
- ☐ Zoom Meetings
- ☐ Office Hours
- ☐ Other:



In a few words, what else should the Trustees consider when selecting the new City Manager?

Your answer

Do you have any recommendations on where we should advertise for this position?

Your answer

Submit

Clear form

Never submit passwords through Google Forms.

This content is neither created nor endorsed by Google. [Report Abuse](#) - [Terms of Service](#) - [Privacy Policy](#).

Google Forms



City Manager Input Opportunity for Village Staff

Brad Luck <bluck@ejrp.org>

Sat 4/16/2022 11:16 AM

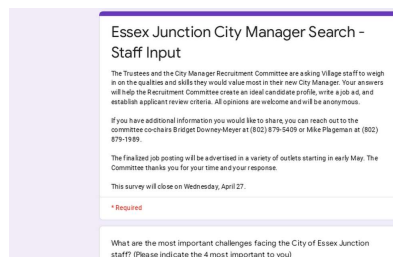
Cc: Bridget Meyer <bridgetdowneymeyer@gmail.com>; MICHAEL PLAGEMAN <kmplageman@comcast.net>

Bcc: Village of Essex All Users <EssexJct@Essexjunction.org>

Hello Village Staff-

On behalf of the City Manager Recruitment Planning Committee, please find below a link to a City Manager survey for staff. The Committee wants your input and it is a chance for you to influence the recruitment and hiring efforts for the new manager.

Here is the survey: <https://forms.gle/7FronhWsKjzt91AG7>



The screenshot shows a survey form titled "Essex Junction City Manager Search - Staff Input". The text on the form explains that the Trustees and the City Manager Recruitment Committee are asking Village staff to weigh in on the qualities and skills they would value most in their new City Manager. It states that answers will help the Recruitment Committee create an ideal candidate profile, write a job ad, and establish applicant review criteria. All options are welcome and will be anonymous. It also provides contact information for committee co-chairs Bridget Downey Meyer at (802) 879-5459 or Mike Plageman at (802) 879-1989. A note mentions that the finalized job posting will be advertised in a variety of outlets starting in early May. The survey will close on Wednesday, April 27. A red asterisk indicates a required question: "What are the most important challenges facing the City of Essex Junction staff? (Please indicate the 4 most important to you)".

Essex Junction City Manager Search - Staff Input

The Trustees and the City Manager Recruitment Committee are asking Village staff to weigh in on the qualities and skills they would value most in their new City Manager. Your answers will help the Recruitment Committee create an ideal candidate profile, write a job

[forms.gle](https://forms.gle/7FronhWsKjzt91AG7)

I have cc'd the co-chairs of the committee, Bridget Meyer and Mike Plageman. Feel free to reach out to them if you have any questions.

The survey is open through April 27.

Thanks.

-Brad


Essex Junction City Manager Search - Staff Input

The Trustees and the City Manager Recruitment Committee are asking Village staff to weigh in on the qualities and skills they would value most in their new City Manager. Your answers will help the Recruitment Committee create an ideal candidate profile, write a job ad, and establish applicant review criteria. All opinions are welcome and will be anonymous.

If you have additional information you would like to share, you can reach out to the committee co-chairs Bridget Downey-Meyer at (802) 879-5409 or Mike Plageman at (802) 879-1989.

The finalized job posting will be advertised in a variety of outlets starting in early May. The Committee thanks you for your time and your response.

This survey will close on Wednesday, April 27.

 **bluck@ejrp.org** (not shared) [Switch account](#)



* Required

What are the most important challenges facing the City of Essex Junction staff?
(Please indicate the 4 most important to you)

- ☐ Transition away from Town and into City
- ☐ Wage levels - staying competitive with other municipalities
- ☐ Healthcare contributions
- ☐ Addressing aging buildings
- ☐ Working with the public in today's society
- ☐ 2 Lincoln renovations/accommodating all staff
- ☐ Potential budget challenges without more economic development (grand list growth)
- ☐ Aging Village workforce/future retirements
- ☐ Other:



What skills and experiences are most important for the new City Manager to succeed in Essex Junction? (Please indicate the 5 most important to you) *

- ☐ Prior Experience in Municipal Administration
- ☐ Budgeting and Financial Management Skills
- ☐ Communication and Interpersonal Skills
- ☐ Organizational and Management Skills
- ☐ Success with Community Development and Planning
- ☐ Success with Economic Development
- ☐ Experience with Labor Relations and Human Resources
- ☐ Leadership and Strategic Planning
- ☐ Experience with Enabling/Fostering Diversity
- ☐ Skills with Group Facilitation and Collaboration
- ☐ Other:



What management and leadership attributes should the next City Manager have?
(Please indicate the 5 most important to you)

- ☐ Open-Minded/Creative
- ☐ Approachable/Personable
- ☐ Enthusiastic
- ☐ Intellectually Curious
- ☐ Patience
- ☐ Strategic and Critical Thinking
- ☐ Adaptable
- ☐ Attention to Detail
- ☐ Motivating
- ☐ Collaborative
- ☐ Other:

How would you like the new City Manager to interact with staff? (Please indicate the 3 most important to you)

- ☐ Large All-Staff In-Service Gatherings
- ☐ Department Based Meetings
- ☐ Meet and Greet/Coffee Chats
- ☐ Staff Social Opportunities
- ☐ Zoom Meetings
- ☐ Office Hours
- ☐ Other:



In a few words, what else should the Trustees consider when selecting the new City Manager?

Your answer

Do you have any recommendations on where we should advertise for this position?

Your answer

Submit

Clear form

Never submit passwords through Google Forms.

This form was created inside of Essex Junction Recreation & Parks. [Report Abuse](#)

Google Forms



Trustee City Manager Survey

Brad Luck <bluck@ejrp.org>

Sat 4/16/2022 10:47 AM

Cc: Bridget Meyer <bridgetdowneymeyer@gmail.com>; Michael Plageman <kmplageman@comcast.net>

Bcc: Andrew Brown <abrown@essexjunction.org>; Rajan Chawla <raj@rajchawla.com>; Amber Thibeault <AThibeault@essexjunction.org>; George Tyler <gtyler@essexjunction.org>; Daniel Kerin <dkerin@essexjunction.org>

Hello Trustees-

On behalf of the Recruitment Committee, please find below a survey to garner your thoughts about the next City Manager. A similar survey is going out to the community at-large and staff, however there is a separate survey for each group so that we can best track our results.

As mentioned in the survey, a member of the committee will be reaching out to each Trustee individually to arrange a time for an in-person or phone interview on a few additional questions.

When they reach out, we would appreciate you working with them to accomplish this as soon as possible.

Here is the survey link: <https://forms.gle/uedLxLh89ZyDxkX76>.

The survey is open until April 27.

Please let Bridget or Mike, the committee co-chairs, know if you have any questions.

Thanks.

-Brad

Essex Junction City Manager Search - Trustee Input

The City Manager Recruitment Committee is asking for the Trustees to weigh in on the qualities and skills they would value most in their new City Manager. Your answers will help the Recruitment Committee create an ideal candidate profile, write a job ad, and establish applicant review criteria.

Also, a member of the committee will be reaching out to each Trustee individually to arrange a time for an in-person or phone interview on a few additional questions. When they reach out, we would appreciate you working with them to accomplish this as soon as possible.

If you have additional information you would like to share, you can reach out to the committee co-chairs Bridget Downey-Meyer at (802) 879-5409 or Mike Plageman at (802) 879-1989.

This survey will close on Wednesday, April 27.



bluck@ejrp.org (not shared) [Switch account](#)



* Required

What are the most important challenges facing the City of Essex Junction?
(Please indicate the 4 most important to you)

- ☐ Public Safety
- ☐ Housing Costs
- ☐ Municipal Taxes
- ☐ Too Much Development
- ☐ Too Little Development
- ☐ Too Many Community Services
- ☐ Too Few Community Services
- ☐ Aging Municipal Infrastructure (Streets, Sidewalks, etc)
- ☐ Other:



What skills and experiences are most important for the new City Manager to succeed in Essex Junction? (Please indicate the 5 most important to you) *

- ☐ Prior Experience in Municipal Administration
- ☐ Budgeting and Financial Management Skills
- ☐ Communication and Interpersonal Skills
- ☐ Organizational and Management Skills
- ☐ Success with Community Development and Planning
- ☐ Success with Economic Development
- ☐ Experience with Labor Relations and Human Resources
- ☐ Leadership and Strategic Planning
- ☐ Experience with Enabling/Fostering Diversity
- ☐ Skills with Group Facilitation and Collaboration
- ☐ Other:



What management and leadership attributes should the next City Manager have?
(Please indicate the 5 most important to you)

- ☐ Open-Minded/Creative
- ☐ Approachable/Personable
- ☐ Enthusiastic
- ☐ Intellectually Curious
- ☐ Patience
- ☐ Strategic and Critical Thinking
- ☐ Adaptable
- ☐ Attention to Detail
- ☐ Motivating
- ☐ Collaborative
- ☐ Other:

How would you like the new City Manager to interact with the community?
(Please indicate the 3 most important to you)

- ☐ Large Community Gatherings
- ☐ Open Forum Town Halls
- ☐ Meet and Greet/Coffee Chat
- ☐ Community Events
- ☐ Zoom Meetings
- ☐ Office Hours
- ☐ Other:



In a few words, what else should the Trustees consider when selecting the new City Manager?

Your answer

Do you have any recommendations on where we should advertise for this position?

Your answer

Submit

Clear form

Never submit passwords through Google Forms.

This form was created inside of Essex Junction Recreation & Parks. [Report Abuse](#)

Google Forms



Profile: City of Essex Junction

Essex Junction is a progressive, growing, high-quality-of-life small city in the heart of Chittenden County, within a short distance to the University of Vermont and the UVM Medical Center, Champlain College, St. Michael's College, Burlington International Airport, and the shores of Lake Champlain. Boston, New York City, and Montreal are all within a reasonable drive and are also accessible by commuter flights, bus service, and Amtrak.

Of the 10,590 Essex Junction residents counted in the 2020 census, 27% are under 18, 58% are 19-65, and 15% are over 65; approximately 82% identify as White, 1% as Black, 10% as Asian, 2 % as Hispanic, and 5% as two or more races or Other. The median household income is \$80,019, and 48% of residents have a bachelor's degree or higher. Essex Junction is a core member of the Essex-Westford School District, consistently ranked among the best in the state for special services, test scores, and college acceptance.

Global Foundries, a major microchip manufacturer, is the City's largest private employer. Other nearby large employers include the University of Vermont, UVM Medical Center, and the Vermont Air National Guard base in South Burlington.

With 4,500 households in 4.6 square miles interlaced with sidewalks and mostly residential streets, the city has a neighborly, tree-lined, family-friendly feel. The community prioritizes investment in education, health-wellness, and recreation. Besides a full slate of year-round recreation programs and community activities, the Essex Junction Parks and Recreation Department offers licensed pre-school and childcare programs. The Brownell Library is the state's second largest municipal library and is located next to the Essex Area Senior Center, which is operated jointly by Essex Junction and Essex Town.

In 2014 the City began intensive collaborations with private developers and state agencies to revitalize its small historic downtown with the aim of creating a lively and sustainable high-density residential-commercial core. Among other improvements, four multi-story commercial-residential buildings were constructed between 2015-2022, providing over 200 new housing units, including 42 units of senior housing. In the same period the city received over \$8 million in state and federal funds for major infrastructure projects in the downtown core and is on track to receive an additional \$3.5 million in federal funds to renovate the Essex Junction Amtrak Station, the state's busiest.

With its comfortable, walkable neighborhoods and its easy accessibility to Burlington and the diverse employment and educational opportunities of Chittenden County, and the excellent, year-round recreational opportunities of the Green Mountains and Lake Champlain, Essex Junction has become one of Northern Vermont's most desirable communities for those seeking to create their own, meaningful work-life balance.

Memorandum

9/30/2021

From the Office of the Mayor of Winooski

Kristine Lott, Mayor
klott@winooski.vt.gov

To: Winooski City Council

Re: Update on City Manager Hiring Process – search extension

Overview

Per the City of Winooski Charter (§ 101 (b)), the City Council is responsible for the hiring and appointment of the City Manager. The Council is further charged with appointing a City Manager “solely on the basis of executive and administrative qualifications”. At the March 15th meeting of the City Council, a [hiring process](#) was approved including the establishment of a City Manager Search Committee to screen and interview candidates and select finalists for the City Council to interview. The City Council interviewed finalists at the end of August, and selected two to advance to the final interview phase: a public presentation at the September 20th City Council meeting. At a special meeting on September 27th, the Council voted in favor of extending the search.

The purpose of this memo is to outline the prior search process and potential recommendations for improving the process so that Council can decide how to move forward with the search for the next City Manager.

Hiring Process Outline

- Search Committee
 - A search committee was appointed by Council with the intention of bringing diverse community representatives into the search process. The committee included: The Mayor and one Councilor, HR Manager and one other Department Head, one non-department head staff member, a local business owner, a representative of the Winooski School District, a representative of a partner/community organization specifically serving New American populations, and a resident at-large.
 - The Equity Director joined the committee once hired and onboarded.
 - Anti-bias and equity guidance were provided to committee members and discussed during meetings.
 - A meeting schedule was agreed upon by committee members, and stipends were offered for participation.
- In April and May, the Committee met to discuss competencies for the City Manager role, approve a job description, and select [questions](#) to ask candidates in first round interviews. These meetings



were open to the public, advertised, and public input was solicited through regular outreach: Agenda posting, social media, City alerts, and direct outreach by committee members.

- Job was posted on April 28, 2021 at the following outlets, with the intention of reaching a diverse candidate pool:
 1. ICMA
 2. National League of Cities (NLC)
 3. National Forum for Black Public Administrators
 4. Vermont Professionals of Color Network
 5. Vermont League of Cities and Towns
 6. International Network of Asian Public Administrators
 7. Seven Days Ad
 8. LinkedIn
 9. Local Government Hispanic Network
 10. Bright Leadership Institute
 11. VLCT Equity Council
 12. Women Leading Government (VT and National)
 13. RISPNET
 14. State Racial Equity Council
 15. Vermont Center for Independent Living (VCIL)
 16. Pride Center
 17. Peace and Justice Center
 18. VT Partnership for Fairness and Diversity
 19. Vermont Works for Women
 20. Champlain/Rutland/Windham Area NAACP
 21. Howard University Graduate School
 22. Harvard Kennedy School
 23. Winooski School District
- In June, the committee met in executive session to review and select applications for invitation to interview. Interviews were conducted in early July and followed by a final meeting July 27 to evaluate candidates and determine recommendations for advancing to City Council.
- Committee recommendations were shared with the City Council at the August 2 meeting, including 3 semi-finalists, additional questions and topics for the Council to use in their interviews, and suggestions for increasing public engagement. The City Council used these recommendations to draft a list of questions to ask finalists during the second interview, and to create a selection of topics for finalists to present on to the public.
- Council interviewed 3 finalists at the end of August, offering candidates the choice of socially distanced and masked in-person interviews or Zoom.
- At the September 7 City Council meeting, Council chose to advance 2 of the 3 finalists to the public presentation. Later that week, one of the 2 finalists withdrew after accepting another offer.
- The remaining finalist was given the opportunity to do a 10-minute presentation for the public at the September 20 City Council meeting. The meeting was advertised in the normal City outlets, as



well as via a flyer distributed to partners by the Equity Director, and direct outreach by members of Council. Public input was invited live during the meeting or for the 7 days following via an online form on the City's website or written feedback dropped off at City Hall or the O'Brien Community Center. The meeting was attended by one person in public at City Hall, 6 people via Zoom, and 2 families at the O'Brien Community Center where the meeting was live streamed and childcare was provided.

- Following the public presentation, the finalist was invited to an informal meet and greet with the City's Leadership Team staff. Staff asked the candidate questions and wrote emails to City Council with their feedback.
- The City Council met on September 27 to evaluate all input on the final candidate and chose not to move forward with an offer.

Equity Director Recommendations

The City Council met with the Equity Director in Executive Session on September 20 as well to hear feedback on the hiring process. The recommendations included:

- Widen search by partnering with a firm (examples):
 - <https://sparksgroupinc.com/diversity-recruiting/>
 - <https://tgsus.com/technology-executive-search/diversity-recruiting/>
- Balance streamlining process so it's more efficient, while ensuring a thoughtful approach.
 - Thoughtful does not have to mean slow.
 - Building the structure around vacation schedules of the people of privilege on the hiring team is NOT equitable nor inclusive.
 - Commit to timeframe and STICK TO IT.
 - Don't begin a search if members aren't prepared to commit the time to interviews, etc.
 - The longer the process takes, the more likely you are to lose ideal candidates.
- Be more transparent in the process.
 - Every step needs to be available to the public.
 - Involve the public whenever you see an opportunity.
 - Transparency builds trust among the community.
- Be more proactive with inclusivity.
 - Council needs to take a larger part in the logistics and outreach.
 - Winooski needs to SEE you being involved with those outside of your own comfort zones/ingroup.
 - That will show you are supportive of ALL residents and thinking about communities for whom you don't identify with.
 - That creates buy-in for the decisions making of the council i.e. Hires.
- Remember this is only a piece of the puzzle.
 - The systems we are utilizing are NOT adaptive.



- To provide more inclusivity and be more attractive to potential candidates, we need to avoid catering to the status quo.
 - Open-ended, innovative approaches, questions and formats.
 - i.e. if asking for a presentation, remove the barriers around choice and allow the candidate to present on a topic of their own, without providing a list of choices. This will provide the opportunity to ascertain if the candidate has initiative, interest and also understands thoroughly the priorities of the city.
 - A good change would be, "Please show us what your first 3 months will look like and what can people expect as tangible outcomes from your work?"
- Focus on skills, NOT on qualifications or experience- Is the person proving they can do the job by giving answers that demonstrate their skillset.
- Be sure to speak to how this position will be supported; don't wait for the candidate to ask you that question. BE SPECIFIC.

Candidate Feedback takeaways

The Mayor was able to speak with one of the top 3 candidates and has summarized takeaways from their feedback:

- Overall thought the process was fair and made sense.
- Liked that we offered Zoom or in-person but felt there were tradeoffs to each format.
- Longer, compound questions in the second interview were harder to keep track of. Would have preferred to see them written down, or have interviewers restate the question if the candidate did not address all parts.
- The first interview felt more conversational, with interviewers providing affirmation or asking follow-up questions, allowing more opportunity to infer information.
- We could consider offering more questions in writing or having them available in writing in the moment, telling candidates that they can pass on a question and ask to come back to it later.



	Unit Cost	Duration		
ICMA (International City Managers Assoc.)	\$ 800.00	30 days		
NLC (National League of Cities)	\$ 580.00	30 days	With featured and social media	
VLCT (Vermont League of Cities and Towns)	\$ -	open		
NHMA (New Hampshire Municipal Assoc.)	\$ 150.00	60 days		
MMA (Maine Municipal assoc)	\$ 75.00	30 Days		
MMA (Massachusettes Municipal assoc)	\$ 600.00	30 Days		
CCM-CT (connecticut Conference of Municipalities)	\$ 300.00	30 days		
NYCOM (New York State Conf. of Mayors and Municipal Officials)				
NY towns (Association of Towns)				
Zip Recruiter	\$ 299.00	30 days	Auto Renewal	
Indeed	\$ 47.00		Per Application up to 40	
Idealist.org				
Times Argus				
7 days	\$ 629.50	1 week		
Linked In				
Facebook	\$ -			
City Website	\$ -			