



**CITY MANAGER  
RECRUITMENT PLANNING COMMITTEE  
AGENDA**

*Remote Meeting Only  
Essex Junction, VT 05452  
Monday, May 9, 2022  
5:30 PM*

E-mail: [manager@essexjunction.org](mailto:manager@essexjunction.org)

[www.essexjunction.org](http://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 (audio only): (888) 788-0099 | Meeting ID: 858 0321 3705 | Passcode 580010

1. **CALL TO ORDER** [5:30 PM]
2. **PUBLIC TO BE HEARD**
3. **MINUTES APPROVAL**
  - a. Consider approval of the May 2 meeting minutes
4. **BUSINESS ITEMS**
  - a. Discuss and adopt ideal candidate profile
  - b. Discuss and adopt community profile
  - c. Discuss and adopt job ad
  - d. Discuss and adopt advertising & outreach plan
  - e. Determine if another meeting is needed, if so – discuss next meeting date & time
5. **ADJOURN**

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Certification: 5/6/22 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  
MAY 2, 2022**

**MEMBERS PRESENT:** Maggie Massey, Bridget Meyer, Mary Moyer, Mike Plageman, Gabrielle Stevenson, George Tyler  
**ADMINISTRATION:** Brad Luck, Essex Junction Recreation & Parks Director/Interim Co-Manager  
**OTHERS PRESENT:** None

**1. CALL TO ORDER**

Mr. Plageman called the meeting to order at 5:34 PM.

**2. PUBLIC TO BE HEARD**

**a. Comments from Public on Items Not on Agenda**

None.

**3. MINUTES APPROVAL**

**a. Consider approval of the April 25 meeting minutes**

**MOTION by BRIDGET MEYER, seconded by GEORGE TYLER to approve the minutes of April 25. All in favor, motion passed.**

**4. BUSINESS ITEMS**

**a. Discuss City Manager survey & interview results to develop “ideal candidate profile”**

The Committee reviewed the qualitative and quantitative results of the survey. The survey results will be further reviewed at next week’s meeting. The committee will be focusing on the top three responses in each category to determine what the community, staff and Trustees feel is most important. Ms. Massey created a word cloud to show the most critical terms used by respondents. The Committee discussed the value of breaking up staff responses based on department, and looked at multiple similarities between the responses of the Trustees, staff, and community members.

**b. Discuss community profile content and format**

Mr. Tyler presented the draft, and the committee made minor edits. Mr. Tyler will be utilizing the survey and interview data to create a narrative of the ideal candidate, which will be sent out to the committee by this coming Friday.

**c. Discuss advertising locations plan**

The initial ad will be published for thirty days. The Committee also discussed the possibility of utilizing an executive recruiter, and the fact that it would be done only if the first advertising attempt is unsuccessful. The Committee decided to utilize as many forms of outreach as possible for the job posting. They also discussed how governing in New England is unique to the rest of the country, and that a candidate with this familiarity would be preferable. Mr. Plageman will research to determine the major publications in the New England states. While staff will take

care of submitting the advertisement to paid sources, members of the Committee will sign up to send the advertisement to the free sources.

**d. Discuss drafting of “typical” job ad**

The committee discussed potential limitations/specifications for publication. The full advertisement will be on the website, and shorter versions will be included in paid publications. Ms. Massey will draft the full job advertisement and present it to the committee at their next meeting.

**e. Set next meeting date & time**

The committee plans to meet on Monday, May 9 at 5:30 PM. They also discussed the potential of a joint meeting with the Hiring Planning Committee in the future. Mr. Luck detailed the work that the Hiring Committee has done and explained the hiring timeline that they have created.

**5. ADJOURNMENT**

The City Manager Recruitment Committee adjourned at 6:43 PM.

Respectfully submitted,  
Darby Mayville

## **A NEW MANAGER FOR THE NEW CITY OF ESSEX JUNCTION: *IDEAL CANDIDATE PROFILE***

The City of Essex Junction, formerly the Village of Essex Junction, will become Vermont's newest and fourth largest city on July 1, 2022, and we're searching for a manager to keep us strong and guide us through this transformative chapter in our community's 130-year history.

### **OUR NEW CITY MANAGER SHARES OUR COMMITMENT TO:**

- Creating a forward-thinking municipal culture that embraces equity and inclusion as essential elements of good governance.
- Maintaining and rebuilding our infrastructure to meet the challenges of climate change and protecting the magnificent ecosystems of Northern Vermont and Lake Champlain
- Re-envisioning our 19<sup>th</sup> century downtown as a well-designed, thriving, family-friendly, walkable urban center.
- Enriching our quality of life by investing in education, public-engagement, and recreation, and providing community resources that enable healthy, active living.
- Caring for each other as neighbors with a shared stake in our collective wellbeing.

### **WHO ARE WE LOOKING FOR?**

Our ideal candidate knows that successful managers achieve their goals by prioritizing collaboration, teamwork, and two-way communication. The manager provides the foundation of fairness, responsibility, and trust upon which the staff relies, and which sets the tone for intelligent governance. Being approachable, open-minded, and intellectually curious are not just desirable personal qualities but necessary tools for getting the job done.

Although our city charter is new, our municipal departments have decades of history and are led by experienced professionals whose dedication and high standards helped establish Essex Junction as one of Vermont's premier communities. Our new manager knows that becoming the leader of this team means learning how to support their efforts and provide the strategic vision and positive energy to help them succeed.

The new city manager thrives on public engagement, whether in large, town-hall settings or one-to-one encounters, and enthusiastically embraces the role of being the face and voice of our community. The manager works closely with city councilors to establish bonds of trust and help them develop financially prudent and legally sound policies.

Our ideal candidate comes to us with a demonstrated commitment to fiscal responsibility and a solid grasp of the basics of municipal budgeting. Our successful candidate is comfortable operating within the policy and statutory framework of local and state government and can enthusiastically pivot from working with the city attorney on a complex environmental issue to helping the public works director develop a funding request for the city council to participating in a citizen-led planning effort for a community event.

### SOME IMMEDIATE CHALLENGES:

- The new manager must work closely with the city finance director to develop our first city budget as we complete the process of disengaging our finances and shared municipal operations from Essex Town and transition away from being an incorporated village within the Town to becoming a fully independent city.
- The new manager must help oversee multiple infrastructure projects coming our way, including a \$2 million transformation of our *circa* 1820 village office into a 21<sup>st</sup> century city hall; a \$3 million rebuild of a major water line; a \$9 million traffic improvement initiative; and a \$3.2 million renovation of the Essex Junction Amtrak station.
- The new manager must take leadership working with the city council and human resources director to revise and advocate for city policies and procedures that codify our commitment to equity, inclusion, and transparency.
- The new manager must productively engage with the city development director, the Essex Junction-Essex Town Housing Commission, local developers, relevant county and state agencies, and other stakeholders to formulate strategies for addressing the acute housing shortage and consequent high cost of housing.

Essex Junction is Vermont's fastest growing community (*2020 US Census*). Our successful strategy embodies our commitment to quality schools, family-friendly culture, public safety, responsible financing, and thoughtful planning. We're seeking a dynamic, innovative leader who shares our progressive values and who is genuinely excited by the prospect of being the first manager of our new city government.

## **Profile: City of Essex Junction, Vermont**

Essex Junction is a progressive, growing, high-quality-of-life small city in the Greater Burlington metropolitan area within a short distance of the University of Vermont and UVM Medical Center, Champlain College, St. Michael's College, Burlington International Airport, and Lake Champlain. Albany, Boston, Montreal, and New York City are readily accessible by car, 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 founding member of the Essex-Westford School District, consistently ranked among the best in the state for college acceptance, special services, and test scores.

Global Foundries, a multinational microchip manufacturer, has a fabrication plant in Essex Junction which is the state's largest private employer. Other nearby large employers include the University of Vermont, UVM Medical Center, USCIS Department of Homeland Security, and the Vermont Air National Guard and Army National Guard.

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. This effort grew from an earlier citizen-based initiative, funded by the Orton Family Foundation, that incorporated shared community values into a plan for thoughtful growth in the 21st century. 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.

As Vermont's newest city, with ready access to the diverse educational and employment opportunities of Chittenden County/Greater Burlington and the year-round recreational resources of the Green Mountains and Lake Champlain, Essex Junction is one of northern New England's most desirable communities for those seeking to create their own, meaningful work-life balance.

**City Manager Advertising and Outreach**

<b>Paid Ads (Considered)</b>	<b>Estimated/Approximate Cost</b>	<b>Duration</b>	<b>Notes</b>
ICMA (International City Managers Association)	\$800.00	30 days	*
NLC (National League of Cities)	\$580.00	30 days	*
VLCT (Vermont League of Cities and Towns)	-	open	*
NHMA (New Hampshire Municipal Association)	\$150.00	60 days	
MMA (Maine Municipal assoc)	\$75.00	30 days	
MMA (Massachusetts 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)	<a href="https://www.nycom.org/">https://www.nycom.org/</a>		Classifieds?
NY towns (Association of Towns)	<a href="https://www.nytowns.org/Towns/Links/Employment/Towns/Links/Employment.aspx?hkey=2be0aec8-b7bb-4d76-90df-f0e3ba88b1a8">https://www.nytowns.org/Towns/Links/Employment/Towns/Links/Employment.aspx?hkey=2be0aec8-b7bb-4d76-90df-f0e3ba88b1a8</a>		
Zip Recruiter	\$299.00	30 days	auto renews
Indeed	\$47.00		per application up to 20
<a href="http://idealists.org">Idealists.org</a>	free?		
Times Argus	30 days = \$2.94 per word		
Seven Days	\$629.00	1 week	Advertise for 3 weeks
LinkedIn			*
Facebook			
Vermont Professionals of Color Network	\$50	2 weeks	
VPR website?			
Explore other NE major newspapers - Albany, Boston Globe, etc.			

<b>Spreading the Word</b>	<b>Notes</b>	<b>Person Who is Reaching Out</b>
National Forum for Black Public Administrators	no classifieds?	
Vermont League of Cities and Towns	see above	
International Network of Asian Public Administrators	no classifieds	
Local Government Hispanic Network	<a href="https://lghn.org/career-center/">https://lghn.org/career-center/</a>	
Bright Leadership Institute	<a href="https://www.brightleadershipvt.org/">https://www.brightleadershipvt.org/</a>	
VLCT Equity Council	?	
Women Leading Government (VT and National)	<a href="https://icma.org/affiliate-job-listings/12838">https://icma.org/affiliate-job-listings/12838</a>	connected to ICMA
RISPNET	refugee assistance	
State Racial Equity Council		
Vermont Center for Independent Living (VCIL)	Disability advocates - no classifieds?	
Pride Center	<a href="https://www.pridecentervt.org/lgbtq-resources/">https://www.pridecentervt.org/lgbtq-resources/</a>	
Peace and Justice Center	<a href="https://www.pjcv.org/jobs/">https://www.pjcv.org/jobs/</a>	we could probably advertise in their newsletter?
VT Partnership for Fairness and Diversity	<a href="https://vermontpartnership.org/">https://vermontpartnership.org/</a>	classifieds?
Vermont Works for Women	<a href="https://www.vtworksforwomen.org/">https://www.vtworksforwomen.org/</a>	Classifieds?
Champlain/Rutland/Windham Area NAACP	<a href="https://champlainareanaacp.wixsite.com/champlain-area-naacp?fbclid=IwAR0EGErDHCdC14NLBYiyiKO05Ws9uAYcr0PdaYUpDiYVNdRGCZzXvayZzQ">https://champlainareanaacp.wixsite.com/champlain-area-naacp?fbclid=IwAR0EGErDHCdC14NLBYiyiKO05Ws9uAYcr0PdaYUpDiYVNdRGCZzXvayZzQ</a>	
Howard University Graduate School	<a href="https://gs.howard.edu/">https://gs.howard.edu/</a>	
Harvard Kennedy School	<a href="https://www.hks.harvard.edu/">https://www.hks.harvard.edu/</a>	
Essex Westford School District	<a href="https://www.ewsd.org/">https://www.ewsd.org/</a>	
Vermont Commission on Women		Bridget
Emerge Vermont		Bridget
Vermont businesses for Social Responsibility		Bridget
UVM MPA		Maggie
Municipal recruitment firms - MRI, GovHR, etc.		

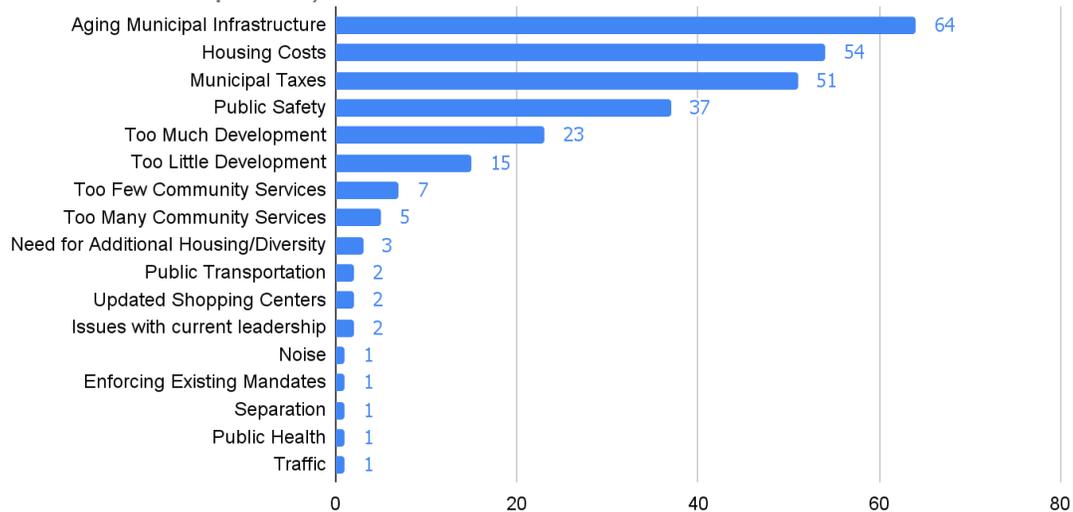
**City Manager Engagement Opportunities**  
**Surveys: Residents, Staff, Trustees**  
**Interviews: Department Heads, Trustees**

**City Manager Search Responses: Residents**

80 Total Responses

**Question 1: Residents**

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

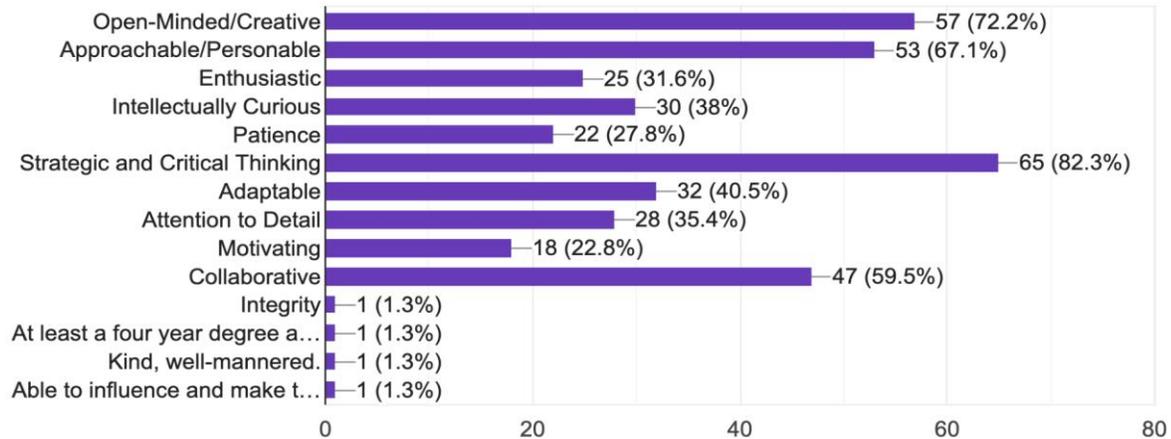


- 79 responses(not all selected 4 challenges)
- 20 individuals wrote in their own answers, when possible these were grouped together or added with others. Left off if not relevant.
- Top 3 Answers:
  1. Aging Municipal Infrastructure (Streets, Sidewalks, etc)
  2. Housing Costs
  3. Municipal Taxes

## Question 2: Residents

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

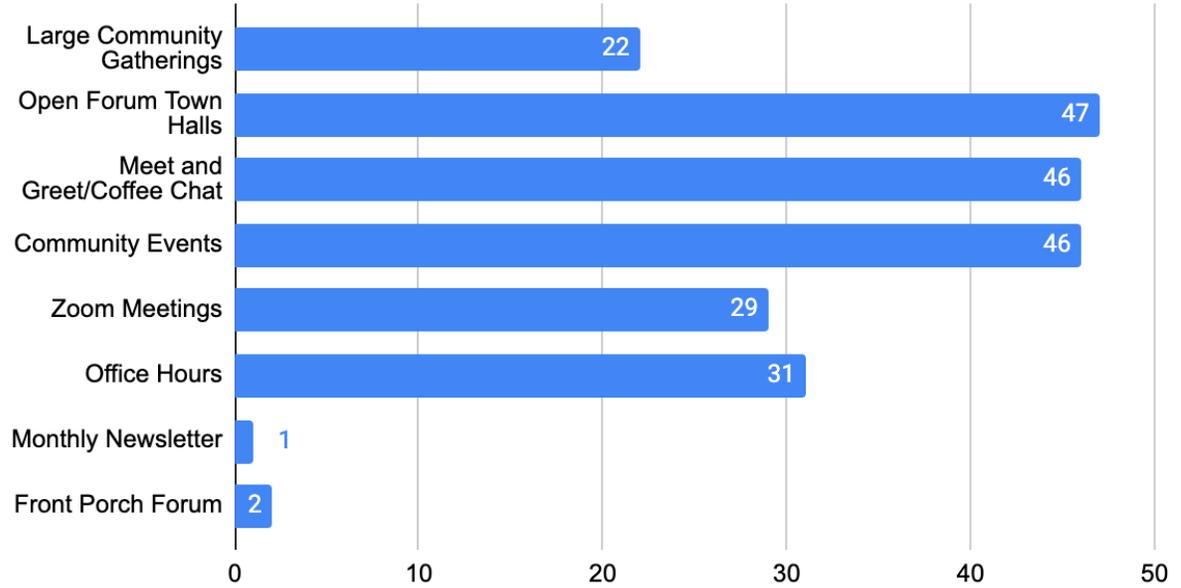
79 responses



- 80 responses
- Responses cut off by graphic:
  - At least a four year degree and 5 years experience
  - Kind, well-mannered
  - Able to influence and make things happen
- 4 Most Important:
  1. Strategic and Critical Thinking
  2. Open-Minded/Creative
  3. Approachable/Personable
  4. Collaborative

### Question 3: Residents

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



- 79 Responses
- 3 Most Important:
  1. Open Forum Town Halls
  2. Meet and Greet/Coffee Chats
  3. Community Events

## Question 4: Residents

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



- 47 Responses
- Community appeared 14 times, next most common word appeared twice

# City Manager Search Response - Staff

## 21 Responses

### Question 1: Staff

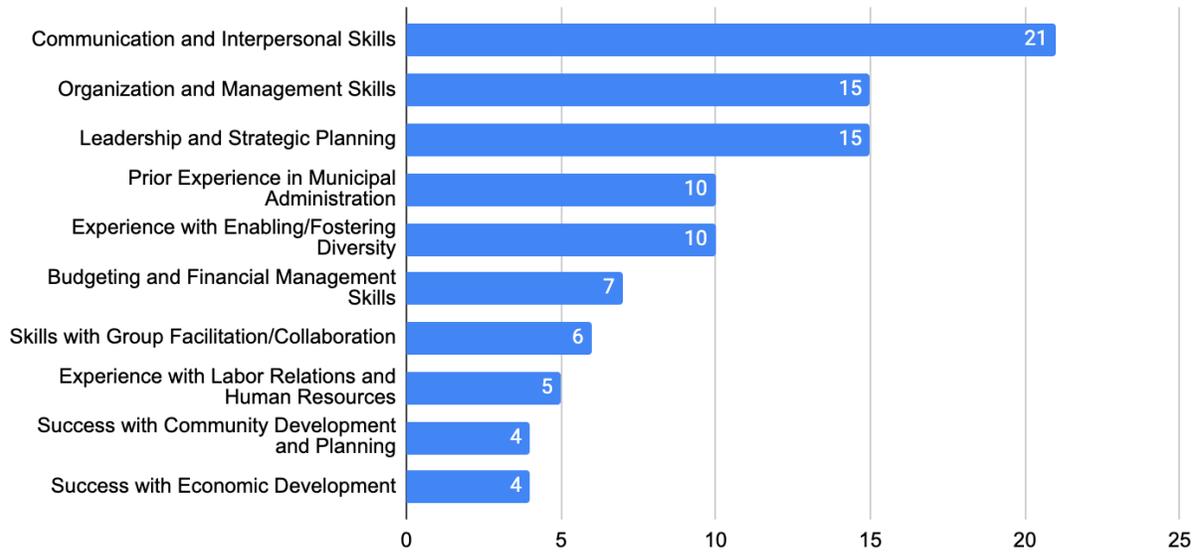
What are the most important challenges facing the City of Essex Junction staff? (Please indicate the 4 most important to you)



- 21 Responses
- Top 3:
  1. Wage Levels
  2. Working with the public in today's society
  3. Transitioning away from Town into City

## Question 2: Staff

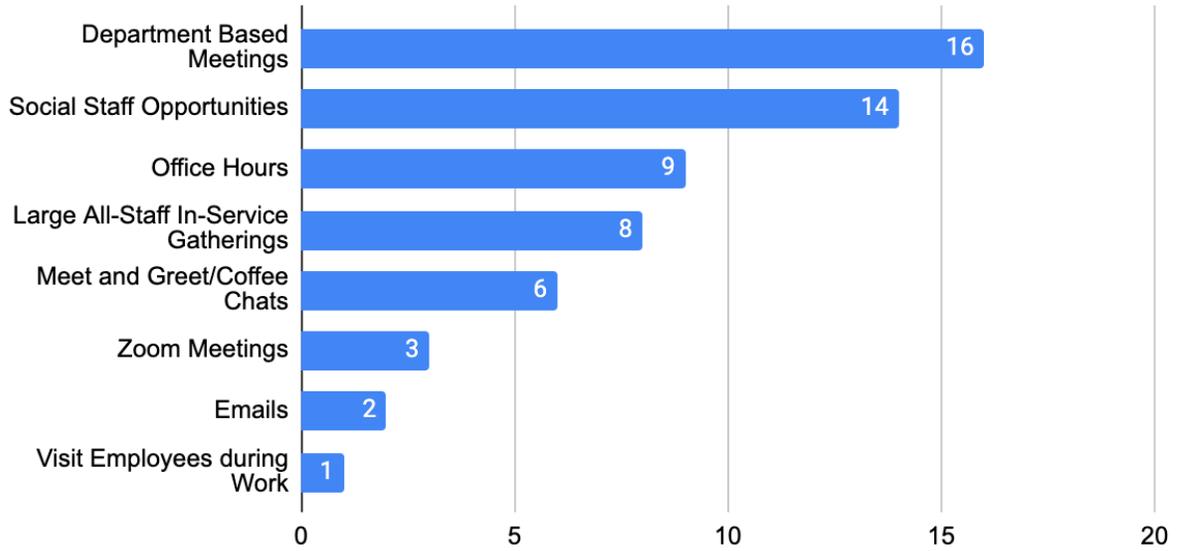
What skills and experiences are most important for the new City Manager to succeed in Essex Junction? (Please indicate the 5 most important to you)



- 21 Responses
- Top 3:
  1. Communication and Interpersonal Skills
  2. Organization and Management Skills
  3. Leadership and Strategic Planning

**Question 3: Staff**

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



- 21 Responses
- Top 2:
  1. Department Based Meetings
  2. Social Staff Opportunities

#### **Question 4: Staff**

In a few words, what else should the Trustees consider when selecting a manager?

- Someone looking for innovation when running a municipality
- Live and be a part of the community
- Meet staff
- Strong communicator, approachable
- Emotionally intelligent individual that is flexible, open minded, and unpretentious
- Aware of the area and cost of living. Willing to get to know the department
- Won't get in the way of moving forward and cares about staff
- Interest/familiarity with Essex Junction
- Compassionate and wants to make a difference
- Listens and cares for employees and the community
- Adaptable to the needs of the city
- Personality that fits with the established team. Not afraid of change
- Experience and previous success
- Lives in the city or takes part in city service and activity. Uses childcare, library, businesses, park
- Someone with a family so they understand the value of work life balance

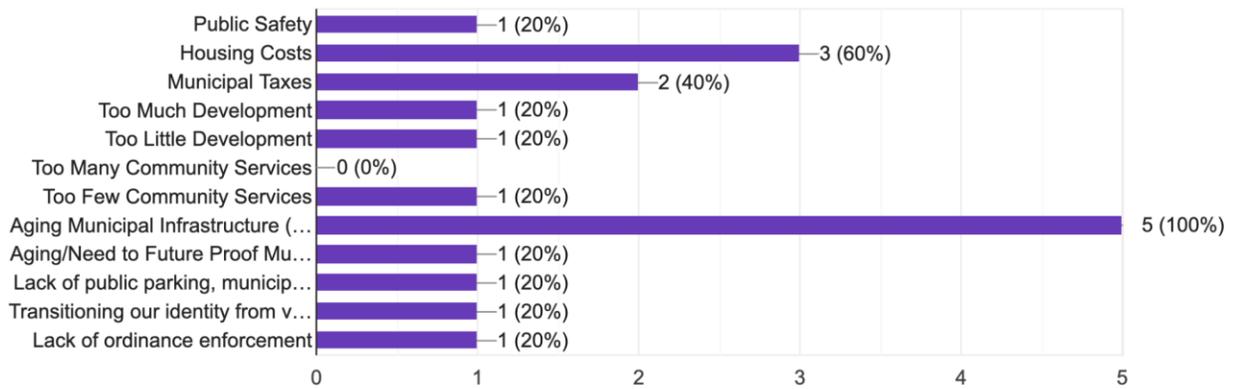
## City Manager Search Responses: Trustees

There were 5 total responses to this survey. Each respondent answered every question.

### Question 1: Trustees

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

5 responses

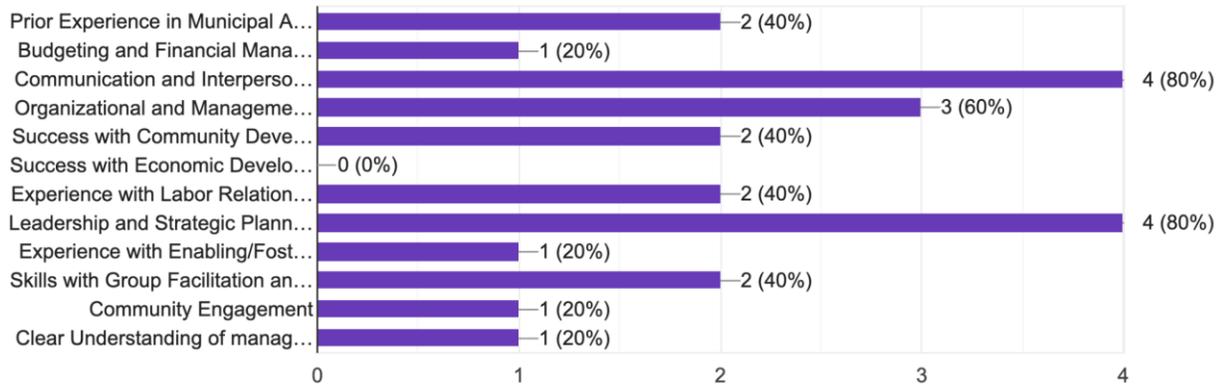


- Top 3:
  1. Aging Municipal Infrastructure (Streets, Sidewalks, etc)
  2. Housing Costs
  3. Municipal Taxes

## Question 2: Trustees

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)

5 responses

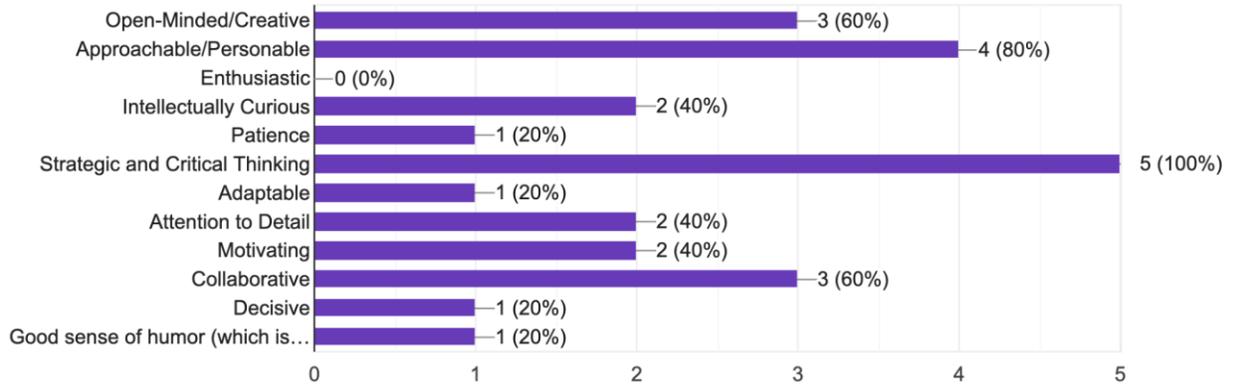


- Top 3:
  1. Communication and Interpersonal Skills  
Leadership and Strategic Planning
  2. Organization and Management Skills

### Question 3: Trustees

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

5 responses



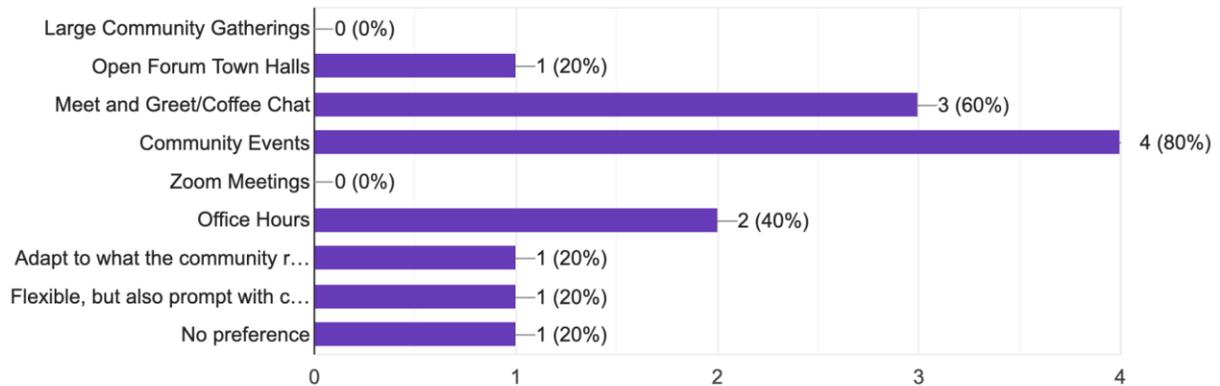
#### 4 Most Important:

1. Strategic and Critical Thinking
2. Approachable/Personable
3. Open-Minded/Creative  
Collaborative

## Question 4: Trustees

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

5 responses



- 3 Most Important:
  1. Community Events
  2. Meet and Greet/Coffee Chats
  3. Office Hours

### **Question 5: Trustees**

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

- Experience is important, but you can train aptitude not attitude.
- Past work record, what motivated them to apply and move to the area? Salary, quality of life, other?
- Demonstrated capacity to grasp the technical issues related to stormwater, wastewater, municipal infrastructure, and redevelopment
- Manager with experience leading a group of leaders and building a team. Someone that lets the department heads be the experts and plan for their inevitable retirements. Not someone that lets department heads walk all over them but that gets out of the way when not needed.
- Fresh ideas and be willing to rethink, redesign, and reimagine how our community engages with residents and staff. Experience and interest in incorporating diversity, equity, and inclusion principles into all areas of our municipal services.

## Summary: Residents / Staff / Trustees

Most important challenges facing the City:

Residents

1. Aging Municipal Infrastructure (Streets, Sidewalks, etc)
2. Housing Costs
3. Municipal Taxes

Trustees

1. Aging Municipal Infrastructure (Streets, Sidewalks, etc)
2. Housing Costs
3. Municipal Taxes

Management and leadership attributes City Manager should have:

Residents

1. Strategic and Critical Thinking
2. Open-Minded/Creative
3. Approachable/Personable
4. Collaborative

Trustees

1. Strategic and Critical Thinking
2. Approachable/Personable
3. Open-Minded/Creative  
Collaborative

How the City Manager should interact with the community:

Residents

1. Open Forum Town Halls
2. Meet and Greet/Coffee Chats
3. Community Events

Trustees

1. Community Events
2. Meet and Greet/Coffee Chats
3. Office Hours

Skills and experiences are most important for the City Manager:

Staff

1. Communication and Interpersonal Skills
2. Organization and Management Skills
3. Leadership and Strategic Planning

Trustees

1. Communication and Interpersonal Skills  
Leadership and Strategic Planning
2. Organization and Management Skills

## Interview Responses:

### Trustees Summary:

The Trustees wanted someone that will pay attention to how things currently operate. The new city manager should be engaged and listen; they need to focus on communication and collaboration. There is a theme of a horizontal management style in Essex Junction, not top down, this needs to be respected and fostered.

**Question 1:** Please describe the management style that you believe is optimal for the City.

- Careful listener and modest talker. Manages through collaboration and insight, not authority and protocol. Measures their success through the success of others.
- Champion for employees and able to balance the community and board expectations. Willing to make change where needed. Management style needs to involve more engagement between manager and department heads. Current style was more triage, not active management.
- Supports council/management form of government for new city.
- Allow Department heads to run their own departments without assistance - not the manager running them. Not autocratic, not hierarchical, on the younger side - energy, drive, curiosity, and passion.
- Be collaborative, work with professionals, have conversations, work with trustees in a timely manner. Not looking for a mayor type manager. Need to work with the public without being a public figure. Start initiatives and get them completed in a timely manner. Professionally supportive, address deficits in management. Do not need to be on regional boards - time should be spent managing. Manager works for the city and allows the trustees to govern. The right candidate must work in complete conjunction with the elected officials.

**Question 2:** What is unique about how the Village operates in regards to the manager/ department head relationship and what type of manager will be successful in continuing this.

- Management style of Essex Junction has traditionally been more horizontal and vertical. The manager is in a more supportive, collaborative role rather than a top-down role. Need to be willing to take the time to learn how it fits together, gradually take the reins while maintaining a sense of teamwork, and do no harm.
- Consistency in expectations, supervision and outcomes. Needs to be able to navigate a climate of "We've always done it this way" and be able to successfully articulate change, if required.
- Believes current form works well and would like to see it continue: an elected board that oversees the manager for checks and balances.
- Small active community, new manager needs to be involved in this. Good communicator. Tech and social media savvy. Staff and department heads need to leave interactions feeling positive.
- True negotiator, strong communicator, collaborative, NOT micromanager, not office drive - get out and see the departments, tech savvy, independent, informative with regular communication with the trustees, ensure contract negotiations add value to the city, let department heads be experts in their capacity and do not overstep them, does not need to come in with plans to initiate changes in the city.

## **Department Heads Summary:**

The department head responses were similar - they know their jobs and they do them well. They don't want someone to come in and micromanage them. They want someone to get to know their departments, build relationships, see how they work and to work with them to improve. A strong communicator that can add value to their decision processes and not slow them down.

There was a theme of not having been visited by city managers in the past and only getting attention when something was 'broken'. Now that the merger will not be a focus of the city manager, they'd like to see more involvement.

**Question 1:** Please describe the new City Manager's management style that would bring out your best efforts and make your department function best.

- Strong Communication, allow for independence but available for check in. Get to know the departments and what they do on a basic level.
- Good at looking at the big picture. Good listener with management experience. Understand the New England style of municipal government
- Visionary, curious, and a team player. Hard working but blends well with the current staff.
- Relationship driven, positive communicator, return to customer satisfaction with public works, policy driven, not a micromanager, active interest in getting to know departments, value employee retention and recruitment, focus on the new city's needs.
- Recognizes the assets of the department, including the people, does not micromanage.
- Department heads work in a collaborative manner that is collegial. Need a confident city manager that will give department heads "enough rope to hang themselves". Support staff, not control them.
- Engaged and excited. Need to want to interact with each department and meet staff.
- Democratic style or Laissez faire style. Values emotional intelligence in the new city manager. Social skills and awareness.
- Specific Skill Set desired:
  - Understanding of technical issues relating to storm water and wastewater
  - Experience with growing fire department/managing change from on call to full time (possibly)

**Question 2:** What is unique about how the Village operates in regards to the manager/department head relationship and what type of manager will be successful in continuing this?

- Work and act like a team. Strong sense of community and pride. Need to be brought in to feel like part of a team
- Allow department heads to run their departments
- Mutual trust and respect exists between department heads and managers. People work towards a common goal and do not micromanage. Collaborative environment. Continue to work towards a strong diverse community.
- People person, be accessible but don't overschedule meetings, manage collaboratively and be positive, get to know department heads and how things work.
- Village departments generally have strong leaders with deep experience. Good communication is important. Keep department heads up to date on goings on with boards. Open door policy where people feel they can drop in for quick feedback, or schedule a meeting. Recognize and trust the experts of their field, not micromanage.
- Elected officials are an integral part of what occurs in Essex Junction. Need to maintain strong relationships. Manager needs to leave their ego behind. Be proactive with the state of Vermont with items such as rail travel. Be an ambassador, meet with congressional delegation, Vermont legislators, Chittenden County, and local elected officials along with department heads.
- Doesn't feel there was a relationship with the last manager. Felt like an outcast department. Wants attention from the new city manager.
- Being accountable to the community (shareholders?) but also accountable to the employees. Multilayered decisions/problems will need to be addressed.
- Specific Skill Set desired:
  - Team oriented, strong communicator/listener, collaboration, not a micromanager, motivating

## **Where to Advertise (all survey responses combined):**

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

- High Level Recruiter
- Seek from other small towns
- VT Professionals of color network on facebook
- Listservs
- VPR
- VLCT
- Indeed
- LinkedIn
- New England
- ICMA Bulletins
- Local newspaper and radio/tv ads
- NY Times, Boston Globe, UVM Business school for other publications
- National Search
- Front Porch Forum
- Seven Days
- VT Digger
- Idealist
- Speak with realtors to find out where high interest in moving to the area exists
- 7 Days
- VLCT
- Essex Junction website
- VT Biz
- Facebook
- Internationally