



EXECUTIVE COMMITTEE

Special Meeting

Wednesday, September 28, 2022 at 4:00 p.m.

Remote Participation via Zoom¹

<https://us02web.zoom.us/j/88230172343?pwd=ZjNySGM0aG1waElVRzMremVsamZ0Zz09>

Dial in via phone: +1 929 436 2866 | Meeting ID: 882 3017 2343 | Passcode: 927199

Download the app at least 5 minutes before the meeting starts: <https://zoom.us/download>.

Physical Location - 29 Main Street, Suite 4, Montpelier

(Facial coverings required for in-person participation)

Persons with disabilities who require assistance or alternate arrangements to participate in programs or activities are encouraged to contact Nancy Chartrand at 802-229-0389 or chartrand@cvregion.com at least 3 business days prior to the meeting for which services are requested.

AGENDA

- 4:00² Adjustments to the Agenda**
Public Comment
- 4:05 Meeting Minutes Approval** (enclosed)³
- 4:10 Acting Director Recommendation**
- 4:10 Executive Director Search** (enclosed)³
- Job description and wage range
 - Job advertisement and placement
 - Search Committee make up and appointment
 - Other items identified by the Committee
- 5:25 Next Meeting** – Set date and agenda
- 5:30 Adjourn**

Next Meeting: October 3, 2022

¹ Dial-in telephone numbers are “Toll” numbers. Fees may be charged to the person calling in dependent on their phone service.

² All times are approximate unless otherwise advertised

³ Potential action item.

CENTRAL VERMONT REGIONAL PLANNING COMMISSION
Executive Committee
MINUTES

September 21, 2022 Meeting

Present:

<input checked="" type="checkbox"/> Peter Carbee	<input checked="" type="checkbox"/> Laura Hill-Eubanks	<input checked="" type="checkbox"/> Michael Gray
<input checked="" type="checkbox"/> Lee Cattaneo	<input checked="" type="checkbox"/> Steve Lotspeich	<input checked="" type="checkbox"/> Janet Shatney
<input checked="" type="checkbox"/> Jerry D'Amico		

Staff: Bonnie Waninger

Guests: None

Call to Order

Chair Lotspeich called the meeting to order at 4:06 pm.

Adjustments to the Agenda

None.

Public Comment

None.

Executive Director Search Process

Acting/Interim Director: B. Waninger described the difference between an Acting and Interim Director. The Committee discussed staff who may be qualified to serve as Acting Director.

L. Cattaneo moved to appoint Christian Meyer as Acting Director; P. Carbee seconded. The Committee discussed Acting Director duties, assessing Meyer's interest, the benefits and challenges of using an Acting versus Interim Director, and the potential longevity of need. The Committee requested that Meyer join the meeting. P. Carbee moved to table the original motion; M. Gray seconded. Motion carried and the original motion was tabled.

J. D'Amico moved to enter Executive Session at 4:30 pm to discuss the appointment of an employee, inviting the Executive Director Bonnie Waninger and Senior Planner Christian Meyer; P. Carbee seconded. Motion carried.

M. Gray moved to exit Executive Session at 4:55 pm; J. D'Amico seconded. Motion carried. No action was taken as a result of the session.

The Committee discussed the appointment process for an Acting Director and requested Waninger provide a wage recommendation.

L. Cattaneo exited the meeting at 5:00 pm.

1 Search Process

2 The Committee discussed organizational structure and whether modifications to the job description or
3 staffing structure were required. It will review the job description at its next meeting.

4
5 The Committee reviewed the Executive Director hiring process as outlined in CVRPC's Personnel Policy
6 Manual.

7
8 Search Committee

9 The Committee discussed structuring of a Search Committee and potential membership. J. D'Amico will
10 contact prospective Board members to assess their interest and availability to serve. Steve Lotspeich,
11 Laura Hill-Eubanks, and Peter Carbee agreed to represent the Executive Committee. Lee Cattaneo will
12 be asked to serve as an alternate.

13
14 Other Items Identified by the Committee

15 The Committee requested Waninger recommend a wage range for the Executive Director position and
16 provide job advertisement placement ideas at its next meeting. Waninger also will provide sample
17 recruitment brochures for the Committee's consideration.

18
19 The Committee set its next meeting for September 28 at 4 pm and identified agenda items.

20
21 **Adjourn**

22 *J. D'Amico moved to adjourn at 5:45 pm; M. Gray seconded. Motion carried.*

23
24 Respectfully submitted,
25 Bonnie Waninger, Executive Director



MEMO

Date: September 26, 2022
To: Executive Committee
From: Bonnie Waninger, Executive Director
Re: Job Description and Position Profile

A job description is a written statement that includes the working conditions, scope, purpose, essential duties and responsibilities of a job, and supervisory relationships of a position. Job descriptions articulate labor needs for a specific role, such as duties and responsibilities. It shows an employee what the organization expects from them after they are hired. CVRPC's current job description and descriptions from recent RPC Director hirings are attached.

For executive level positions, it is customary to publish a position profile to accompany the job description. *A position profile* is an outline, a high-level overview of a particular position. Position profiles are used for recruiting. They let prospective candidates know what is needed to perform the role. Profiles express the personal qualifications, skills, traits, and qualities that an individual requires to perform the job successfully. They help prospective candidates determine whether they are a good fit for a role and understand the hiring company. Sample position profiles ranging in complexity are enclosed.

CENTRAL VERMONT REGIONAL PLANNING COMMISSION

EXECUTIVE DIRECTOR

Job Description

GENERAL DESCRIPTION

The Executive Director is responsible to the Executive Committee for overall leadership and management of all the organization's activities and for working with member municipalities, community stakeholders, government agencies, and the legislature to achieve regional goals.

Work will be required throughout the region and attendance at evening meetings and some weekend meetings is required.

CHARACTERISTIC DUTIES***Organizational Leadership***

- Identify unmet regional needs, opportunities for addressing regional issues, and conceptualize strategies to accomplish the organization's strategic goals.
- Inform the Executive Committee and Commission on the activities and condition of the organization and any trends, events, or emerging issues of significance to the organization's success.
- Provide support to Commission members as they establish organizational priorities, and provide recommendations on organizational policies and bylaw updates.

Program Management

- Develop, update and implement the Regional Plan and other organizational planning documents, consistent with the requirements of Vermont statutes and federal programs.
- Develop and manage programs and services, including municipal technical assistance, transportation planning, GIS mapping, emergency planning and mitigation, contract projects, grant administration, and public information and training.
- Evaluate planning-related legislation and applicability to projects and contracts.
- Evaluate and review organization's proposals for grants and contractual services.
- Oversee, or delegate as appropriate, contracts with firms and/or individuals performing services for the organization.
- Ensure timeliness and quality of project and contract reports and deliverables.

Human Resources

- Manage human resources, including preparation of position descriptions, assignment of responsibilities, candidate searches, hiring, firing, staff retention, and annual performance evaluation.
- Supervise all the organization's staff, either directly or indirectly through senior staff.
- Administer benefit programs.
- Ensure on-going training and development for staff and Commissioners.
- Develop and maintain a positive work environment.

Budgeting

- Design and implement an annual work program and budget that focuses organizational resources to best serve the region's municipalities and residents.
- Manage organization's budget, including identification of revenue sources, preparation of grant applications, budgets and contracts with state and federal agencies, local governments, non-profit and for-profit organizations, and preparation of financial reports to the Executive Committee and Commission.

Relationships and Advocacy

- Advocate for the region and its member municipalities at national and state levels.
- Develop and maintain effective relationships with member municipalities.
- Develop and maintain effective relationships with State agencies, the Vermont General Assembly, and the Governor's office.
- Develop and maintain effective relationships with other regional commissions and organizations.
- Strengthen effective public participation and build relationships that will enable the organization to serve its member municipalities.
- Communicate effectively with the media and public.

TYPICAL KNOWLEDGE

- Considerable knowledge of the theory, principles, and techniques of the planning profession and development process.
- Considerable knowledge of the federal, state, and local laws, ordinances, and codes pertaining to a wide variety of planning topics, including local land use, Act 250 and Section 248 development review, and transportation planning.
- Considerable knowledge of principles of personnel management, including supervision, training, and performance evaluation.
- Considerable knowledge of the methods and techniques of research and analysis.
- Considerable knowledge of the principles of budgeting and finance.
- Knowledge of computer applications, including Microsoft Office, Internet applications, and use of GIS as a planning tool.

TYPICAL SKILLS

- Effective leadership, appropriate to all levels of staff, Commission, government entities, and public.
- Proven management skills and ability to manage day-to-day operations.
- Present ideas and findings, both written and orally, clearly and concisely.
- Establish and maintain effective working relationships with a wide diversity of individuals and groups.
- Proven grant-writing skills.
- Lead a wide variety of projects, both independently and in a team environment.

MINIMUM QUALIFICATIONS

- Degree in planning, public administration or closely related fields; Master's degree is preferred.
- Fifteen years of progressively responsible planning and management experience.
- Eight years of experience in supervisory roles, including direct experience with program, personnel and project management, preferably with a regional or metropolitan planning organization.
- AICP certification is preferred but not required.
- Direct experience with budget formulation and management.
- The employee must be flexible in their scheduling and have their own means of transportation.
- Must be a U.S. citizen or otherwise lawfully authorized to work in the United States.

Adopted: 5/2/16

Bennington County Regional Commission
Job Description: Executive Director

The Executive Director translates policy into programs, plans, and actions for staff, commissioners, and committees and ensures that the BCRC is responsive to the member municipalities and other stakeholders.

The Executive Director is responsible for overall management of all programs and staff; as such, the Executive Director must be familiar with all ongoing projects and activities conducted at the BCRC. The Executive Director is responsible for development and oversight of the organizational budget and for long-range organizational planning. The Executive Director is directly accountable to, and meets on a regular basis with, the BCRC's Executive Committee and reports to, plans, and coordinates regular and special meetings of the full Commission.

The Executive Director is responsible for preparing, or working with staff to prepare, applications and work programs required by funding agencies and for preparing special grant applications to support the BCRC's work. The Executive Director is responsible for ensuring that all required reporting to funding agencies is complete and correct.

The Executive Director is the BCRC's representative on statewide organizations, including (but not limited to) the Vermont Association of Planning and Development Agencies (VAPDA). The Executive Director, or a person designated by the Executive Director, represents the BCRC at meetings or hearings of the state legislature, state agencies, and other entities seeking input from the BCRC on matters related to planning and community and economic development.

The Executive Director is the BCRC's primary point of contact with municipalities; regular meetings and written reporting to the region's towns and villages is required. The Executive Director also provides coordination with partner organizations on shared programs, projects, and administrative matters.

The Executive Director works closely with the Director of Planning and the Director of Community and Economic Development to ensure that all BCRC projects and activities are coordinated and advance the organization's mission and objectives.

The Executive Director provides direct supervision to, and coordinates with, the Financial Manager on budget development and oversight and all aspects of the organization's financial accounting systems.

The Executive Director directly oversees, supports, and evaluates the work of the Director of Planning and the Director of Community and Economic Development, and conducts annual evaluations of all BCRC staff in coordination with these two program directors.

The Executive Director is responsible for hiring staff, making personnel decisions consistent with the BCRC's personnel policies, and annually establishing compensation levels for all staff.

The Executive Director is responsible for reviewing land use and public service projects of regional significance, working with staff and relevant committee(s) to prepare comments and recommendations on those projects, and representing the BCRC at public hearings (Act 250 and Section 248 hearings).

Executive Director

Reports to: Executive Committee

Exemption Status: Exempt

General Responsibilities

The Executive Director is the top management position. The Executive Director is responsible to the Executive Committee for overall leadership and management of all the organization's activities, including:

- Preparation and implementation of the annual work programs and budgets, and submission of all required progress reports on the different programs administered by the Commission.
- Oversight, or delegation as appropriate, of contracts with firms and/or individuals performing services for the organization.
- Acting as the principal liaison with the public and media regarding organizational activities.
- Preparation and implementation of organizational planning documents and programs consistent with requirements of Vermont statutes and federal programs.
- Identification of unmet regional needs, opportunities for addressing regional issues, and conceptualization of strategies to accomplish the organization's strategic goals.
- Providing support to board members as they decide on organizational priorities and providing recommendations on organizational policies and by-law updates.
- Ensuring on-going training and development for staff and Board members.
- Human resources management including preparation of position descriptions, assignment of responsibilities, candidate searches, hiring, firing and annual evaluation of performance.
- Budget management including identification of revenue sources, preparation of grant applications, budgets and contracts with state and federal agencies and other non-profit and for-profit organizations, preparation of financial reports to the executive committee and commission.
- Strengthening effective public participation and building relationships that will enable the organization to serve its clients better.
- Represent the Commission's interests in its work with towns, state agencies, other regional groups, citizen organizations and the general public.
- Manages the solid waste programs.
- Perform other tasks and duties as assigned.

Minimum Qualifications

The Executive Director shall have the following minimum qualifications:

- A Master's degree in planning or a closely related field and a minimum of ten years of relevant professional experience illustrating progressively greater responsibility. A Bachelor's Degree and 12 years of experience may be substituted for a Master's Degree.
- At least three years must be in supervisory roles, including direct experience with program, personnel and project management preferably with a regional or metropolitan planning organization.
- Experience in the administration and implementation of adopted policies and objectives, and must demonstrate, by prior relevant experience, the ability to work with complex regulations and issues.
- Ability to work with and supervise staff in a manner that allows for an efficient, productive and pleasant office environment.
- Candidates should also have direct experience with budget formulation and management and human resources management.
- Knowledge of computer technology for routine office applications; must be functional in a Microsoft Office environment.
- AICP desirable but not required.

This position is subject to all the terms and benefits of the Commission's Personnel Policies. Applicants must be lawfully authorized to work in the United States.



Bennington County Regional Commission

Position Profile

BCRC Seeks Executive Director

The Bennington County Regional Commission (BCRC), a regional planning and community and economic development organization located in southwestern Vermont, seeks an Executive Director with demonstrated management and collaborative leadership abilities. The Executive Director will ensure that the BCRC efficiently and effectively advances its core mission while positioning the organization to take advantage of new opportunities that will benefit the region. An understanding of rural communities and an ability to establish and nurture relationships both inside and outside of the region will ensure that the organization will meet these objectives.

About the BCRC and the Region

The BCRC serves seventeen towns and villages in southwestern Vermont, working on behalf of those municipalities to build strong, resilient, and sustainable communities, to foster economic prosperity, and to promote a high quality of life for residents of the region. This mission is accomplished through direct planning and community development assistance to town and village governments, preparation and implementation of plans and special studies, and by developing working relationships with local and regional organizations. The BCRC works cooperatively with local governments to establish and advance regional cohesiveness, actively advocates for adherence to adopted regional policies, and facilitates effective communication between local, state, and federal levels of government.

The BCRC maintains an office in an historic building in the center of Bennington's downtown. The Commission is overseen by 17 municipally appointed commissioners representing each of the member towns and villages as well as several commissioners representing specific interests such as economic development, housing, transportation, conservation, and public health. The BCRC currently employs nine full-time and two part-time staff. Principal program areas include: municipal and regional planning, transportation, environmental and water quality planning, community and economic development, emergency management, energy planning, and solid waste planning and management. The BCRC also periodically provides direct administrative and planning support for local and regional community development organizations with complementary missions.

The BCRC is organized with separate, but cooperating, planning and community and economic development divisions. Staff members work collaboratively across program areas as project needs warrant, with division directors working with the Executive Director to provide oversight and direction. The Executive Director also works closely with the BCRC's Financial Manager and regularly meets with an Executive Committee which provides policy guidance and operational oversight. The BCRC is funded through a variety of short and long-term grants and agreements with state and federal agencies and nonprofit organizations, and through direct support from member municipalities. The annual operating budget over the past several years has averaged approximately \$1.4 million.

Bennington County is a largely rural area, with historic village centers interspersed through the scenic valley that lies between the Green and Taconic Mountain Ranges. The largest towns of Manchester and Bennington are focal points of economic activity in the north and south, respectively. While agriculture

and manufacturing remain important to the region's economy, new opportunities are being realized through entrepreneurship and the growth of small local businesses. Economic vitality and workforce development have been challenged in recent years due to a population characterized by low growth and an aging demographic, together with challenges related to the availability and cost of housing. The Green Mountain National Forest is a significant presence in the region and abundant natural resources, recreational opportunities, and a vibrant cultural scene are key regional attributes. While decidedly rural in character, the region benefits greatly from its proximity to major northeastern urban centers and transportation hubs.

Organizational Context and Opportunity

The BCRC was established over 50 years ago as one of eleven regional planning commissions in Vermont. Unlike all but one other regional commission in Vermont, it also serves as the designated economic development agency for the region, having absorbed that function over the past several years. Moreover, the BCRC provides staff support for a regional solid waste organization since there is no operating district in southwestern Vermont. These are just some of the diverse functions that the next Executive Director will be overseeing at an organization which, in the absence of county government, provides a wide range of important services.

The next Executive Director will be responsible for developing and leading the organization to:

- Promote a clear vision for regional economic development.
- Create broad awareness of the organization and its programs while encouraging greater engagement among local officials, residents, nonprofit organizations, and businesses in all member towns and villages.
- Remain a recognized leader in addressing and solving regional challenges through direct technical support and by facilitating collaboration.
- Support and strengthen existing programs and investigate and cultivate new opportunities that benefit local communities and businesses.
- Foster external relationships with peers, funders, and stakeholders and determine partnership opportunities that will most effectively meet local and regional needs.
- Increase diversity, equity, and inclusiveness in measurable ways throughout the region.
- Become an active partner in all major projects and initiatives in the region that advance adopted regional objectives.
- Build a culture of teamwork among staff and with local officials and partner organizations.
- Identify and access funding sources to build and diversify revenue streams while maintaining a focus on locally identified priorities.
- Engage with statewide legislative issues and advocate for implementation of regional planning and economic development initiatives.

The Ideal Candidate

The ideal candidate will exemplify a number of the following attributes, skills, and experiences and will have the capability to oversee an organization of the BCRC's size and scope:

A Knowledgeable and Strategic Executive

- Understands comprehensive planning and community/economic development issues of concern to a rural region like Bennington County.

- Committed to the mission of the BCRC and experienced in working with local and state government, businesses, and organizations that are central to implementing that mission.
- Able to assess trends, introduce new ideas, and manage change within the organization while evidencing a commitment to overarching concerns such as social equity, climate change, and community sustainability and resilience.
- Capable of guiding the development and execution of a strategic organizational vision and implementing plans to leverage funding, partnerships, and public awareness.

An Authentic and Engaging Leader

- Provides honest and accessible leadership while motivating and respecting staff and strategically delegating responsibilities to encourage positive working relationships.
- Serves as a reliable and trusted contact for commissioners and is a working partner with members of the BCRC's Executive Committee.
- Strongly advocates for the organization and local communities through politically savvy engagement with peers and key state officials and office holders.
- Builds relationships by engaging with key partners, developing trust, and delivering on promises.
- Listens to and appreciates a diversity of viewpoints while effectively communicating positions based on the BCRC's adopted regional policies and the needs of the organization.

An Effective Communicator

- Is a spokesperson, with significant civic engagement experience, who will raise the profile of the BCRC across the region.
- Leverages connections to support the use of BCRC resources.
- Understands how to most effectively engage in partnerships, when to assume a leadership role, and how to protect the interests of the BCRC in any such collaboration.

An Experienced Manager

- Demonstrates organizational management skills that will ensure financial stability and efficient delivery of services.
- Able to manage the financial aspects of an organization that relies on a complex array of funding sources which support a similarly diverse array of projects and programs.
- Assesses operational needs and directs the organization in a way that responds to change and takes advantage of new opportunities.
- Simultaneously advances multiple priorities and tasks, recognizing relationships between diverse programs, and allocates time and resources accordingly.

Desired Credentials

- A minimum of 7 years of senior leadership or equivalent experience.
- Academic degree and relevant experience that reflects both knowledge of organizational management and technical aspects of regional planning and development.

Application Guidelines

Candidates must include a resume and a cover letter that describes how their qualifications and experience match the needs and mission of the Bennington County Regional Commission. The cover letter also must include answers to the following two questions:

- What is the most important thing that a regional organization such as the BCRC can do to ensure that it effectively addresses the quality of life and economic development needs of its communities?

- What are the most important skills and personality traits needed in an effective leader?

Applications will be reviewed as they are received and interviews with selected candidates scheduled as promptly as possible.

The salary range being offered is \$90,000 to \$105,000.

Send required documents to: Employment@bcrcvt.org. All applications will be acknowledged and are confidential, and any questions should be submitted to: Employment@bcrcvt.org.

The BCRC is an Equal Employment Opportunity and Affirmative Action Employer and looks forward to an inclusive hiring process. It encourages a broad range of applicants, including candidates from diverse backgrounds, cultures, and life experiences.

City of Winooski

Vermont's Opportunity City

27 West Allen Street
Winooski, Vermont 05404
802 655 6410
winooski.vt.gov

Job Posting - City Manager

Posted April 28, 2021

Position Closes May 27, 2021

[Position Profile](#)

How to Apply

Interested applicants should submit a resume, cover letter, and three professional references to Human Resources via email at hr@winooski.vt.gov or apply at winooski.vt.gov/jobs.

Compensation and Benefits

The City of Winooski offers competitive compensation and a comprehensive benefits package for the City Manager position.

About the City of Winooski, Vermont's Opportunity City

The City of Winooski is a vibrant city with the most diverse population in the northern New England states and a growing economic base. Winooski boasts the highest population density in Vermont, making the compact 1.5 square mile city a model of urban convenience and walkability, with a neighborhood feel. With just over 7,000 residents, Winooski is a community of people who know their neighbors, feel a strong sense of community pride and ownership, and actively engage in continuously building the high quality of life found in the City. Winooski is becoming a more diverse city each year, with residents hailing from over 20 different countries of origin with the four largest groups from Nepal, India, Iraq, and Somalia. A community-driven [Strategic Vision](#) and [Master Plan](#) set goals for smart growth as the city seeks to be sustainable and to retain access and affordability for residents across the income spectrum and from diverse backgrounds. Our historic mill architecture, access to nearby nature, lively downtown restaurants and businesses, and housing affordability all contribute to making the community a highly attractive and livable city.

About the Position of City Manager

The City Manager has the ability to make decisions based on collective community values and needs that support Winooski's [Strategic Vision](#) and [Master Plan](#). The successful candidate for the Winooski City Manager will be a champion of equity and inclusion who is able to bring all voices, especially those who are traditionally excluded or underrepresented, into the decision-making process.



City of Winooski

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The City Manager effectively advises department and division heads on a full range of organizational, management, administrative, budget, and financial policies and related issues. The City Manager directs, supervises, mentors, and evaluates the work performance of department heads and ensures the planning and retention of a diverse workforce with a focus on inclusive practices. The City Manager routinely applies equitable program practices to diverse and complex city services and operates with integrity, abiding by the highest standards of ethical behavior as identified in the [ICMA Code of Ethics](#). The City Manager is appointed by and reports to the City Council (composed of a mayor and four at-large city councilors) and provides administrative direction and leadership to all city departments and operations, including 10 Leadership Team members and 100 staff members. The City Manager demonstrates strong skills in strategic planning as well as policy facilitation and implementation and is responsible for the proposal and administration of the city budget (FY22 Proposed General Fund Budget: \$8,213,695; FY22 All Funds Budget: \$15,376,993).

The City Manager helps elected officials develop a policy agenda that can be implemented effectively and serves the best interests of the community. The City Manager should expect to lead and manage using [ICMA's Practices for Effective Local Government Leadership](#) as a guideline. Ultimately, the City Manager must fulfill the requirements as outlined in the [City of Winooski Charter](#) or 24 App. V.S.A. ch. 19. The successful candidate is a highly effective communicator and maintains strong communication links with staff and the community, and supports transparency by involving community and employees across the organization in strategic planning, budget development, and ongoing budget management. The City Manager acts as a role model for innovation that improves the way the City provides services to the community.

Qualifications

- A minimum of seven (7) years of public sector management experience, experience in municipal government or an organization of comparable complexity, and five (5) years of leadership experience.
- Demonstrated experience working effectively with an elected governing body.
- A bachelor's degree with major course work in public or business administration, political science, public policy, finance, or a related field, or designation as an ICMA-Credentialed Manager is required.
- Demonstrated experience in racial equity and inclusion, community engagement, and sustainable development.
- Experience with capital project management, economic development/redevelopment, housing affordability, and intergovernmental and nonprofit partnerships.



City of Winooski

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- Experience working in a similar full-service city with community relations, financial management, public works functions, human resources management, community planning, economic development, police, housing/landlord/tenant, library, transportation planning, recreation management, senior and youth issues, and emergency management departments.

The City will consider any combination of education and experience that allows for successful performance in this role. The City's goals include hiring the candidate who is best able to meet the objectives of the position. We, therefore, encourage persons with non-traditional skill sets and experiences to apply, even if candidates believe they do not meet 100% of the qualifications and hiring criteria described.

Skills, Abilities, and Competencies

- Ability to ensure community engagement and public outreach in policy-making processes.
- Ability to listen effectively to identify interests and build cooperation and consensus among and within diverse groups.
- Ability to recognize the root cause and identify potential solutions to critical issues impacting the community.
- Supports continuous improvement and innovation in City operations and services.
- Understanding of policy facilitation and implementation, and the role of municipal government vs State.
- Creates an empowering work environment that encourages responsibility and decision-making at all levels.
- Able to communicate complex ideas, systems, and processes in a way that is accessible to all.
- Champions and ensures the delivery of high-quality municipal services.
- Ability to create an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and community.

Major Responsibilities and Essential Functions

- Facilitate and implement a strategic plan with a clear set of annual goals for the City as a whole, as well as a cohesive set of goals for individual department heads.
- Set a City budget that is an accurate reflection of the costs of providing services, ensure that expenses do not exceed revenue, and follow a capital plan set by the City Council annually.
- Be responsible for appointing, hiring, promoting, supervising, disciplining, and removing of all City employees.



City of Winooski

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winooskivt.gov

- Keep the Mayor and City Council current in all City functions over which they have control, including ensuring that meetings follow the public meeting mandates in state statute and information is provided in a manner that allows for informed decision making.
- Ensure that a clear set of ordinances, policies, and procedures are current, easily identifiable, and consistently applied.
- Advance community engagement and ensure the City has an effective mechanism for media and public relations.
- Take a proactive approach to manage municipal service delivery, including anticipating how new developments in technology and policy can be applied to local government.
- Build financial resiliency by analyzing and managing risk, anticipating future challenges, and planning for the unexpected.
- Ensure that all laws, provisions of the Charter, and directives of the City Council, subject to enforcement and/or administration by the City Manager or by employees subject to their direction and supervision, are faithfully executed.
- Develop and maintain positive relationship with residents, business owners, school leaders, state government officials, and other key partners with the City in a manner that builds and maintains trust and provides for clear communication and facilitates regional collaboration.
- Negotiate with labor unions and execute contracts and other documents on behalf of the City as authorized by the City Council.
- Perform such other duties as are specified in the Charter or as required by the City Council.





Recruitment
Brochure

BURLINGTON, VERMONT

GENERAL MANAGER



EXECUTIVE RECRUITMENT



ABOUT THE ORGANIZATION

Green Mountain Transit (GMT), Burlington, VT, was chartered in 1973 by the Vermont General Assembly. GMT serves communities in Chittenden, Washington, Franklin, Lamoille, and Grand Isle Counties and parts of Orange County. GMT is considered a municipality in the State of Vermont.

In 2011, Chittenden County Transportation Authority (CCTA) and the Green Mountain Transit Agency (GMTA) merged to become a single unified organization. In 2016, the agency became Green Mountain Transit (GMT). They are the only provider for both urban and rural transportation services in Vermont.

The mission of GMT is to promote and operate safe, convenient, accessible, innovative and sustainable public transportation services in northwest and central Vermont regions that reduce congestion and pollution, encourage transit-oriented development and enhance the quality of life for all.

GMT is currently governed by a 13-member Board of Commissioners, with two commissioners representing Burlington and one commissioner representing each of the following: South Burlington, Winooski, Essex, Shelburne, Williston, Milton, Hinesburg, Washington County, Lamoille County, Franklin County, and Grand Isle County. Each Chittenden County commissioner is appointed to the GMT Board by the commissioner's municipality. Commissioners representing Washington, Franklin, Lamoille and Grand Isle Counties are appointed by the Regional Planning Commission in that county. Board seats are held for a 3-year term. Commissioners set Board goals annually. These long-term goals guide the General Manager of GMT and the priorities of the Authority for that Fiscal Year.

The GMT Board has four standing committees: **Leadership, Finance, Strategy, and Operations**.

Leadership Committee Charge: To develop the effectiveness of the Board and the General Manager and by extension GMT as a whole, through the following tasks:

- Conduct annual evaluation of General Manager and recommend compensation package to the full Board.
- Identify the optimal skill sets needed on the Board to accomplish the goals set forth in GMT's strategic plan – and cultivate candidates that possess the needed skillsets.
- Act as a Nominating Committee for Board Officer elections.
- Establish and participate in the Board orientation process for all new Board members. • Work with the General Manager to develop annual Board retreat agenda.
- Organize and execute annual Board evaluation.
- Review and revise the job description for Commissioners.
- Identify the Board development opportunities for individual Commissioners and the Board as a whole.
- At the request of the General Manager or the Chair of the Board serve as a sounding Board for substantive staff concerns.

Finance Committee Charge: To oversee the financial planning and management of the organization by ensuring that all fiscal aspects of operations are in order through the following:

- Review GMT's financials in detail at least once a quarter.
- Budget development with staff.
- Recommend strategies to strengthen GMT's financial health and pursue alternative funding sources in collaboration with staff and stakeholders.

Finance Committee Charge (cont'd):

- Oversee the annual audit process:
 - Recommend auditor selection to full Board
 - Review audit with auditor.
 - Ensure that appropriate internal controls are in place.
 - Present audit findings, reportable conditions, and advisories to the Board.
 - Monitor implementation of management findings.
- Oversee GMT's investment strategy.
- Report to the full Board as necessary.

Strategy Committee Charge: To set the vision and broad goals for GMT by:

- Periodically re-evaluate GMT's vision and mission statements.
- Guide a periodic strategic planning process for the Board of Commissioners that produces recommended Board and organizational goals.
- Identify, evaluate, and prioritize new ventures (service expansion, new technology implementation, capital projects, etc.) for the Board's review and approval.
- Develop GMT's Transit Development Plan.

Operations Committee Charge: Review established maintenance and operations policies and review proposed new policies where deemed appropriate by the committee. Oversee the human resource, maintenance, and operations management of the organization by ensuring the relevant policies serve the best interest of the organization. Ensure that adequate measures are in place to assure and monitor accountability to those policies, all through the following:

- Review operating policies for consistency with industry standards, identify the need for revision of these policies, and recommend appropriate revisions to the full Board.
- Develop, with the help of staff (union and non-union), key elements of a maintenance, human resources, and operational reporting process including the content, format, and frequency of performance reports to Board, and oversee implantation of the process.
- Review GMT Human Resources policies, procedures, and outcomes.
- Review the operation and maintenance of all facilities and properties owned and/or operated by GMT and make recommendations for improvements to the Board.
- Assess GMT's maintenance and operational performance improvement relative to forecasts, action plans, and industry standards to improve efficiency, effectiveness, access to services, safety, and sustainability of operations.
- Present an overall assessment of the past year's maintenance and operational performance at the annual strategic planning work session(s) involving the full Board of Commissioners and lead discussions in regard to performance improvement strategies.

In Chittenden County, GMT offers fixed routes, local commuter routes, LINK Express routes, and ADA paratransit services. GMT also provides shuttles from senior housing complexes to local supermarkets and neighborhood specials for student transportation to Burlington schools. Outside of Chittenden County, in Washington, Lamoille, Franklin, Grand Isle and parts of Orange Counties, GMT provides a variety of public transportation services including local routes, commuter routes, demand response medical shuttles, service to elders and persons with disabilities, and seasonal service.

In 2019 GMT will have approximately 2.7 million boardings, over 3 million miles traveled using 55 urban revenue vehicles and 50 rural revenue vehicles. The FY20 operating budget was slightly under \$22 million with a capital budget of \$7.5 million. The organization currently operates using approximately 180 FTE's.

THE ORGANIZATION

ABOUT THE AREA

Located in Northwestern and Central Vermont, Chittenden, Franklin, Grand Isle, Lamoille and Washington Counties collectively have a 2018 estimated population of just over 300,000 residents and cover a land area of 2400 square miles. The Green Mountains run the entire length of Vermont and are part of the Appalachian Mountains that stretches from Canada to northern Alabama in the United States.

Burlington (Vermont's largest city), Montpelier, Waterbury and St. Albans are the larger area served by GMT. The area is consistently listed in many publications as the "Top places to see Fall Foliage".



Burlington is compact and beautiful and home to a thriving arts scene, creative entrepreneurship, great shopping, three colleges and a university, and a full range of four-season outdoor pursuits. This small, friendly city consistently earns national awards. Festivals are held all year long with events like New Year's First Night Celebration and the Burlington Discover Jazz Festival attracting visitors from throughout the northeast. The city harbors great museums and galleries too. The waterfront offers ECHO Lake Aquarium and Science Center to learn about the history and ecology of Lake Champlain. Nearby Pine Street and downtown are full of contemporary galleries, and the University of Vermont's eclectic Fleming Museum.



Montpelier is the nation's smallest state capital. Montpelier is located in a remarkable valley along the Winooski River. Montpelier's intimate size, historic neighborhoods and diverse community make it a wonderful city to visit, live, and do business. The Waterbury-Montpelier Region is also known for its many institutions of higher learning, its historic and architectural riches, and its world class ski resorts.



Waterbury is the home of the Ben & Jerry's ice cream factory. The area is home to many retail shops including Lake Champlain Chocolates, Cold Hollow Cider Mill, and Green Mountain Coffee Roasters. Waterbury serves as a launch point for recreational and cultural adventures along the Green Mountain Byway. The entire Waterbury-Montpelier Region is rich in Vermont quality and tradition.



St. Albans is the county seat of Franklin County and is the Islands & Farms region of Vermont. The City of St. Albans is only 15 miles from Vermont's border with Quebec and is the northern terminus of the "Vermont" Amtrak route. St. Albans, known as the "Maple Syrup Capital of the World," is home to the Vermont Maple Festival.





OPPORTUNITIES AND CHALLENGES

The new General Manager for GMT will be faced with both opportunities and challenges that are common for a transit authority as well as challenges unique to a small state and limited resources. These challenges and opportunities include, but are not limited, to the following:

- In conjunction with the Board of Commissioners, creating and executing a vision for the organization. The General Manager will need to evaluate services and routes to determine how to best meet all the needs of the communities GMT serves.
- The General Manager must work closely with GMT's key funding sources. Success depends on developing positive relationships balanced by a genuine desire to engage the community in problem solving.
- Over a relatively quick period of time, recommending and implementing short-term improvements to current transportation services that are positive and demonstrable successes for GMT.
- Developing a working relationship with union membership that will impart a desire to work collaboratively and begin to build a trust that will enhance the organization and grow a positive culture within GMT.
- Of critical importance is instilling confidence in the Board as well as the employees and customers of GMT.
- Attending a variety of meetings with community members, businesses, and other governments and be a visible and positive presence in the community.
- The General Manager will be challenged to develop financial plans that are data driven and fiscally responsible. The Manager must be able to find and introduce additional funding sources that benefit the

entire organization, but do not create expenses beyond the funding means.

- Increasing intergovernmental cooperation both within the Authority's boundaries and with other municipalities and neighboring counties will be an opportunity for the General Manager. Potentially expanding the service boundaries of the organization and providing additional valuable services to residents are also opportunities.
- Understanding and addressing barriers to transit ridership and developing solutions and marketing programs to increase transit ridership where appropriate are also opportunities.
- Developing service plans and routes that will help with the challenges of parking and working with various festival promoters to provide and establish transit services to alleviate parking issues during events are challenges as well as opportunities.
- Bringing creative ideas to how services can be offered efficiently and effectively while helping to reduce the carbon footprint of the organization will be an opportunity as well as a challenge.
- Instilling and implementing best management practices using proven transit and organizational management techniques and solutions fitted to GMT's service area.

QUALIFICATION CRITERIA

The Green Mountain Transit Board of Commissioners is seeking highly professional candidates who are passionate about regional transportation systems. Candidates must have strong leadership abilities and management skills that are based upon consensus building, visioning and problem solving. The Manager must have a strong desire to work in a collegial, fast-paced, team-oriented environment. They must be a highly motivated, self-starting and confident individual with excellent interpersonal skills.

The following education, experience, management, and leadership criteria have been identified by the Board as important skills and abilities for the candidates to possess and demonstrate:

Education and Experience - Candidates should:

- ◆ Possess a bachelor's degree plus 7 to 10 years of increasingly responsible executive level experience in a transportation agency/department or general municipal organization. Assistant Director experience in a larger transit system will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration, engineering, planning or other advanced executive level training is desired.
- ◆ Possess proven managerial and interpersonal skills to lead a dynamic organization with high customer-service expectations, community activism, and demand for government transparency.
- ◆ Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- ◆ Be experienced in and possess a working knowledge of State and Federal grant applications, grant management, and grant reporting processes.
- ◆ Understand how using modern technology applications (such as excel, grant tracking software, data base software, and GIS) would improve the provision of services, tracking of ridership, route planning, etc. and be knowledgeable about opportunities for new software that can enhance continuous improvement.
- ◆ Possess transit expertise particularly with a regional transit system that has strong constituencies that expect to be heard and to be involved in community problem solving.
- ◆ Have the demonstrated ability to work effectively with a board and to manage board expectations while providing sound recommendations on how the organization can move forward in a unified manner.
- ◆ Be skilled in consensus building and have a service-minded approach to the development of programs and services.
- ◆ Have a record of conducting thorough analysis and examination of issues, being fully prepared to assess the topic at hand, the implications of various courses of action and if necessary, take an unpopular position.
- ◆ Possess the ability to grow an organization, guide the Board in its decisions for growth and expansion of services, and have the ability to determine staffing needs as well as future anticipated capital needs for the organization.
- ◆ Have an appreciation for working with a highly educated, progressive, and service oriented board in an area that offers a high quality of life for residents, an abundance of outdoor activities, as well as social and cultural amenities to enhance that quality of life.
- ◆ Have experience with regional strategic planning processes and possess the ability to help the Board develop a long-range vision for the area's transportation system and then deliver on the plan's goals and objectives.
- ◆ Have knowledge of transit systems and service routes, the ability to understand the economic implications of a viable regional transit system and the need for continued improvements to existing services as well as providing expertise related to growth and expansion of services.
- ◆ Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will, and courage to affect such change.
- ◆ Have experience in delivering a contemporary human resource program for GMT employees, and developing and maintaining strong work relationships with GMT staff that build morale while also holding employees professionally accountable.
- ◆ Have management experience in creating an environment of trust, integrity and mentorship where individuals respect one another and where the organization consistently functions at a high level of customer service.
- ◆ Have strong experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, and presenting GMT programs and policies in an effective and authoritative manner.
- ◆ Have a successful record of working with community institutions, business leaders, and citizen groups in a cooperative and friendly manner; be open to input from all with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.
- ◆ Have experience working in a union environment in a leadership role.



Management Style and Personal Traits - Candidates should:

- ◆ Have a background of professional and personal integrity, honesty and serving as a leader in providing citizens with transparency.
- ◆ Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the Board, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- ◆ Be politically astute, yet politically neutral. Be able to “address the Board,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- ◆ Possess a track record of addressing race, ethnic and culturally based issues in a thoughtful and progressive manner. Be someone who can build bridges and bring people together.
- ◆ Be an articulate and an effective communicator, both orally and in writing; be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers; and willingly share information as appropriate.
- ◆ Be a strong administrative leader and be able to help the Board to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues that are critical toward meeting both current and long-range needs.
- ◆ Be a self-starter who has the vitality and energy to continue to move the organization forward in its mission; someone who seeks and enjoys a challenge. Be a team leader who can work on their own or with a team to develop ideas that will meet organizational goals; appreciate a work-life balance philosophy.
- ◆ Possess well developed organizational skills with the ability to balance numerous projects and issues.
- ◆ Be a “people person,” sincerely personable, patient, calm, and accessible. Have a sense of humor. Be one who can quickly establish trust and one who can relate to diverse groups and people. Be one who genuinely embraces and promotes diversity.
- ◆ Have a genuine passion for public service; be an energetic, “can-do” person with a genuine enthusiasm for regional transit and be willing to have a long-term commitment to the organization.
- ◆ Promote a strong, service-oriented, “customer relations” approach by all future employees in dealing with citizenry.
- ◆ Be proactive, anticipatory and innovative. Possess an open mind in dealing with complex and challenging issues that often compete with one another.

COMPENSATION AND HOW TO APPLY

The anticipated hiring salary range for the position is \$110,000 - \$125,000 DOQ with an extremely generous benefit package. Residency is not required, but it is highly desired.

Interested candidates should apply online by January 3, 2020 with a cover letter, resume, and contact information for at least five (5) professional references at GovHRjobs.com to the attention of:

Sarah McKee, Senior Vice President

GovHR USA, 630 Dundee Road, Suite 130

Northbrook, IL 60062

Tel: (224) 282-8310





MEMO

Date: September 26, 2022
To: Executive Committee
From: Bonnie Waninger, Executive Director
Re: Executive Director Wage Range

☒ **RECOMMENDATION:** Adjust the wage range for the Executive Director to at least 90,000 minimum, 105,000 middle, and 120,000 maximum

Currently, CVRPC's adopted wage range for the Executive Director, established in December 2018, is 75,000 minimum, 87,500 middle, and 100,000 maximum.

A survey of RPC Directors provided salaries ranging from \$83,164 to \$140,000, with the median/middle salary at \$102,680 and the mean/average salary at \$107,152. Removing the highest and lowest salary did not change the median or mean substantially. The most significant factor in salary was total years of experience.

Hickok & Boardman completed a compensation study for CCRPC in December 2019. The study examined wages and benefits for similar sized organizations throughout the Northeast Region, including comparable positions in Vermont State government. Based on the study, CCRPC set its FY20 salary range for the Executive Director at 90,000 minimum, 110,000 middle, and 130,000 maximum. Based on the current workforce market, the range has shifted further right.

Executive Director positions for the Montpelier, VT area currently advertised on Indeed.com list wages as ranging from \$80,000 to \$144,000. These primarily are non-profit positions. The Town of Barre recently advertised its Town Manager position at \$105,000-125,000.

The US Bureau of Labor Statistics New England Employment Cost Index shows that wages and salaries increased 5.4% from June 2021 to June 2022. Wage growth has been growing steadily since at least 2012, and with growth accelerating more significantly in 2021 as the available workforce began contracting.



MEMO

Date: September 26, 2022
To: Executive Committee
From: Bonnie Waninger, Executive Director
Re: Job Advertisement Placement

As noted previously, the 2015 job advertisement for the Executive Director position was placed on CVRPC's website, on the VT Planning Association listserve, on the Northern New England Chapter of the American Planning Association job board, on the American Planning Association job board, and in the VT League of Cities and Towns newsletter.

For 2022, I recommend the position be advertised as follows:

- CVRPC's website
- VT Planning Association listserve
- Northern New England Chapter of the American Planning Association job board (free)
- VT League of Cities and Towns (free due to associate membership)
- National Association of Development Organizations (one free posting due to membership)
- League of Women in Government (\$175)
- Linked In (free)
- Seven Days (~\$450-550; most popular source for CVRPC hires)
- Common Good Vermont (free)
- Vermont Professionals of Color Network (\$100)

The Commission also could post the position on the American Planning Association website. The cost is \$195-295. The challenge with this site is the high number of posted positions. Employers can pay an extra \$100 fee to become a "Featured Job", which will boost the ad to the front page. Generally, people with planning backgrounds who want to locate in New England will use the NNECAPA job board.



MEMO

Date: September 22, 2022
To: Executive Committee
From: Bonnie Waninger, Executive Director
Re: 2015 Search Process

The following summary of the 2015 Executive Director search process was culled from meeting minutes and a conversation with former CVRPC Commissioner Julie Potter.

For the 2015 Executive Director search, the Director provided a six month notice regarding her retirement. The Search Committee consisted of Executive Committee members Robert Wernecke, Julie Potter, and David Strong. The Executive Director served as an ex officio member of the Search Committee.

Job Description and Advertisement

The job description and job advertisement were developed by Julie Potter, a member of the Executive Committee, and reviewed by the full Executive Committee.

The job advertisement was placed on CVRPC's website, on the VT Planning Association listserve, on the Northern New England Chapter of the American Planning Association job board, on the American Planning Association job board, and in the VT League of Cities and Towns newsletter.

Hiring Process

The hiring process included:

- A three-person Search Committee consisting of Executive Committee members. The Search Committee developed a list of interview questions, reviewed applications, and screened for qualified candidates with the assistance of the Executive Director.
- Candidates were requested to provide a cover letter, salary expectations, resume, and references. Applications were received via mail or sent to a staff email address. The staff member forwarded applications to the Search Committee and Executive Director. Paper applications of the most promising candidates were provided to the full Executive Committee upon its request. Each application was scored. The top three candidates were selected for the

initial interview. The scoring criteria included education and familiarity with the area. Three candidates were selected for initial interviews, and another eight were identified for potential interviews.

- Candidates were interviewed by the Search Committee for the first interview. The Executive Director did not participate in candidate interviews. The Search Committee recommended the finalists to the Executive Committee members. The top candidate then was interviewed by the Executive Committee. (a second candidate for interview withdrew their application prior to the interview)
- Staff was provided the opportunity to ask the finalist questions and to provide input to the Executive Committee.
- The Board authorized the Executive Committee to choose the candidate to hasten the hiring process. The meeting minutes stated that the Board believed the Committee had the best idea of the quality of the candidates and could make the best choice for the Commission.
- The Executive Committee chose the candidate, determined final wages and benefits, and made the job offer.

All records related to the search process, including the job description as advertised, job advertisements, advertisement distribution list, application requirements, candidate submissions, interview questions and any notes taken, and job offer with final disposition (accepted/declined) are required to be retained in CVRPC's personnel files. Those files are locked with access limited to the Executive Director and Office Manager.

Executive Director Search

Questions for Executive Committee or Board of Commissioners

(also could be distributed to staff as part of a staff input process)

ALL COMMENTS WILL BE KEPT CONFIDENTIAL

The information below would be used to prepare a position announcement and brochure for the Executive Director search process. Responses help highlight things that are attractive about CVRPC, the area it serves, challenges and opportunities for the position, and general/desired position qualifications.

1. What strengths would you like to see in the next Executive Director?
2. What skills and qualifications would you like to see in the next Executive Director?
3. What type of leader are you seeking in the next Executive Director?
4. What will the biggest challenge be for the next Executive Director in the first 6 months on the job?
5. What will be the challenges for them in the 1-2 year period?
6. What will be an opportunity for the Executive Director to manage or create in their first 6 months on the job?
7. What will the opportunities be in the next five years?
8. If the Executive Director could only accomplish one thing in their first year, what would you like that to be?
9. Economically – if “it” went away, what would have the largest impact on CVRPC’s services? The second largest?
10. What organizations should CVRPC continue to partner with to create a more financially sound organization and provides quality services for municipalities? How strong are those relationships now?
11. How well do you think CVRPC does in following its mission?
12. Is there anything “politically” that could create difficulties in recruiting for the next Executive Director?

13. What is the largest financial challenge for CVRPC?
14. How would you want the new Executive Director to communicate with Board members?
15. What do you believe is the “selling” point of CVRPC that will attract a new Executive Director?
16. Why would someone want to live, work and play in the Central Vermont area?

DRAFT