

CITY OF ROCKLAND, MAINE



***270 Pleasant Street
Rockland, Maine 04841***

CITY CLERK'S OFFICE

August 15, 2014

***YOU ARE HEREBY NOTIFIED THAT A SPECIAL MEETING OF THE
ROCKLAND CITY COUNCIL WILL BE HELD IN CITY COUNCIL
CHAMBERS AT ROCKLAND CITY HALL, 270 PLEASANT STREET,
ROCKLAND, MAINE ON WEDNESDAY, AUGUST 20, 2014 AT 6:00 P.M.
FOR THE FOLLOWING PURPOSE(S):***

[Please Note Starting Time and Date]

Executive Session pursuant to 1 M.R.S. 405(6)(A) to interview representatives of three firms that might assist the City in the search and recruiting process for a new City Manager

(Note: Representatives of Eaton Peabody, Dacri Associates and Municipal Resources will be interviewed).

***YOUR PUNCTUAL ATTENDANCE IS REQUESTED
PER ORDER OF THE MAYOR OF THE CITY OF ROCKLAND***

***STUART H. SYLVESTER
CITY CLERK***

Larry Pritchett

To: City Councilors
Cc: City Attorney; City Clerk
Subject: 8/20 > Council Meeting > Manager Search > Support Documents

Councilors,

As you all know City Council will be meeting at 6 PM this Wednesday. The sole purpose of this meeting is to interview representatives from firms that provide search and recruiting services to municipalities. Council will be interviewing three firms (note: the text of this email is included on the second & third pages of the attached PDF):

Municipal Resources (Scheduled For 6:00 PM)

Municipal Resources provides a variety of management consulting services (recruitment for managers and department heads, program and department evaluations, strategic planning, etc.) and technical assistance (land use planning, project management) to towns and cities throughout the Northeast.

The first three pages in the proposal from Municipal Resources (pages 5-7 of the PDF packet) contains a summary of the services Municipal Resources provides, a narrative overview of Municipal Resources' approach to search and recruitment, as well as a list of towns for which MRI has provided this service in the last 12 months.

In addition, on pages 8 through 10 of this packet, Municipal Resources details approximately 20 steps the firm recommends a municipality take in the Manager search process. There are obvious differences between Municipal Resources recommended approach and the steps taken in the last two City Manager searches in Rockland.

In the calls I made to municipalities regarding recent manager searches, it was not unusual to see towns that had experienced comparatively quick turnover in the Manager's position choose Municipal Resource's approach for the subsequent search (Kittery being one). Municipal Resources will customize their approach as desired.

A more extensive list of towns for which Municipal Resources has worked on search and recruiting (i.e., not just the last 12 months) is also included (see pages 14-17). This list was also in Council members packets for the meeting back on July 23rd.

Dacri & Associates (Scheduled For 7:00 PM)

Both in 2011 and recently Council has heard comments that the City should look beyond the "traditional" approaches used for hiring in municipal circles and learn from the recruitment, candidate screening, and evaluation processes used in other sectors.

Dacri & Associates is a management consulting firm that works with businesses, municipal utilities, nonprofits and municipalities. Dacri's services include recruitment (for both managers and department heads), developing performance management programs, department evaluations as well as leadership coaching.

This packet includes (p. 18-24): (a) two pages on the services Dacri Associates provides (given Councilor's comments I would note the section on "Performance Management"), (b) an article Rick Dacri wrote on recruiting City Managers, and (c) a blog post on how unhealthy cultures in organizations undercuts performance and morale.

As with Municipal Resources, the steps recommend by Dacri Associates is more robust in the process of developing an "ideal candidate profile," more expansive in candidate recruitment, and more extensive in the candidate review/evaluation process than what has been done in Rockland in the past.

Given the recent history here, Rick Dacri thought it was better to meet with Council and develop a proposal based on that discussion. He can have a detailed proposal to Council that reflects Council's interest/preferences by Friday (Note: the Dacri material in this packet is the same materials that was in Council's 7/23 meeting packet).

Eaton-Peabody (Scheduled For 8:00 PM)

The team from Eaton-Peabody (Don Gerrish and Dick Metivier) assisted the City of Rockland in the last Manager search/recruiting process in the fall of 2011 and the winter of 2012. Don Gerrish served as town manager in Brunswick for 19 years and now primarily assists towns in the search process (including serving as Acting Manager).

Dick Metivier worked as Finance Director for the City of Lewiston for 29 years. Dick works with towns on the search process as well as on both financial matters and restructuring projects (i.e., departmental mergers and re-organizations).

Attached (see pages 25-28 of the PDF) is a proposal from Eaton Peabody that largely tracks what the City did in 2011-2012 (the step of interviews with Department Heads is not included, but could be added). This document also includes the names of towns which have used Eaton-Peabody for search/recruitment.

The meeting materials for Council's 7/23 meeting contained Eaton-Peabody's contract from the fall of 2010 as well as the information from the public forum and the Department Head interviews that were conducted as part of the 2011-2012 Manager Search process. Those are not included here.

Questions For This Wednesday & Possible Council Action Next Week

As I understand it based on Council discussions on 7/23 and 8/11, the primary reason/objective for this Wednesday's meeting is to discuss options for recruiting with these three firms as well as the unique aspects of this service each offers to municipalities.

In discussions at the 7/23 and 8/11 meetings, Council members noted some aspects of the search process that possibly could (or should) be revised. The approaches by Dacri & Associates as well as Municipal Resources vary in ways both small and large from what was done here in 2009 and in 2011.

The questions for Wednesday (possible in open session at the end), is what changes or additions does Council what to consider making to possibly strengthen the recruiting process this time (recognizing there is a cost to the City, cost in Council's time, and cost in lost productivity at the staff level during repeated Manager transitions)?

Based on calls made to other municipalities that hired a manager in the last year, other towns have spent from \$6,500 to \$24,000 for the recruiting process (search & recruiting, advertising, contract negotiations, and other ancillary expenses).

Unless Council wants to add an action item by unanimous consent, no votes are planned for this Wednesday (8/20). The question for this week appears to be what additions, changes, or refinements does Council wish to see in proposals from any of the firms so Council can make a decision (in votes in open session) next week.

See you Wednesday!

Larry R. Pritchett

Phone: (207) 594-8806

LarryPritchett.Council@GMail.Com

**RESPONSE TO
PROPOSAL REQUESTED BY**

ROCKLAND ME

**FOR ASSISTANCE WITH
CITY MANAGER RECRUITING
AND HIRING**

JULY 2014

**Prepared by:
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253
603-279-0352
866-501-0352 Toll Free
603-279-2548 Fax
www.municipalresources.com**

INTRODUCTION

Municipal Resources, Inc. (MRI) is pleased to present the following proposal to assist the City of Rockland ME with their search for its next City Manager.

Municipal Resources, Inc. has been providing a full range of consulting services to towns and cities throughout New England for more than 20 years, and we are confident that we can offer Rockland a recruitment and selection package to meet your specific needs and budget.

Also attached to this document is a list of clients for whom we performed similar work. In the last 12 months, we have completed or are in the process of completing the following recruitments:

- Town Manager – Kittery, ME
- County Administrator – Somerset County, ME
- Town Administrator – Danvers, MA
- Town Administrator – Kingston, MA
- Town Administrator – Leicester, MA
- Town Administrator – Lenox, MA
- Town Administrator – Manchester-by-the-Sea, MA
- Town Administrator – Mendon, MA
- Town Administrator – Monson, MA
- Town Administrator – Seekonk, MA
- Town Administrator – Warner, NH
- Town Administrator – Wayland, MA
- Town Manager – Cromwell, CT
- Town Manager – Killingly, CT
- Town Manager – Southbridge, MA
- Executive Director, Lakes Region Planning Commission – Meredith, NH
- Executive Director, McGregor Memorial EMS Services – Durham, NH
- Executive Director, Tri-Town Ambulance – Allentown, NH
- Fire Chief, COMM Fire District – Cape Cod, MA
- Fire Chief – Natick, MA
- Fire Chief (part-time) – Newton, NH
- Human Resources Director – Somersworth, NH
- Library Director – Pelham, NH
- Police Chief – Concord, MA
- Police Chief – Fitzwilliam, NH
- Police Chief – Goffstown, NH
- Police Chief – Rindge, NH
- Police Chief – Portsmouth, RI
- Police Chief – Weare, NH
- Police Chief – Windsor, VT

- Public Safety Director, Assumption College – Worcester, MA
- Public Works Director – Cromwell, CT
- Public Works Director – Somersworth, NH

UNIQUE SERVICES IN RECRUITMENT

MRI endeavors to do more than merely match candidates to job openings. Every community is different; therefore, every search is different. MRI works hard to understand the intricacies and uniqueness of each client's organization, and then tailor the process to meet their specific needs and expectations.

- We work closely with our clients to understand the leadership and management aspects of each specific position and to establish and clarify job expectations.
- We work closely with applicants to help them understand the position requirements and the expectations of the appointing authority and keep them abreast of the selection process.
- We recognize that the client is not only hiring a senior executive, but may very well be bringing an entire family into the community. Consequently, we work with the applicants to enable them to learn as much as possible about the region as well as the client community, and we help the client prepare to support assimilation of the new manager. We are also careful to ensure that economic expectations and family needs or special circumstances are clearly understood early in the selection process.
- We stay actively involved through the final selection and formal appointment. Our objective is to initiate and establish long-term, successful relationships between the individuals we help place and our clients.
- We also support the establishment and maintenance of successful long-term relationships through assistance with goal setting, team building, and individual performance evaluation systems and tools.

ABOUT MRI

Founded in 1989, the MRI team includes two principals, a staff of eleven full-time professionals, four administrative support staff, ten part-time professionals, and a large group of professional affiliates who are available for consulting services as necessary.

MRI is committed to providing innovative and creative solutions to the problems and issues facing local governments, school districts, and community based organizations throughout New England. We are a New Hampshire corporation operating from a primary office in Meredith, New Hampshire, with field offices in Maine; Massachusetts; and Pennsylvania.

Our seasoned management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.

Our collective experience in local government operations, coupled with our understanding of the realities of today's economic, regulatory, and political environments, gives MRI a unique capability that can significantly help elected and appointed local officials address the problems and challenges of organizing, managing, and delivering core community services.

MRI has considerable expertise and experience in recruiting highly qualified individuals for management positions, such as town/city manager, town administrator, finance director, personnel director, planning and community development director, police chief, fire chief, and public works director. We develop and administer assessment centers and public safety promotional examinations as well. Key leadership positions can also be filled on an interim or long-term basis by MRI's highly experienced subject-matter experts.

MRI's municipal government expertise includes the following categories:

- Management and operational assessments of departments/agencies
- Reorganization/consolidation studies
- Regionalization feasibility studies
- Community and economic development, including land use regulations and control
- Budget and finance
- Public works and engineering
- Assessing
- Personnel management and recruitment
- Collective bargaining
- Internal investigations
- Risk management
- Public safety studies, including police, fire, EMS, and emergency management
- Emergency planning and exercises
- Building inspection and code enforcement

The firm also focuses on school district assistance with specific services that include finance management, human resources, school safety and security, federal funds accounting, facilities management, management studies, interim personnel placements and other areas.



The depth of MRI's experience is reflected not only in the experience of its associates, but in the scope of services it provides its clients, from organizational and operational assessments of individual organizations to ongoing contracted services for various town government and school business support activities, you will find that we approach every assignment with enthusiasm, responsiveness, creativity, and absolute integrity. We are very proud of our record and reputation for supporting quality local government services through better organization, operation, and communication.

SCOPE OF WORK

MRI will undertake the following activities in the *full* executive recruitment process:

1. MRI will solicit input from the City Council, elected and/or appointed officials, members of the community, and any Screening Committee established by the Council to review the recruitment process and receive input toward developing an "Ideal Candidate Profile & Challenge Statement" against which all candidates will be screened. This Ideal Candidate Profile and Challenge Statement will be posted on MRI's recruitment website for potential candidates to review.

This input will help to:

- a. Identify critical organizational issues;
- b. Clarify roles, responsibilities, and expectations for the position; and
- c. Establish job success standards.

MRI will present its findings and recommendations gathered from stakeholders' interviews in a written report to the City Council.

Prior to preparing the Ideal Candidate Profile and Challenge Statement MRI will prepare and distribute (primarily on-line) a Community Survey intended to identify critical issues facing the community and solicit citizen input regarding key skills, abilities and personal attributes necessary for success of the next City Manager.

2. MRI will work with the Council to develop a position description and associated descriptive documents for review and consideration of prospective applicants.
3. MRI will present a recommendation to the Council that specifically outlines the salary and compensation package that can be considered reasonable and

competitive for the next City Manager in the context of the location, size and complexity of the community.

4. MRI will work with the Council to develop a listing of goals, objectives and critical action items that they will use to task the new City Manager and evaluate his/her performance during the initial employment term.
5. MRI will work with the Council to develop a timeline for the recruitment process so that the City, MRI and all candidates can plan accordingly.
6. MRI will develop ad copy, recommend advertising venues, and coordinate placement of the ads (advertising costs are billed directly to the client unless otherwise agreed). Resumes will be received for approximately 30 days.
7. MRI will research our data base and contact likely potential candidates from other similar recruitments we have conducted in the past 12 months to 18 months.
8. We will canvas our professional network to identify and reach out to promising potential candidates to invite their application.
9. MRI will receive and acknowledge receipt of all applications/resumes. Candidates are kept apprised of their status at each selection point throughout the process.
10. We will establish a team of public management consultants, of which at least two will review and rank candidates against the Ideal Candidate Profile as defined by the City Council. We will review and screen all resumes for minimum qualifications and assist in identification of applicants to be interviewed.
11. We will develop and distribute a written essay questionnaire to be distributed to the top qualified candidates (generally 15 to 20 candidates), focusing the questions on matters of special relevance to the City's needs or current situation. The questions will be prepared in consultation with the Council. Candidates will have 10 days to respond after which the consultant team will review and rank essay responses as they are returned.
12. After essay responses have been returned, reviewed, and ranked, two (2) members of the consulting team will conduct telephone interviews with the top candidates (usually 10 to 14 candidates), with focus on current position and reasons for leaving; career history of successes and failures; future personal and professional goals; and their understanding of best practices and contemporary professional thinking in the field.

13. We will conduct a web search of each semi-finalist to identify potential issues.
14. MRI will conduct two rounds of interviews; the first round typically involves six candidates who will be interviewed by up to three separate panels that may include a Council appointed screening committee, an employee panel and a professional panel consisting of MRI's consulting team. The selection of the panelists is generally made by the appointing authority (City Council) with input from MRI. Each panel will be facilitated by a member of our consultant team who will participate in questioning only to the extent they determine necessary to maintain appropriate flow and direction during the interview process.
15. The second round of interviews will be conducted by the City Council with the top 3 candidates that emerge from the selection process. These interviews will be scheduled and facilitated by MRI.
16. Following interviews with the finalists, the Council in consultation with our lead consultant, will determine what, if any, additional steps are needed to arrive at a final selection. In some instances, additional interviews are required, in others, the final selection is readily apparent and we move to negotiations immediately.
17. MRI will assist with development of terms and conditions of employment, preparing a conditional offer of employment, drafting the employment agreement, and development of initial goals and objectives.
18. If requested, assist the Council with contract negotiations.
19. If the final candidate will be relocating to the community from a significant distance, we recommend and will coordinate a family visit to the community prior to making a conditional offer of employment.
20. MRI will complete a detailed background check on the selected candidate, which shall include, but not be limited to, previous employment, personal and professional references, employment and education verifications, credit history, and criminal and motor vehicle records checks.

TENURE GUARANTEE

To the extent that Municipal Resources is engaged to conduct a comprehensive recruitment as described above, we will guarantee to undertake a recruitment and selection process at no expense to the community should the employment relationship, after it is negotiated and documented by an executed employment agreement, be terminated by either party within 12



months. However, no such guarantee shall exist if said termination occurred due to death or catastrophic illness of the selected candidate, or due to the actions of, or encouragement to the selected candidate by a majority of a newly elected Board or Council. There shall be no cost for MRI's recruitment services; however, the Client shall cover the costs associated with advertising and interviews.

We have significant experience structuring and conducting all sorts of executive recruitment projects for municipalities, and we are very willing and able to customize our approach to accommodate any unique requirements of a community or to fit within budget constraints.

THE PROJECT TEAM

All Principal Consultants affiliated with the firm have substantial experience in government service, a background which proves beneficial to our clients, as we are able to fully understand and address the issues and concerns of the officials and decision makers with whom we do business.

We believe that Municipal Resources has the best collection of talent that any consultant can produce at any price. Generally, our affiliates are current or recently retired practitioners in their field. They have held or hold positions at or near the top in their respective fields. All are previous veterans of consulting assignments. They have Regional, and in some cases, National reputations. We believe this team has the ability to provide your organization with a full range of services necessary to successfully address your current needs. While our technical evaluation is done by in-service experts, all of our recommendations are carefully considered by our own managers before being put forward for your consideration.

Our recruitment team consists of seasoned professionals who have served as managers and elected officials at both the state and local levels. We carefully screen and deliver only the best candidates to our clients.

Our Principal/Lead Consultant for this project will be Donald R. Jutton

Donald R. Jutton, founder and President of Municipal Resources, Inc., is a graduate of Bradford College with a BA in Urban Planning and Management and an MS in Community Economic Development from New Hampshire College. He has also done graduate work in management and administration at Harvard University. Mr. Jutton has a broad government management and operations background, having served as Manager in Meredith, Littleton, Salem, and Wakefield, New Hampshire. While maintaining a strong working knowledge of local government process and organizational planning, the primary emphasis of his work has been in the area of creative community development and pursuit of systemic change in management and delivery of core community services. Mr. Jutton's success in establishing collaborative efforts and managing very complex initiatives between public and private entities has effectively bridged frequently competing interests and has led to successful economic



development activity valued at millions of dollars in many communities. He is noted for continually challenging client communities to rethink traditional approaches and explore innovative alternatives to community development and service delivery problems, emphasizing collaborations and partnerships that expand conventional thinking and extend to all corners of the community. His involvement and advocacy has led to many unique and noteworthy operational changes including a combined Town/School budgeting and annual meeting process in Littleton, NH; shared police services between Greenville and Temple, NH; a three community economic development initiative between Lisbon, Littleton and Bethlehem, NH; a municipal/public/private Mill redevelopment partnership in Troy, NH; and a first of its kind partnership agreement between NASA's Stennis Space Center, Plymouth State University, SAU 35 and the Town of Littleton, NH. The results of his creative activities with communities have been reported in USA TODAY, Heart of NH Magazine, the Boston Globe, and numerous regional and local newspapers and journals.

Project Team Members

Carol M. Granfield, ICMA-CM, has a Masters in Administration from Central Michigan University and is one of 1266 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire and Fairfax, and one year of law school at Massachusetts School of Law. She possesses over 38 years of public sector management experience and 7 years of private sector experience. Ms. Granfield has broad public service experience at the town, city and county levels having served as County Manager in Cumberland County, ME, Town Manager in Dixfield, ME, Director of Administration in Herndon, VA; and Personnel Director in Fairfax, VA; Town Administrator in Hooksett, NH; and Town Manager of Meredith and Derry NH. Ms. Grandfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest based model. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning, goal setting, and team building programs in NH, ME and VA communities. She has also developed and implemented positive career development and training programs for employees of a number of municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. She was previously adjunct faculty at George Mason University. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-Virginia, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

Merelise O'Connor has a Master of Public Administration from the University of New Hampshire; a Bachelor of Science from Plymouth State College, and an Associate of Science from Dean Junior College. Ms. O'Connor has 17 years of local government administration experience and 11 years in several positions in New Hampshire state government. Ms. O'Connor most recently worked for the New Hampshire Local Government Center as Deputy Director for Member Services where she was responsible for providing a wide variety of services to New Hampshire municipalities. Prior to that, she worked for the New Hampshire Retirement System as Chief Member Services Officer; for the Governor's Office of Energy and Community Services as Deputy Director; and as Town Administrator, and Parks and Recreation Director, in Plymouth, New Hampshire. During her tenure as the Plymouth Town Administrator, Ms. O'Connor served as member and President of the New Hampshire Municipal Management Association; was Trustee and Chair of the New Hampshire Municipal Association's Property Liability Trust; and served on the Executive Committee and as Vice President of the New Hampshire Municipal Association.

Gary Stenhouse has both Bachelor's and Master Degrees from the University of R.I. with a concentration in Public Administration. He is a senior management consultant and project manager with MRI. Prior to his retirement in November 2010 after 35 years in the public sector, Gary served in town and city manager roles in both Connecticut and New Hampshire; he started his career as Assistant City Manager in Greenbelt Maryland, served as Town Manager in Bloomfield CT, as the City Manager in Rochester NH and as Town Administrator in Derry NH. In addition he was employed for 5 years as Director of Programs and Administration at NH Primex where he conducted numerous training programs for both elected and appointed local officials in team building, effective communications, and coaching and employee development. He has served as an elected Police Commissioner in Rochester and has been involved in leadership roles in many professional and civic organizations. His broad background in both the public and risk management sectors has provided Mr. Stenhouse with exceptional hands on experience that has led to development of substantial expertise in human resource management, collective bargaining, organizational downsizing, economic development, regionalization, safe work practices and financial management. Mr. Stenhouse works on multiple assignments for MRI; however, his primary area of interest remains organizational development and development and delivery of employee training programs.

Other administrative and consulting staff may be assigned to this project after the specific needs of the community have been identified.

CORPORATE STRUCTURE

MRI is a C Corporation registered in New Hampshire; we are registered to do business in Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, New Jersey, New York, and Pennsylvania.

MUNICIPAL RESOURCES INC.
RECRUITMENT REFERENCES

MASSACHUSETTS

Acton, MA

Fire Chief 2011
Marianne Fleckner
Director of Human Resources
472 Main Street
Acton, MA 01720
(978) 929-6613

Andover, MA

Police Chief Assessment Center 2013
Fire Chief 2006
Reginald "Buzz" Stapczynski,
Town Manager
36 Bartlet Street
Andover, MA 01810
(978) 623-8225

Ashland, MA

Town Manager 2012
Steven Mitchell, Chairman
Board of Selectmen
101 Main Street
Ashland, MA 01721
(508) 881-0100

Assumption College

Public Safety Director 2013
Christian McCarthy
Executive VP & Treasurer
Finance Office
Assumption College
500 Salisbury Street
Worcester, MA 01609
(508) 767-7424

Avon, MA

Organizational Assessment &
Interim Fire Chief 2004
Fire Chief Recruitment 2006
Board of Selectmen
65 East Main Street
Avon, MA 02322
(508) 588-0414

Barnstable, MA

Deputy Fire Chief 2012
Frank Pulsifer, Fire Chief
3249 Main Street
Barnstable, MA 02630
(508) 362-3312

**Barnstable Fire District
Water Department**

Superintendent 2012
Jon R. Erickson, Superintendent
1841 Phinney's Lane
Barnstable, ME 02630
(508) 362-6498

Boylston, MA

Town Administrator 2008
Kenneth Sydow, Selectman
221 Main Street
Boylston, MA 01505
(617) 654-3697

Brookline, MA

Fire Chief 2011
Melvin Kleckner, Town Administrator
333 Washington Street
6th Floor
Brookline, MA 02445
(617) 730-2200

**C-O-MM Fire District
(Centerville, Osterville & Marston
Mills)**

Fire Chief 2013
John M. Farrington, Fire Chief
C-O-MM Fire District
Centerville Fire Headquarters
1875 Falmouth Road (Route 28)
Centerville, MA 02632-3117
(508) 790-2375

Concord, NH

Police Chief 2014
Christopher Whelan
Town Manager
Town of Concord
PO Box 535
22 Monument Square
Concord, MA 01742
(978) 318-3000

Dartmouth, MA

Executive Administrator 2009
Police Chief 2009
David Cressman, Executive Adm.
400 Slocum Road
Dartmouth, MA 02747
(508) 910-1820

East Longmeadow, MA

Police Chief 2005
Town Administrator
60 Center Square
East Longmeadow, MA 01028-2457
(508) 835-3490

Gloucester, MA

Fire Chief 2012
James A. Duggan
Chief Administrative Officer
9 Dale Avenue
Gloucester, MA 01930
(978) 281-9700

Granby, MA

Fire Chief Assessment Center 2005
Chris Martin, Town Adm.
250 State Street
Granby, MA 01033
(413) 467-3101

Hubbardston, MA

Police Chief 2006
Trudy O'Connell, Town
Administrator
PO Box 206
Hubbardston, MA 01452-0206
(978) 928-1403

Kingston, MA

Town Administrator 2013
Nancy M. Howlett
Acting Town Administrator/
Chief Procurement Officer
26 Evergreen Street
Kingston, MA 02364
(781) 585-0500

Leicester, MA

Town Administrator Recruitment 2013
Doug Belanger, Chairman
Leicester Board of Selectmen
3 Washburn Square
Leicester, MA 01524
(508) 892-7000

Lenox, MA

Town Manager Recruitment 2013
David Roche, Chairman
Lenox Board of Selectmen
Town Hall
6 Walker Street
Lenox, MA 01240
(413) 637-5500, x-7

Lexington, MA

Fire Chief 2012
Fire Staffing Study 2012
Fire Lieutenant Assess Ctr.
Fire Captain Assess Ctr.
Carl Valente, Town Manager
Denise Casey, HR Director
1625 Massachusetts Avenue
Lexington, MA 02420
(781) 862-0500

Manchester-by-the-Sea, MA

Town Administrator 2012
Police Chief 2007
Wayne Melville, Town Administrator
10 Central Street
Manchester-by-the-Sea, MA 01944
(978) 526-2000

MASSACHUSETTS CONTINUED

Marblehead, MA

Town Administrator 2011
Anthony M. Sasso, Town Administrator
Abbot Hall
188 Washington Street
Marblehead, MA 01945
(781) 631-0000

Millville, MA

Police Chief Assessment Center 2007
Helen M. Coffin, Executive Secretary
Town of Millville
PO Box 703
Millville, MA 01529
(508) 883-1186

Mendon, MA

Town Administrator 2013
Diane Willoughby
Administrative Assistant
20 Main Street
Mendon, MA 01756
(508) 473-2312

Monson, MA

Town Administrator 2013
Edward A. Maia, Chairman
Monson Board of Selectmen
29 Thompson Street
Monson, MA
(413) 267-4100

Seekonk, MA

Town Administrator 2013
Nelson Almeida, Chairperson
Seekonk Board of Selectmen
100 Peck Street
Seekonk, MA 02771
(508) 336-2910

Southbridge, MA

Town Manager Recruitment
Robert T. Reed
Acting Town Manager
Manager's Office
41 Elm Street
Southbridge, MA 01550
(508) 764-5405

Southampton, MA

Town Administrator 2007
Fire Chief Assessment Center 2006
Board of Selectmen
Regina Shea-Sullivan, Adm. Asst.
PO Box 379
Southampton, MA 01073
(413) 529-0106

Southborough, MA

Fire Chief Assessment Center
17 Common Street
Southborough, MA 01772
(508) 485-0710

Stoughton, MA

Town Manager 2012
John Stagnone, Chairman
Board of Selectmen
10 Pearl Street
Stoughton, MA 02072
(781) 341-1300

Sudbury, MA

Fire Chief Assessment Center 2004
Town of Sudbury
278 Old Sudbury Road
Sudbury, MA 01776-1843
(978) 443-8891

Wayland, MA

Town Administrator 2013
Board of Selectmen
41 Cochituate Road
Wayland, MA 01778
(508) 358-7710

Wellesley, MA

Fire Chief 2008
Hans Larsen
Executive Director
Town of Wellesley
525 Washington Street
Wellesley, MA 02482
(781) 431-1019

Westwood, MA

Police Chief Assessment Ctr 2013
Michael Jaillet, Town Administrator
Town of Westwood
580 High Street
Westwood, MA 02090
(781) 326-4172

Weston, MA

Fire Chief Recruitment 2007
Donna S. VanderClock
Town Manager
Town of Weston
PO Box 378
Weston, MA 02493
(781) 893-7320

Wilbraham, MA

Fire Chief
Shift Commander Assessment 2009
Francis Nothe, Fire Chief
Wilbraham Fire Department
2770 Boston Road
Wilbraham, MA 01095
(413) 596-3122

NEW HAMPSHIRE

Allenstown, NH

Town Administrator 2010
Paul Apple, Town Administrator
16 School Street
Allenstown, NH 03275
(603) 485-4276

Ashland, NH

Police Chief 2001
Board of Selectmen
PO Box 517
Ashland, NH 03217
(603) 968-4432

Auburn, NH

Library Director 2012
Library Board of Trustees
Griffin Free Public Library
22 Hooksett Road
Auburn, NH 03032

Bedford, NH

Town Manager 2013
Town Manager 2012
Police Chief 2011
Town Manager
24 North Amherst Road
Bedford, NH 03110
(603) 472-5242, x-300

Derry, NH

Town Administrator 2010
Larry Budreau, Human Resources Dir.
14 Manning Street
Derry, NH 03038
(603) 845-5403

Durham, NH

Police Chief 1996
Board of Selectmen
15 Newmarket Road
Durham, NH 03824
(603) 868-5571

East Kingston, NH

Clerk 2011
Matthew Dworman, Chairman
Board of Selectmen
24 Depot Road
East Kingston, NH 03827
(603) 642-8406

Enfield, NH

Town Administrator 2005
Enfield Board of Selectman
PO Box 373
Enfield, NH 03748
(603) 632-7389

NEW HAMPSHIRE CONTINUED

Farmington, NH

Town Administrator 2012
Board of Selectmen
356 Main Street
Farmington, NH 03835
(603) 755-2208

Fitzwilliam, NH

Police Chief 2013
Paula Thompson
Town Administrator
13 Templeton Turnpike
PO Box 725
Fitzwilliam, NH 03447
(603) 585-7723

Goffstown, NH

Police Chief 2014
Sue Desruisseaux
Town Administrator
16 Main Street
Goffstown, NH 03045
(603) 497-8990

Hinsdale, NH

Police Chief 2012
Jill Collins, Town Administrator
PO Box 13
Hinsdale, NH 03451
(603) 336-5710

Hooksett, NH

Town Administrator 2009
Police Chief Recruitment 1999
Hooksett Town Council
35 Main Street
Hooksett, NH 03106
(603) 485-8472

Hudson, NH

Police Chief Assessment Center 2008
Police Synergy for Sgt. & Lt.
Stephen Malizia, Town Adm.
12 School Street
Hudson, NH 03051
(603) 886-6024

Laconia, NH

City Manager 2011
Michael Seymour, Mayor
45 Beacon Street East
Laconia, NH 03246
(603) 527-1270

Lakes Region Planning Commission

Meredith, NH
Executive Director 2013
Warren Hutchins
103 Main Street, #3
Meredith, NH 03253
(603) 279-8171

Lincoln, NH

Police Chief 1998
Police Study – 1999
Board of Selectmen
PO Box 25
Lincoln, NH 03251
(603) 745-2757

Londonderry, NH

Fire Chief 2007
Town Manager
268-B Mammoth Road
Londonderry, NH 03053
(603) 432-1100

Madison, NH

Police Chief 2003
Board of Selectmen
PO Box 248
Madison, NH 03849
(603) 367-4332

McGregor Memorial EMS

Executive Director 2013
Astrid Wielens, Chair
McGregor Memorial EMS
c/o Zebra Crossings
61 Locust Street
Dover NH 03820
(603) 312-2052

Meredith, New Hampshire

Town Manager 2003
Assessor 2005
Frank Michel, Esquire
66 NH Route 25
Meredith, NH 03253
(603) 279-6100

**NH Community Development
Finance Authority**

Executive Director 2004
Michael Long
Former Chairman of the Board
Community Guaranty Saving Bank
Plymouth, NH
(603) 536-0001

Newbury, NH

Police Chief 2005
Dennis Pavlicek, Town Adm.
PO Box 296
Newbury, NH 03255
(603) 763-4940

Newton, NH

Fire Chief Recruitment 2014
Nancy J. Wrigley
Town Administrator
PO Box 378 • 2 Town Hall Road
Newton, NH 03858
(603) 382-4405 x14

Pittsfield, NH

Town Administrator 2007
Board of Selectmen
PO Box 98
Pittsfield, NH 03263
(603) 435-6291

Plaistow, NH

Town Manager 2006
Board of Selectmen
145 Main Street
Plaistow, NH 03865
(603) 382-8469

Peterborough, NH

Fire Chief 2004
Pamela Brenner, Town Adm.
One Grove Street
Peterborough, NH 03458
(603) 924-3201

Raymond, NH

Town Manager 2007
Board of Selectmen
4 Epping Street
Raymond, NH 03077
(603) 895-4735

Rindge, NH

Police Chief 2012 & 2014
Carlotta Pini, Town Adm.
30 Payson Hill Road
Rindge, NH 03461
(603) 899-5181

Salem, NH

Town Manager 2010
Michael J. Lyons, Chairman
Board of Selectmen
33 Geremonty Drive
Salem, NH 03079
(603) 890-2128

Somersworth, NH

Director Dept. of Public Works 2013
Economic Development Mgr. 2012
Fire Chief 2011
Robert M. Belmore, City Manager
City of Somersworth
One Government Way
Somersworth, New Hampshire 03878
603-692-9503

Stratham, NH

Police Chief 2009
Paul Deschaine
Town Administrator
Town of Stratham
10 Bunker Hill Ave.
Stratham, NH 03885
(603) 772-7391

NEW HAMPSHIRE CONTINUED

Warner, NH

Town Administrator 2013
David Karrick, Chairman
Board of Selectmen
PO Box 265
5 East Main St.
Warner, NH 03278
(603) 456-2298

Weare, NH

Police Chief Recruitment 2013
Organizational Assessment &
Interim Police Chief 1994
Board of Selectmen
PO Box 190
Weare, NH 03281
(603) 529-7525

Wolfeboro, NH

Police Chief 2004
David Owen, Town Manager
PO Box 629
Wolfeboro, NH 03894
(603) 569-8161

MAINE

Brunswick, ME

Town Manager 2009
Fran Smith, Town Clerk
28 Federal Street
Brunswick, ME 04011
(207) 725-6659

Kittery, ME

Town Manager Recruitment 2013
George V. Dow, Chairperson
Kittery Town Council
200 Rogers Road Extension
Kittery, ME 03904
(207) 475-1329

Somerset County, ME

County Administrator 2013
Earla J. Haggerty
Interim County Administrator
Somerset County
41 Court Street
Skowhegan, ME 04976
207-474-9861, X-232

CONNECTICUT

Cromwell, CT

Public Works Director 2014
Town Manager 2013
Mertie Terry, First Selectman
Town of Cromwell
41 West Street
Town Hall, 1st Floor
Cromwell, CT 06416
(860) 632-3410

Killingly, CT

Town Manager 2013
172 Main Street
PO Box 6000
Danielson, CT 06239
(860) 779-5334

RHODE ISLAND

Portsmouth, RI

Police Chief 2013
Fire Chief 2012
Town Administrator 2011
John Klimm, Town Administrator
2200 East Main Road
Portsmouth, RI 02871
(401) 683-3255

VERMONT

Windsor, VT
Police Chief Recruitment 2014
Tom Marsh, Town Manager
29 Union Street
Windsor, VT 05089
(802) 674-6786

PENNSYLVANIA

Chambersburg, PA

Fire Chief 2006
Mr. David Finch
Assistant Borough Manager
Borough of Chambersburg
100 S. 2nd Street
Chambersburg PA 17201-2512

Gettysburg, PA

Borough Manager 2010
Borough Offices
59 East High Street
Gettysburg, PA 17325
(717) 334-1160

State College, PA

Fire Director 2006
Mr. James Steff
Executive Director
Centre Region Council of Governments
State College PA 16801

Villanova University

Public Safety Director – 2007
Kenneth Valosky, Vice President
Finance and Administration
Villanova University
The American College
Huebner Hall
270 So. Bryn Mawr Avenue
Bryn Mawr, PA 19010
(601) 519-4532

In this Section

- Consulting Services
- HR Help Line
- Private Coaching
- Management Development
- Career Transition Coach
- Speaking & Workshops
- Media



Management Consulting Services

What Others Say:

"Whenever I need the right words to handle an HR situation...or mentoring...or guidance... or advice, I can call on Rick Dacri. I am grateful."

- Debi Cherry, Office Manager
Mamma Mia's Restaurants

"Engaging Rick Dacri was the best thing I have done. All his work on developing a harassment and discrimination program helped me avoid an expensive lawsuit on a baseless claim. Rick saved me a bundle and more importantly, reinforced that we're a great place to work."

For advice on managing your employees and to receive a FREE digital copy of my book

Uncomplicating Management: Focus on Your Stars and Your Company Will Soar,
subscribe to my monthly newsletter.

Dacri & Associates, LLC
7 High Point Drive
Kennebunkport, ME 04046

What We Provide Our Clients

Since 1995, Dacri & Associates, LLC has been helping individuals and organizations improve productivity, service and performance. Our client group varies from major Fortune 500 companies to small not-for-profit organizations.

"Rick Dacri delivers outstanding customer service. He has provided logical guidance with solid examples of every issue... Rick has a wealth of knowledge and expertise."

**Richelle Wallace, Vice President,
Norway Savings Bank**

Our philosophy is that if organizations take care of their employees, organizations will realize outstanding results. People are the organization's competitive advantage. Our approach is to help organizations get the most value from their employees and attract the best talent available.

We have been successful helping our clients attract new talent and engage, challenge and retain the good performers they already employ. These individuals then contribute to the organization's current and future goals.

What We Do

Uncomplicating Management Training

Recruitment:

For **Rogerson Communities**, we recruited their first Manager of Human Resources. We were able to present to them five outstanding candidates who had the technical knowledge to do the job, the leadership capability to become a key member of their management team, and the qualitative traits to ensure a fit within the organization. The result was they hired one of the candidates who hit the road running on day one and was able to make an immediate contribution.

Compensation:

For **ABCD Boston**, we designed a complete wage and salary program. We evaluated each of their jobs, established rankings for each position, and conducted an external market survey to determine competitiveness and established salary ranges. We then established a mechanism to administer the program and trained a manager to maintain the program. The result, they now have a compensation program that is fair, competitive, affordable and accepted by their management and employees.

Leadership Training:

Phone: 207-967-0837

E-mail

Web Developer
IMS-21

For **Carroll Enterprises**, we developed a comprehensive leadership development program. Over a period of six months, every supervisor, manager, and senior executive participated in this program, which included training and follow-up coaching. The result is that their team is now working at a much higher level and there is greater cohesiveness and communication throughout management. ([workshops](#))

Employee Satisfaction Surveys:

For **Saint-Gobain Abrasives**, we developed and administered an employee satisfaction survey to address this start-up division's turnover problem. The survey findings pointed to a number of problem areas. Armed with these results, we developed a comprehensive plan to address these employee concerns which management embraced and implemented. The result was increased retention and a workforce that was more engaged and committed to the organization!

Outplacement:

For a major aerospace manufacturer, dealing with the post 911 downturn in the aerospace industry resulted in the need to downsize their operation. Before doing this, they were concerned about the impact on their laid off workers and families; the impact on their remaining workforce; and their potential vulnerability to lawsuits from angry laid off workers. We developed a career transition program that provided these displaced individuals with the tools and the skills needed to quickly find new jobs. The results were that each individual was able to find new employment; the company's remaining workforce saw that the company cared about all their employees; and there was no negative impact resulting from this layoff.

Performance Management:

For **Kennebunk, Kennebunkport & Wells Water District**, we developed a comprehensive performance management program that was used to evaluate their management and hourly staff. The program was tied to their salary administration and their performance incentive program. We trained and coached the managers to give effective performance appraisals to their staff. The result is that there is greater accountability, goals are being met, and good performance is rewarded.

Coaching:

We provided candid advice to help the President of a large organization run their company. It was lonely at the top. Previously, she felt she had no one to whom she could talk to about critical issues. The result, I became her trusted coach and advisor who listened intently, asked thought provoking questions, and helped her think through the issues in a clear, objective, and unencumbered manner. ([more info](#))

Compliance:

For **Netstal Machinery**, we audited their human resource systems to ensure that they were fully compliant with state and federal employment laws. We also developed their human resource systems and trained one of their staff to administer it. The result was the company developed systems, policies and procedures that were fully compliant with the law, educated managers who now know what they can and cannot do and established access to expert consultation when they need it.

Strategic Planning:

For the **Northeast Public Power Association** we provided and facilitated a strategy development process designed to refocus agency operations through greater staff collaboration and mentoring. The result was improved operations and more individualized service to its members.

Uncomplicating Management

JULY 16, 2014 · 10:34 AM

How Unhealthy Cultures Stymie Progress

(This article, written by [Rick Dacri](#), was originally published in the [Maine Town, City & County Management Association July 2014 Newsletter](#))

If you want to understand what truly makes your organization tick, focus on your culture. Former IBM CEO Louis Gestner, Jr. remarked, “culture is everything.” It is the driving force in managing your city or town.

Watch the ways your employees greet one another, address residents, and even dress. Observe their work habits, how they perform their jobs, and their willingness to do more. Understand your unwritten rules, beliefs, expectations and values. All of these will provide you a snapshot of your organization’s personality and culture.

I was asked by a new Town Manager to evaluate two finalists for a community relation’s position. One was an external candidate with years of relevant experience and a positive personality; the other, a long service internal candidate with no applicable proficiency. I asked the internal why she wanted the job, a position very different from her accounting role. She indicated that for the last 10 years she had watched the incumbent do the job and thought she’s like to do the same one day. When the incumbent retired, she assumed that with her seniority, she would be entitled to the job. When I inquired about what she had done over the years to prepare herself for the job—training, courses taken, anything—she looked at me incredulously. She had done nothing, beyond putting in her time. She didn’t get the job.

In this town, an “entitlement mentality” based on seniority was ingrained into the culture. The new manager and his Board wanted and needed a workforce that was engaged, energized, resident-focused and skilled. To get there, the manager needed to move to a performance based culture, built upon education, training and above all excellence. Merit always trumps longevity. Hiring the external candidate was the first step in the process and it sent a loud message to all.

Cultural change is never easy and it is often painful. It takes hard work, time and focus. The new manager was a take-charge leader who was committed to setting a new tone and direction. With an uncompromising approach and support from his board, he knew he had to be an exemplar—modeling and promoting the “new way.”

Creating a culture focused on performance required a powerful tool to both support this initiative and to measure employee progress. **We developed a performance management system trumpeting employee recognition, rewarding excellent performance, and fostering employee development.** An appraisal system that deemphasized a “report card” approach, while promoting career development, would get employees’ attention and support, begin to unthaw frozen beliefs, and was likely to generate support, acceptance and new attitudes. After all, you cannot raise the level of performance in an organization that floats on a culture emphasizing entitlement over achievement.

While it may be difficult to change behaviors and attitudes once they become the norm, strong leadership can make it happen. **The effectiveness of town government, in an era of high resident expectations on bare bones budgets, rests on the shoulders of its leadership and workforce.** Understanding your culture is critical. Changing it, if it not consistent with your strategic direction, is paramount.

Getting the best out of your people, nurturing their growth, in an environment based on performance, can be transformative. Promoting this can-do attitude, encouraging an acceptance of change, instills strong peer pressure for the new norms while enlisting the employees' enthusiasm and dedicated efforts to achieving the town's objectives.

Step back and critically look at your city or town. If you're happy with what you see, build on it. If you find yourself falling short of your expectations, do what it takes to change. Your residents, board and yes, your employees will thank you.

[If you would like to learn more about transforming your organization's culture, contact Rick Dacri.](#)

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[Recruitment: Landing Your Next Manager](#)

In "Recruitment"

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Uncomplicating Management

APRIL 16, 2012 · 10:49 AM

Recruitment: Landing Your Next Manager

(I wrote this article and it was published in the Maine Townsman Magazine, April 2012 issue. The Maine Townsman is the magazine of the Maine Municipal Association.)

The most important responsibility of any Council or Board is to hire a top notch City or Town Manager. The success of your municipality is dependent upon having a highly qualified executive steering your operation. Absent that, you can expect trouble big time. Focus lots of time and attention on bringing into your municipality the best of the best. Great executives are out there. Your job is to find them—or engage someone who can.

Recruiting good candidates is not an easy task for anyone. The process is complicated and candidates often know what to say and do to get the job, and it is going to get more difficult. **The International City/County Management Association's Next Generation Initiatives study cited the "retirement tidal wave" as a major barrier facing local governments.** They noted that the "local government management profession is at a crossroads as baby boomers that compromise the majority of local government managers approach retirement at a quickening pace, and statistics indicate the greatest number of retirees will come from the management ranks." Making matters worse, Maine's oldest in the nation population puts this graying profession at a greater risk. And the problem doesn't end at the executive level. This same crisis blankets all municipal management roles. So what should you do?

Putting together a successful recruitment program and search requires expertise, experience and know-how. Understanding what you are looking for, finding the right candidate, and getting him or her to say "yes" to your offer requires a comprehensive plan.

Every municipality dreams of having a steady stream of highly qualified applicants knocking at their door, hoping to be hired as your Town Manager—applicants, who are skilled, fully engaged and who mesh with their current employees and fit within their community. **And as idealistic as this sounds, communities with a strong recruitment brand enjoy this benefit.** There are many prominent examples of this at the corporate level. Just ask the folks at Google, Johnson & Johnson and Apple. They understand the value of a strong brand.

So what is a recruitment brand and how can you develop one? **A recruitment brand is a message that communicates what it's like to work at your organization. It tells the world who you are and what you believe in—your mission, culture and values. It's your way of telling applicants "this is who we are and individuals who believe and think like us are welcome."** And for those who think a recruitment brand is not important to recruiting your next manager, you would be mistaken. Simply attend a gathering of city and town managers and listen to their conversations about various communities throughout the state. You will soon learn that some towns are coveted places to work while others are to be avoided. It is all about the brand.

With a strong recruitment brand, candidates will seek you out, saving you time and money on recruitment initiatives. But even more importantly, your brand is the glue that holds your current workers together, increasing employee retention, engagement, loyalty and productivity.

Building a brand takes two uncomplicated steps:

1. **Understanding who you are.** To fully understand this, ask yourself and then ask your employees why do you want to work here? What kinds of people are successful here? What kind of people fit it? And what kinds of people are not successful here? Getting the answer to these questions will help you define your municipality's brand. Listen to how your employees respond.
2. **Communicate your message about what it's like to work at your municipality.** Get your employees to offer their stories. These compelling stories of why people want to work in your town provide you the insights into who you are and your recruitment brand.

Communicate your brand consistently and with clarity in all your recruitment pieces. And as your brand evolves, listen to hear how former employees, residents and the public echo it. A positive recruitment brand will attract your targeted candidates to your town like a magnet, ensuring that you always have a steady stream of candidates drawn to your door.

Next, profile your ideal candidate. This sounds simple, but so often councilors do not know which candidate will be successful in their community and which one will fail. Knowing this is critical. Often we start the recruitment process without truly understanding what we are looking for. Job descriptions are helpful. They define the education, experience and tasks the new hire will perform. What they do not do is identify the traits, those qualitative factors that tell you who will fit and who will not. To do this, ask yourself these two questions: 1) what type of person will be most successful in our community? 2) What type will not? How you answer these questions will focus your entire recruitment search.

It is also important to understand that positions change and evolve overtime. With rapid changes in regulations, resident demands, state and federal mandates, revenue challenges and changing demographics, the type of Town Manager you need now may be very different from your previous manager. As such, simply using an outdated job description and a profile of the incumbent will not give you a clear picture of a successful new hire. It will not help you to identify what you need today and what you will need in the future. Remember, each time you are faced with making a hire, you must go through this process. Your investment in time now will yield good long-term rewards.

In developing the profile of your ideal Town Manager, look at six critical elements: 1) job priorities; 2) business/management/financial skills; 3) essential personal traits; 4) negative traits—traits that would make the individual unsuccessful; 5) short term challenges the candidate would face immediately upon starting the job; and 6) the long term challenges he would face in your community and state. Armed with this profile, you can use this tool to identify what you need in a candidate, what you do not want, where you should find such a candidate, and what questions you should ask during the interview.

Finally, hire for fit. Though you now have the profile of your ideal candidate, you must focus on the person who will fit within your community. He is the one who can work with your staff, elected officials, and residents; assimilate within your culture and community; and adopt your Town's belief systems. Find people who best meet the requirements of the job. Critical job skills go beyond the technical—they must include personality traits and include those soft skills such as teamwork, relational competences, and empathy. Finally, select candidates with the right attitude. Remember, one thing you cannot change in people is their inherent attitudes. Evaluate the impact your new hire will have on your staff, residents and community. Be uncompromising about hiring the right person. If you make a bad hiring decision, you will soon have to make the tough decision to say good-bye.

Next it is important to understand where the right candidates are. **Successful fishermen know where and when the fish are biting. Successful recruitment requires you to do the same.** Ask yourself, if I were looking for a town manager, where would I find one? The answer could be towns similar to yours; professional associations; schools of government; etc. In other words, it isn't just the help wanted pages or the Internet. Think creatively—think differently.

Once you've found your candidate, it's critically important to conduct a thorough job interview. Prepare carefully. Formulate questions before hand, which explore ability, skill and fit. Ask behavioral oriented questions, which are questions that require a response based on actual experience. Probe until you are sure that you have all the information you need. Listen to what the candidate says and how he says it. Ask the candidate if he or she has any questions. The questions they have will tell you a lot about them and what is important to them. Put as many eyes on the candidate as you can, in multiple settings and times. Too many costly mistakes are made during the interview phase.

Resist the temptation to fill the job quickly. Don't blame mistakes on the labor pool. Don't hire until you are sure you have the right candidate. Trust your gut. Listen and watch for red flags—those signs that tell you something is not right here. People decisions are significant—they impact the overall morale, culture and capacity of the organization. You know the expression about the one bad apple....

Always reference check. You learn a lot from reference checking. Listen to what is being said and how it is said. Interview the references. **Remember, your goal here is not to confirm your beliefs. It is to learn more about the candidate so you can make an educated decision about their ability to lead your local government.**

Finally, make your final evaluation. Ask yourself: Can he do the job? Will she be accepted? Will he fit? Is she interested? What is the likelihood that he will stay? Will outside factors interfere with his performance? **Remember, it is easy to hire, hard to fire.**

There are many steps in finding the right Town Manager for your municipality. **Recruiting your next manager is probably the most important responsibility of your Council. Putting together a strategic recruitment plan and following these steps, will ensure that you hire the right candidate.**

Share this:





Proposal to Provide City Manager Recruitment Services to the City of Rockland

August 5, 2014

Eaton Peabody Consulting Group is pleased to submit this proposal to the City of Rockland to assist in the recruitment of a new City Manager. We believe we are ideally suited to provide these services, and this proposal sets forth our qualifications, experience, and approach.

Scope of Work

Eaton Peabody Consulting Group ("EPCG") team members Don Gerrish and Richard Metivier will be the consultants for the City Manager search. The recruitment process will include:

- developing an overall recruitment strategy with the City Council and Mayor ("Council");
- assisting the Council in determining the essential skills and experiences required for the next City Manager who will assist with the issues and challenges facing Rockland;
- determining, with the Council, the process and timeline that will be used in the search; including whether anyone else other than the Council will be involved in the process.
- develop a format that allows citizen/employees to have input into the personal characteristics, education, traits and experience that the new City Manager should have and allowing citizens and employees to meet the finalists for the position.
- preparing a draft employment advertisement for review by the Council;
- determining, with the Council, where and in what media to advertise (i.e. nationally, regionally, locally, internet and/or newspapers);
- receiving and reviewing all applications including performing initial investigation of the applicants, preparing information packets for the Council on applicants, and assisting the Council regarding suitable applicants to interview;
- scheduling all interviews, assisting with suggested questions, and participating in the interviews as an observer;
- after the Council has selected the finalist(s), complete background checks on the top candidate(s), and schedule second interviews with questions if necessary;

- be available to answer any questions and assist the Council in its evaluations and selection;
- assist in contract negotiations for the terms of employment with the selected candidate, if so directed by the Council.

Project Team and Related Experience

Don Gerrish has over 37 years' experience in Municipal Government in the State of Maine and retired as Town Manager of Brunswick after 19 years of service. He has successfully assisted the Towns/Cities of Wiscasset, Greenville, Corinth, Orono, Arundel, Bowdoinham, Poland, Old Town, Damariscotta, Bucksport, Kittery, Rockland, Auburn, Freeport, Howland, Lisbon, and Castine with their Manager searches. He also assisted the Town of Kittery with their Police Chief search. While assisting Wiscasset, Bowdoinham, Poland, Damariscotta, and Auburn he was also their interim Town/City Manager. Please feel free to contact any of these communities for a reference.

Dick Metivier has over 41 years of experience in Municipal Government and retired as Finance Director of Lewiston after serving in that capacity for 29 years. He has performed collaboration and consolidation evaluations for the Town of Yarmouth and City of Lewiston and assisted the Town of Poland with the selection of a Financial Advisor for an Endowment Fund. He assisted Old Town, Damariscotta, Rockland, Auburn, Freeport, Lisbon and Castine with their Manager searches.

Mr. Gerrish and Mr. Metivier also completed the search for a new Executive Director for Maine Municipal Bond Bank and Maine Health and Higher Education Facilities Authority and for the General Manager of the Greater Portland Transit District (METRO).

A copy of each of their resumes is attached.

Don has been involved in all aspects of Town and City Management in the State of Maine for over 37 years. He retired from the Town of Brunswick after serving as its Manager for nearly 20 years. Prior to that, Don managed the Town of Gorham for 10 years, and worked in Auburn and Rockland as well. In 1993 he was elected by his peers from all over the world to serve on the Board of the International City/County Managers Association as a Regional Vice-President, and was then chosen by the membership in 1996 to serve as the Association's President. This allowed him to travel throughout the United States and Europe meeting managers and discussing issues they and their communities were facing. Don has extensive experience in all facets of Municipal Government including:

- Council/Selectmen/Manager Relations
- Ethics for Staff and Elected Officials
- Manager Evaluations
- Town/School Relations
- Goal Setting for Elected Officials
- Municipal Budgeting
- Personnel Issues
- Union Negotiations
- Federal Relations
- University/College/Town Relations

EDUCATION

University of Maine, BS

MEMBERSHIPS AND AFFILIATIONS

International City Managers Association 1974 to present

President 1996-1997; Northeast Regional Vice President 1993-1995

Maine Town and City Managers Association 1974 - present

President 1983-1984; Manager of the Year 1987

Maine Municipal Employees Health Trust 1981 - present

Chairman 1981-1987; 1999-2002

Maine Health Care Performance Council 2002

Co-Chairman appointed by Gov. King

Cumberland County Strategic Planning Committee 2001

Chairman

Trustee, Cumberland County Civic Center 1985-1991

Chairman 1987-1988

Member, Waste Management Advisory Council 1991-1992

Appointed by Gov. McKernan

Board of Directors, Greater Portland United Way 1989

Member of Portland Area Comprehensive Transportation Study 1980-1989

Chairman 1985-1986

Member, of Governor's Municipal Advisory Committee 1983-1984

Maine Municipal Association Executive Committee 1982-1983

Member, MidCoast Council of Business Development and Planning



Eaton Peabody Consulting Group
Richard T. Metivier, Municipal Services Consultant

Richard “Dick” Metivier has worked in municipal finance for more than 40 years. Starting as the Assistant to the Controller for the City of Lewiston in 1969, Dick worked his way up to Assistant Controller and Purchasing Agent and then, in 1980, was promoted to the position of Director of Finance for the City of Lewiston.

As the Director of Finance, Dick was responsible for planning, organizing, directing, promoting, and securing the financial and property interests and activities of the City. Those responsibilities included:

- general oversight of the financial activities of the City including water and sewer utilities;
- advising the City Administrator on fiscal policy;
- developing revenue estimates for the annual budget;
- reviewing departmental budget requests and assisting the City Administrator in their review;
- providing on-going reporting of the City’s financial activities;
- administering the City’s debt program;
- providing supervision over the Accounting, Tax Collection, Purchasing and Treasury functions of the City; and
- directing the risk management activities of the City.

EDUCATION

Husson College, BS, Business Administration

MEMBERSHIPS AND AFFILIATIONS

Member, Charter President, Maine Government Finance Officers Association (GFOA)
Director, New England States Government Finance Officers Association (NESGFOA)
Member, International Foundation of Employee Benefits and Public Risk and Insurance Management Association
Treasurer, Lewiston Urban Civic Center Enterprises
Treasurer, Auburn/Lewiston Airport Board of Directors
Treasurer, Lewiston Mill Redevelopment Corporation
Member and Past Chairman, Lewiston Auburn Transit Committee
Member, Androscoggin Valley Council of Governments Executive Board
Trustee, Maine Public Employees Retirement System
Trustee and Past Chairman, Maine Municipal Employees Health Trust
Director and Past Chairman, Board of the Lewiston Municipal Federal Credit Union
Member, Lewiston Auburn Economic Growth Council Loan Qualification Committee

AWARDS

Maine State Government Finance Person of the Year Award, 1994
Government Finance Officers Association Distinguished Budget Presentation Award, 1986, 1989
City of Lewiston Employee of the Year Award, 2009